



**EABIS**

European Academy  
of Business in Society



the Autonomous Management School of  
Ghent University and Katholieke Universiteit Leuven

# **“The Challenge of Sustainable Growth: Integrating Societal Expectations in Business”**

## **Call for Papers**

Third Annual Colloquium of the  
**European Academy of Business in Society (EABIS)**

27 & 28 September 2004

Hosted by

**Vlerick Leuven Gent Management School, Belgium**

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Changing societal expectations place new challenges on businesses and societies. In the global information society, a large number of actors outside of business's traditional stakeholders create an ever-growing list of expectations towards the business world. For today's managers, financial results are no longer the only concern. The power of civil society groups and their effect on the (re)positioning of traditional stakeholders like consumers, governments and trade unions, lead to a considerably more challenging decision and management environment, certainly in the context of global competition. Managing complexity is the name of the game.

Nevertheless, increasingly, more voices are raised and questions asked about the transparency, accountability and responsibility of these groups. Furthermore, all stakeholders are urged to reconsider their role in society and create an environment where companies can learn about these broader expectations and evolve while remaining competitive.

However convergent the view may be on the need to take these broader societal expectations into consideration, a tremendous confusion remains as to the evolving role of business in society. Some academics as well as business leaders are convinced that these social expectations need to be mainstreamed into all aspects of management and governance. Others see it as part of emerging issues management; important but not at the heart of the business.

The major theme is acknowledging, considering and analyzing these changes in order to help the business community forward in dealing with them. Therefore we are looking for academic contributions that can help answer questions like: What do these changes mean for Business on a corporate, business unit and functional level? What are the main challenges faced with in each of the relevant domains of business administration?

The 2004 Colloquium represents a managerial and organisational approach to business and society that is taken by Vlerick Leuven Gent Management School and supported by the European Academy of Business in Society (EABiS). We want to address questions of high relevance for managers in dealing with evolving societal expectations and integration of these in governance, strategy, organisation and operations.

We have also chosen the perspective of the business functions to look at the managerial and organisational agenda of business and society. These choices should not be regarded as normative or restrictive. Obviously there are possible subjects for papers that could cut across the functional domains which themselves are partly overlapping.

If you are not sure which domain your paper would fit into, please submit it with this query. But the main endeavor remains to contribute to the mainstreaming of business and society into the functional domains of management research, education and practice.

## **Indicative Themes and Research Questions**

The main question is what these challenges could mean for doing business on a corporate, business unit and functional level? Therefore, 6 broad themes were identified and listed hereafter, supplemented with indicative questions.

Please note that the issues and questions mentioned under each theme are *indicative* and *not exhaustive*. Other suggestions are warmly welcomed.

### **1. Governance**

#### Issues for discussion:

- Redefining the role of the firm: from Coase, Friedman & Williamson to Blair, Freeman and Carroll.
- The paradigm shift & redefining the role and power of input factors
- Redefining mission and objectives: from 'enlightened value maximization' (Michael Jensen) to 'profit as a means to an end' (Wilson)
- Redefining the duties of the board of directors in corporate law and corporate governance codes & recommendations
- Stakeholders and corporate boards: the role of the independent director
- Investor relations & SRI: impact on rating systems

### **2. Strategy**

#### Issues for discussion:

- Strategy implementation and strategic performance measurement: a stakeholder approach
- Redefining industry analysis & competitive advantage
- Competitive advantage: risk management and reputation management
- Competitive advantage: proactive responding and innovation
- Integrating market and non-market factors in strategic analysis
- Organizational implications of mainstreaming societal expectations
- Cultural diversity in integrating societal expectations: implications for strategy and management
- Theories of the firm
  - e.g. extending the resource-based view on the firm: stakeholder relationships as valuable resources
  - e.g. incorporating societal responsibility into managerial theories of the firm
- Different approaches to making the "business case" and creating business rationales for integrating societal expectations

### **3. Marketing**

#### Issues for discussion:

- Mainstreaming societal expectations beyond reputation management
- The societal dimension of brand value
- Creating and maintaining value propositions of sustainability to customers
- Integrating early social warning signals in shifting values and attentions in market knowledge management
- customer satisfaction and sustainable business
- The role of the consumer and consumer groups in responsible business
- Cause-related marketing & Corporate Societal Marketing
- from reducing negative impact to creating and marketing new business models for sustainable development

### **4. Leadership, Learning & Human Resource Management**

#### Issues for discussion:

- New requirements ( and paradoxes?) for leadership
- The challenges of managing complexity and paradox in the global societal arena
- New managerial and organisational competencies?
- Strategic rewarding: from financial indicators to the extended value concept
- Wider implications for HRM: hiring, training, management development, performance assessment and remuneration
- Personal development and coaching for responsible management
- Stakeholder management dialogue; organisational learning and innovation
- Overlapping concepts: human capital, knowledge capital and societal capital

### **5. Operations and Supply Chain Management**

#### Issues for discussion:

- Sustaining company performance through partnering with suppliers
- Managing a global supply chain in a responsible way: coping with a complex set of issues and a complex set of stakeholders (MSF)
- Redefining Total Quality Management in respect to corporate responsibility
- The leading role of large business firms in realising a global respect for societal concerns
- Strategic partnerships between business world and civil society

## **6. Finance and Accounting**

### Issues for discussion:

- Investor relations and communicating with financial markets
- The impact of new indices (FTSE4Good, Dow Jones Sustainability Index, and others)
- The role of institutional investors
- The impact of SRI
- Intangible value accounting
- A future for triple bottom line accounting and reporting?
- Navigating the crowded landscape of social/ environmental reporting
- Financial performance and social performance
- Performance measurement & management
  - From financial indicators to a balanced scorecard
  - Defining and measuring stakeholder satisfaction
- The accountability advantage

## **7. Policy making and the role of government**

### Issues for discussion:

- The new role for PPS in joining forces between governments and business world to reach the goal of sustainable business.
- Voluntary versus mandatory approaches to monitoring responsible business. Cost versus benefit, effectiveness and feasibility and further: beyond the stalemate in the debate?
- CSR and competitiveness in eu policymaking (the lisbon process)
- Geopolitics of governance: a global future for the European enterprise model/social model?
- Changing roles in governance: business, civil society and government
- The role of business in institutions and processes of global governance

## **Submission details**

The following timeframe has been agreed upon:

- Submission of abstract (+/- 4 pages in length): 31 May 2004
- Review feedback and decision: 30 June 2004
- Submission full paper: 15 Aug 2004

Please note that selected papers will be published in “Corporate Governance: International Journal of Business in Society” and other journals will attend with publishing opportunities.

## **Procedure & Format**

Abstracts should be no shorter than two pages and no longer than four pages, describing the key idea and research questions and methodology. Full papers should be limited to 25 pages maximum.

The following rules are valid for both the abstracts and the full papers.

1. Electronic submission only. Please send your abstract/paper in Microsoft Word 97 or RTF format to the Call Co-ordinator: Lieven Somers, Vlerick Leuven Gent Management School [lieven.somers@vlerick.be](mailto:lieven.somers@vlerick.be)
2. We must have all these elements in this order: title, authors with institutional affiliations, abstract, keyword list, body, short author bios with email contact info, references, and endnotes (if any).
3. All tables and figures must be on separate pages at the end, numbered and with captions. In the text, all tables and figures must be referred to and all must have call-outs (“[Figure 1 about here]”).
4. All figures must also be supplied in original file format (ex., .jpg, .eps, .tif, etc.).
5. If the lead author is Katherine Smith, the main manuscript filename should be smith.doc. Figure filenames should be smith\_fig1.tif, smith\_fig2.jpg, etc.
6. Everything must be double-spaced, even references, except tables are not double-spaced.

**Business representatives and other stakeholders are also strongly encouraged to submit reflective papers. For further information on this, please also contact:**

[lieven.somers@vlerick.be](mailto:lieven.somers@vlerick.be)