



Responsible Business Forum

Making Business Mutual





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**“You do not change
the world with a
little niche. You have
to demonstrate
value for money.”**

Bertrand Badré
Founder and CEO,
BlueOrange Capital

Welcome

We extend a warm welcome to students, faculty, thought leaders, businesses, institutional investors, policymakers, and NGOs from around the world.

The second annual Responsible Business Forum: Making Business Mutual brings global companies together to share their experience of tackling key challenges in their ecosystems to generate financial, social, and environmental value at scale. These scalable business practices are the core of what we term 'mutuality.'

Senior business leaders, investors, and policymakers should derive as much benefit as students from attending the Forum, and we welcome everyone's contribution to making the Forum a knowledge powerhouse for transforming business into a profitable force for good in the 21st century.



“People say you can’t do it, until you do it, then you become a thought leader, trend setter.”

Arleen Westerhof
European Economic Summit

Introduction

In 1970, Milton Friedman first proposed what is now known as the Friedman Doctrine – that the purpose of business is ‘to make as much money as possible while conforming to the basic rules of society.’ This view remains dominant, and short-term financial interests and the measurement of shareholder value creation prevail.

However, financialisation, the economic and financial crisis of 2008, growing awareness of the impact of business on the environment, and concern about the role of business in addressing social and environmental problems has led to a re-evaluation of the purpose of business. The contribution that business makes to society has come under increasing scrutiny. The Forum seeks to address the very practical question of “how can business be incentivised to become more mutual” from the perspective of business, investors, lawyers, and policymakers.

Purpose

There is a surfeit of conferences on responsible business, conscious capitalism, shared value, sustainability and more. There is no need for another or for organising anything that is other than uniquely insightful. That is exactly what this forum will be.

The Forum will present compelling and robust evidence demonstrating that most sustainability issues can be solved effectively and durably, not through the proliferation of CSR or similar initiatives, but through integrated business model approaches. But, ultimately, the purpose of the Forum is to recast business and especially MNCs – arguably some of the strongest influencers in society – as a force for good for people and planet.

Therefore, the Forum is more specifically and boldly an endeavour to demonstrate that when businesses enact mutuality as a business model that ensures all stakeholders thrive, they can be more successful than businesses that focus on just their shareholders.

Looking forward, the intent is to continue to research this topic and create a broader platform to nurture a movement where companies, non-profit organisations, and academic institutions can share their learnings and experiences to advance our collective understanding of how to drive mutuality in business.

Programme Overview

Over these two days, the Forum will explore these topics through talks, panel discussions, case presentations and masterclasses. The first day begins with detailed case presentations in the morning. These explore examples of the ways in which companies have adopted mutual approaches to business. The twelve organisations presenting cases all share a commitment to values and objectives beyond purely financial performance, as well as a serious intent to implement mutual practices through new forms of ownership, governance, leadership, measurement, and management.

In the afternoon of the first day, a series of masterclasses will provide in-depth analyses of how mutual practices can be implemented. They will address the measurement of different

forms of capital, business ecosystem shaping, leadership development and business education, and policy formulation through laws and regulation that promote mutual conduct.

The second day consists of a series of panels on mutuality in the innovative economy, financial investment in mutuality, and governance and values. Throughout the Forum there will be presentations by academics, business practitioners, and MBA students, including at the end of the first day, a student-led Oxford Union style debate on mutuality.

Oxford-Mars Catalyst Partnership

The Responsible Business Forum: Making Business Mutual is part of a joint research programme on the Economics of Mutuality between Saïd Business School and the Catalyst think tank at Mars, Incorporated, the global food and beverage company.

The Economics of Mutuality journey began in 2007 when the Mars leadership posed the question of what the right level of profit for the company should be. Catalyst was asked

to address this, and it recommended that evaluations of the prosperity of the company should go beyond financial metrics to encompass other forms of non-financial capital, notably human, social, natural, and shared financial capital. Economics of Mutuality has since established promising links between increasing social, human and natural capital (measurable with simple and stable metrics) and thereby increasing financial capital – demonstrating how a company can do both good and well at scale. A number of pilots have now been completed in different business contexts that suggest that these relationships hold true in different places and situations.

In June 2014, Mars Catalyst and Oxford University's Saïd Business School signed a multi-year joint research partnership agreement to co-develop a business management theory for the Economics of Mutuality with corresponding teaching curriculum, new management practices, and business case studies.

Together, Oxford and Mars are exploring how to make businesses based on mutuality self-sustaining and scalable, and assessing how this approach to superior value creation can travel across businesses.

Day one Friday 12 May

08:15-08:45	Registration and Coffee
08:45-08:55	Welcome Colin Mayer, Peter Moores Professor of Management Studies, Saïd Business School, University of Oxford; Bruno Roche, Chief Economist Mars, Incorporated and Catalyst MD
08:55-09:30	Responsible Business: Oxford MBA Students' Perspective on the Global Landscape Maren Mende and Yan Xue
09:30-09:45	Introduction Day 1 Clara Shen, Director of Emerging Markets, Mars Catalyst; Kate Roll, Senior Research Fellow, Saïd Business School, University of Oxford
09:45-10:15	Refreshment Break
10:15-11:30	Paired Case Studies 1: Building purpose-driven and flourishing family businesses (Edmund Safra LT) Family Business Network Caroline Seow, Director, FBN International Bel Group Valentine Fievet, Vice President, Supervisory board, Unibel SA; Alexandra Berreby , Inclusive Business Director Maua and Bloom: Mars, Incorporated Ian Burton, President, Wrigley Asia Pacific; Clara Shen , Director of Emerging Markets, Mars Catalyst
10:15-11:30	Paired Case Studies 2: Transforming Risky Markets (Rhodes Trust LT) BlueOrange Capital Bertrand Badré, Founder and CEO Zurich Insurance David Nash, Head of Z Zurich Foundation
10:15-11:30	Paired Case Studies 3: Empowering the Poor at the Base of the Pyramid (Classroom 2, West Wing) Danone Ecosystem Fund Kate Roll, Senior Research Fellow, Saïd Business School, University of Oxford Interface Jon Khoo, Innovation Partner, and Miriam Turner , Co-Founder, Net-Works™ and ZSL
10:15-11:30	Paired Case Studies 4: Driving Organisational Change (LT4) Blueprint for Better Business Charles Wookey, CEO; Vodafone Group Annette Fergusson, Head of Sustainable Business TIL Ventures Milan Samani, Partner, and Founder of The Intrapreneur Lab; Pearson Teodora Berkova, Director of Social Innovation
10:15-11:30	Paired Case Studies 5: Rethinking Supply Chains (Nelson Mandela LT) Dell Louise Koch, Corporate Sustainability Lead for Europe, Middle East and Africa Marks & Spencer Mike Barry, Director, Plan A
11:45-12:15	The Meaning of Making Business Mutual: The Big Picture Colin Mayer and Bruno Roche <i>Evaluations of the prosperity of a company should not be restricted to financial metrics alone, but should also encompass other forms of capital: notably, human, social, natural and shared financial capital – ultimately, the way in which value is distributed. Can mutuality – putting the interest of others ahead of profit maximisation – generate more value for stakeholders and the company? What is mutuality and how can businesses integrate this concept into their current system?</i>
12:15-13:00	The Economics of Mutuality Journey and Business Context at Mars, Incorporated Introduction: Jay Jakub, Senior Director of External Research, Mars Catalyst; Colin Mayer in conversation with Ian Burton , President, Wrigley Asia Pacific and Loïc Moutault , President, Royal Canin <i>This session will explore real-world economics of mutuality examples of what works and what fails in the pursuit of responsible business. We will focus on the learnings from case studies and pilot projects that focused on the implementation of mutuality.</i>

13:00-14:00	Lunch
14:00-15:15	<p>Masterclass 1: Measurement in Economics of Mutuality (Nelson Mandela LT)</p> <p>Chair: Alastair Colin-Jones, Senior Manager, Business Research, Mars Catalyst; Franco Cordaro, Senior Scientist, Mars Catalyst</p> <p>Experts: Claudia Senik, Professor of Economics, Paris School of Economics and University Paris-Sorbonne; Alain Desdoigts, Professor of Economics, University Paris I Panthéon Sorbonne; Justus von Geibler, Project coordinator, Wuppertal Institute for Climate, Environment and Energy</p> <p><i>A business can only manage what it measures. Is it possible to measure profit and loss of forms of capital beyond the financial? If so, what elements of social, human and natural capital do we consider? How do we integrate multi-capital measurement into the current form of performance measurement used widely by businesses?</i></p>
14:00-15:15	<p>Masterclass 2: Management in Economics of Mutuality (Rhodes Trust LT)</p> <p>Chair: Kate Roll, Senior Research Fellow, Saïd Business School, University of Oxford</p> <p>Experts: Yassine El Ouarzazi, Demand Lab Director, Mars Catalyst; Nicolas Glady, Professor at ESSEC Business School, Accenture Strategic Business Analytics Chair Holder; Jan Ondrus, Associate Professor of Information Systems and Chair of Networked Business Models at ESSEC Business School</p> <p><i>What does it mean to manage a business committed to mutuality? What are the practices that can underpin a mutuality-driven business model? In this master class we argue that it requires a robust understanding of the players in the ecosystem and a focus on strengthening the ecosystem in which the firm operates. This class will use examples of work currently underway, tracing the process from ecosystem mapping to ecosystem shaping.</i></p>
14:00-15:15	<p>Masterclass 3: Transformations in Leadership to deliver on the promise of Mutuality (CL2, West Wing)</p> <p>Chair: Robert Krenza, Founder and CEO, BlackWolf Consultants LLC</p> <p>Experts: Gabriel Krenza, Senior Sustainability Consultant, BlackWolf Consultants LLC; Jane Craig, Mars Global Strategic Capabilities Director; Cedric Bachelier, Mars University Regional Director for Middle East, Turkey, Africa; Andrew White, Associate Dean for Executive Education and Corporate Relations, Saïd Business School, University of Oxford; Farhad Motiwalla, Senior Communication Specialist, BlackWolf Consultants LLC</p> <p><i>We have never experienced a more demanding, fast-paced and complex leadership environment. The vision of mutuality requires unprecedented leadership abilities to navigate today's rapidly changing context and cascade new leadership skills into the entire organisation. How do we teach managers the economics of mutuality and ultimately transform leaders for a new business world?</i></p>
14:00-15:15	<p>Masterclass 4: Evolving the Regulatory and Legal Environment (LT4)</p> <p>Chair: Daniel Hurstel, Partner, Willkie Farr Gallagher</p> <p>Experts: Marcello Palazzi, B Corporation Global Ambassador and Co-Founder, B Lab Europe; Heerad Sabeti, Co-Founder and CEO, The Fourth Sector Group</p> <p><i>Profit maximisation for shareholders has isolated companies from society. Short-termism is being gradually replaced by a long term view addressing questions of social, environmental and human impacts as well as profitability. To what extent will company laws need to adapt, and what kind of legal framework will be necessary to support this new form of business?</i></p>
15:15-15:45	Refreshment Break
15:50-17:00	<p>Plenary session: Debate 'This house would oppose the enforcement of mutuality in business.'</p> <p>Moderator: Laalithya Vadlamani</p> <p>Participants: Tasnim Hadi, Ewen Hollingsworth, Stephanie Mambo, Andrew Ng, Kristina Partsinevolos, Filip Trnka</p>
17:00-17:15	<p>Summary of Main Teachings</p> <p>Colin Mayer and Bruno Roche</p>
17:15-18:30	Drinks Reception

Day two Saturday 13 May

08:15-08:45	Registration and Coffee
08:45-08:55	Opening Remarks and Welcome Colin Mayer and Bruno Roche
08:55-09:15	Keynote Address Martin Radvan, Global President, Mars Wrigley Confectionery
09:15-10:05	<p>Panel I: Economics of Mutuality in the Innovation Economy</p> <p>Moderator: Patricia Falco Beccalli, Founder and CEO, Principle AG Speakers: Rachel Botsman, Author; Jean-Christophe Flatin, President, Mars Global Chocolate; John Palfreyman, Director, IBM Blockchain</p> <p><i>We are entering a new economic world. We are seeing the traditional vertical economy challenged by the horizontal collaborative economy. This emerging economy, expressed through platforms of all kinds, is built on the foundation of trust; this is a concept central to the economics of mutuality. As this new economy grows, is there opportunity for the economics of mutuality to be accelerated as well?</i></p>
10:05-10:25	Refreshment Break
10:25-11:25	<p>Panel II: Investments and Economics of Mutuality</p> <p>Moderator: Patricia Falco Beccalli Speakers: Bertrand Badré, Founder and CEO, BlueOrange Capital; Michael Bontrager, CEO, Chatham Financial; Gabriel Schulze, Founder and Executive Chairman, Schulze Global Investments</p> <p><i>We know that financial institutions have been historically preoccupied with short-term earnings. Can investor perspectives shift to be refocused on long-term, broader goals than financial performance? Can investors of different kinds take into account notions of human, social and environmental capital as key decision points for investment? Could economics of mutuality concepts add value for investors?</i></p>
11:25-12:35	<p>Panel III: Impact of Economics of Mutuality on Corporate Governance and Values</p> <p>Moderator: Patricia Falco Beccalli Speakers: Avishay Braverman, Economist and former Politician; Jürgen Kluge, Chairman of the Board, Foundation Lindau Nobel Laureate Meetings and Member of the Council Lindau Nobel Laureate Meetings; Clara Miller, President, Heron Foundation; Lynn S. Paine, John G. McLean Professor of Business Administration, Harvard Business School; Xiang Bing, Founding Dean and Professor of China Business and Globalisation, CKGSB</p> <p><i>Economics of mutuality is not only an approach to how value and profit are measured. It is a holistic vision of the governance of organisations of all kinds. How should we approach corporate governance and design organisational values in a way that assists them with achieving their goals of mutuality?</i></p>
12:35-12:50	<p>Concluding Remarks</p> <p>Oxford MBA Students: Nabilah Soobedaar, Nikhita Nadkarni Moderator: Patricia Falco Beccalli</p>
12:50-13:15	<p>Conclusion and Next Steps</p> <p>Colin Mayer and Bruno Roche</p>

Map and venue information

Points of contact

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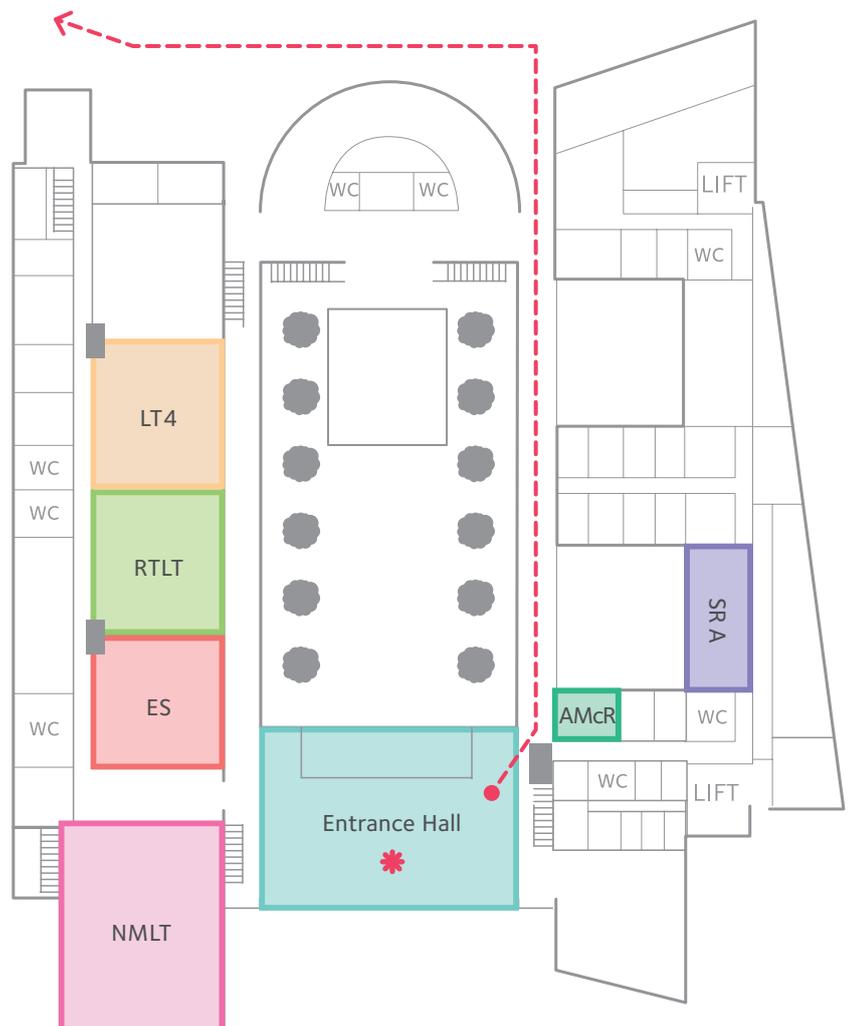
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Park End Street / East Wing / Ground Floor

- * Meeting point
- ↑ Way to West Wing,
● Classroom 2
- LT4
- RTLT
- ES
- NMLT
- Entrance Hall
- AMcR
- SR A



Speakers



Cedric Bachellerie Mars University Regional Director for Middle East, Turkey, Africa

Cedric Bachellerie is a Regional director of Mars University and a former Marketing director at Mars and Kimberly-Clark. After a first international career working for some of the world's most famous brands, including Kleenex, M&M'S, and Snickers, Cedric's passion for innovation now expresses itself in the areas of Leadership and Organisational development.

Cedric is a trained practitioner and facilitator of several leadership and organisational development techniques, including design thinking and innovation capability for managers, employee engagement and high performance collaboration and change leadership.

Cedric is a graduate of ESSEC Business School and holds a post-graduate degree in Modern Literature from Universite Paris-Nord.



Bertrand Badré Founder and CEO, BlueOrange Capital

Bertrand Badré is CEO and Founder of BlueOrange Capital. Previously, Bertrand was Managing Director of the World Bank and World Bank Group Chief Financial Officer. Prior to this, Bertrand was group chief financial officer at Société Générale and Crédit Agricole, and served as a member of President Jacques Chirac's diplomatic team as his deputy personal representative for Africa. He spent seven years at Lazard, where as MD he co-led the restructuring of Eurotunnel. He started his career in Paris as an inspector, then deputy head, of the auditing service of the French Ministry of Finance.

Bertrand currently serves on the board of Canadian Fintech Wealth Simple, and the advisory board of the International Water Bank. He is the co-chair of the World Economic Forum's Global Future Council on International Governance, Public-Private Cooperation and Sustainable Development. His book "Can Finance Save the World?" will be published in English in 2017. Published articles include "From Billions to Trillions: MDBs contributions to financing for development", the first joint report from the IMF, EIB, Regional Multilateral Development Banks and the World Bank Group. Bertrand is a graduate of ENA, SciencesPo, and HEC. He is a regular speaker and teacher at these and other institutions including Georgetown, Johns Hopkins, Princeton and Oxford.



Mike Barry Director Plan A, Marks & Spencer

Mike is responsible for delivering M&S' aspiration to be the world's most sustainable retailer. His job is to work with the M&S leadership team to integrate sustainability into the heart of the business across its global retail channels and supply chains. This includes developing the business case; coaching and mentoring colleagues; changing business processes; customer and stakeholder engagement; and business model innovation.

In May 2011 Mike was named the Guardian's inaugural Sustainable Business Innovator of the Year. He is Co-Chair of the Consumer Goods Forum (CGF) Sustainability Steering Group, Chair of the World Environment Center, a Visiting Fellow at the Smith Centre for Enterprise and the Environment at Oxford University, a Senior Associate at the Cambridge Programme for Sustainable Leadership and sits on BiTC's Environment Leadership Team.



Alexandra Berreby Inclusive Business Director, Bel Group

Alexandra has 20 years of experience in the food industry. She has occupied various Marketing and Sales functions, and, in particular, she started and ran the Mexican subsidiary of the Bel Group between 2010 and 2014. Since 2015, she has managed the Sharing Cities program for Bel at a global level. With her agile team, she opens alternative distribution channels in emerging counties, answering the economic objectives of the Bel Group and the social needs of the local micro-distributors, like Fruit and Vegetables Street Vendors in Vietnam.



Teodora Berkova Director of Social Innovation, Pearson

Teodora drives forward Pearson's strategy and investments in the development of education solutions for underserved communities. This includes developing and implementing multi-year social innovation partnerships with international organisations as well as other R&D efforts. Teodora joined Pearson from the United Nations Development Programme (UNDP), where she worked with large companies and start-ups on business models that deliver both social and commercial returns. Prior to that she worked as a corporate sustainability consultant in Lebanon, and in New York City with the East Harlem Tutorial Programme, a non-profit organisation that runs K-12 after-school programmes and public schools for low-income students. Teodora has a BA in Political Studies and Human Rights from Bard College, and an MA from Columbia University's School of International and Public Affairs.



Xiang Bing Founding Dean and Professor of China Business & Globalisation, CKGSB

Xiang Bing has played an important role in developing and innovating China's management education sector. Prior to joining CKGSB, Dean Xiang was Professor of Accounting at Peking University's Guanghua School of Management, where he pioneered the school's Executive MBA programme. He was also one of the seven founding faculty members of China Europe International Business School (CEIBS) in Shanghai. He also served on the faculty of the Hong Kong University of Science and Technology.

Dean Xiang's research interests include the relationship between state and business, reform of state-owned enterprises, innovation and the role of the private sector in China. He is a leading authority on Chinese business, innovations in China, globalisation of Chinese companies and global implications of China's transformation. Dean Xiang is also a key advocator of 'New Business Civilisation'. His writings and cases on these subjects are considered among the most influential in China.

Speakers



Michael Bontrager CEO, Chatham Financial

Mike founded Chatham Financial in 1991 and continues to serve as the company's CEO. As an independent advisory services and technology firm, Chatham specialises in interest rate, foreign currency and commodity risk management. With offices around the world, Chatham's team of capital markets experts, risk management advisors, CPAs, lawyers, quantitative analysts and technology developers serve more than 1,800 clients annually advising on over 16,000 transactions with a principal amount of nearly \$500 billion.

Chatham approaches its business with a multiple bottom line, purpose-driven philosophy and is committed to making a positive impact for its clients, associates, communities and the capital markets at large. Prior to starting Chatham, Mike was a Vice President in the Derivative Products Group at Chemical Bank (now JP Morgan Chase), and spent nine years in various credit, corporate finance, and derivative roles in New York and Zurich, Switzerland.

He holds a BA in Economics from Wheaton College, Illinois and received an MBA from The Wharton School at the University of Pennsylvania.



Rachel Botsman Author and Associate Fellow, Saïd Business School

Rachel is a global authority on a new era of trust. She investigates how technology is transforming human relationships and what it means for life, work and how we do business.

In her first highly acclaimed book, *What's Mine is Yours* (HarperCollins, 2010), she defined the theory of collaborative consumption. The concept was subsequently named by TIME as one of the "Ten Ideas That Will Change the World" and by Thinkers50 as the 2015 Breakthrough Idea. She teaches the world's first MBA course on the subject, which she designed, at Oxford Saïd. Her forthcoming book, *Who Can You Trust?* (Penguin, October 2017) focuses on why trust is collapsing in all kinds of institutions whilst the rise of new technologies is enabling what she calls "distributed trust" across networks of people, organisations and intelligent machines. Her TED talks have been viewed more than three million times and she was named as 'one of the world's top 20 speakers to keynote your conference' by Monocle.

She is a regular writer and commentator in leading international publications including Harvard Business Review, The Economist, The New York Times, Wall Street Journal, Wired and more. She received her BFA (Hons) from the University of Oxford and attended Harvard University for her post-graduate studies.



Avishay Braverman Economist

Avishay Braverman received his PhD in Economics from Stanford University and served for fourteen years as a Senior Economist and Division Chief at the World Bank. He led research and initiated policies and programmes emphasising economic development with social justice. As President of Ben-Gurion University of the Negev (1990-2006), he led the transformation of a small university into a large and dynamic centre for higher education, including the creation of the infrastructure for a high-tech park and opening the University to the disadvantaged communities in the Negev. He then served for nine years in the Israeli Knesset and Government, as the Minister of Minority Affairs, the Chairman of the Finance Committee, and the Chairman of the Economic Affairs Committee. Professor Braverman is a winner of numerous awards. He is currently advancing economic and social projects. He is also advising and lecturing on issues pertaining to his broad Israeli and international expertise.



Ian Burton President, Wrigley Asia Pacific

Ian Burton's career spans a broad range of functions and geographies, in emerging and established markets.

Currently Regional President of Wrigley Asia Pacific, in July 2017, Ian will become Regional President for Mars Wrigley Confectionery China and Australia, overseeing the integration of the Mars Chocolate and Wrigley businesses.

Prior to this, Ian was Regional President for Wrigley Europe from 2011-15. Previously, he supported the integration of the newly acquired Wrigley business into Mars as GM of Wrigley UK.

From 2005 and 2009, Ian was GM of the Mars South African business with responsibility for sub-Saharan Africa. He joined Mars in 1998 in South Africa as Sales and Marketing Director, moving to Food Trading Director in the UK, and also Commercial and Logistics Director in South Africa.

Born in the UK, Ian grew up in Zambia and Zimbabwe, moving to South Africa to start his sales and marketing career at Tiger Brands.

He is a member of the global Wrigley Leadership team, and Director of the Wrigley Company Foundation, which seeks to improve the health of people and the planet through health, environmental and community initiatives.



Alastair Colin-Jones Senior Business Research Manager, Mars Catalyst

Alastair Colin-Jones is the Senior Manager for Business Research at Mars Catalyst. He is based in Oxford and is responsible for supporting the day-to-day management of the joint research programme. Currently, he also manages the ongoing research exploring the creation and management of partnerships between large for-profit corporations and citizen sector organisations. Alastair is particularly interested in the 'translation' and effective communication of academic research into actionable insights for practitioner audiences across sectors.

Previously, Alastair was the Knowledge Manager at the Skoll Centre for Social Entrepreneurship at Saïd Business School. Alastair has a first class degree in Theology with a focus on Islam and an MSc in Global Governance and Diplomacy, both from the University of Oxford.



Franco Cordaro Senior Scientist, Mars Catalyst

Franco Cordaro completed his doctoral thesis in theoretical physics at the University of Turin, Italy. He later joined the KU Leuven, Belgium as a post-doc. His field of research was string theory and supergravity models. He joined Mars in 2000 where he started his research by developing models to measure the effectiveness of TV advertisements on sales and applying data mining techniques to cocoa-crop forecasting. Since 2007 he has worked on the Economics of Mutuality programme at Mars by developing metrics to assess social capital, human capital and natural capital. He is now working on measuring the impact of social capital on income among communities of small scale entrepreneurs, and on productivity, adoption and diffusion of agronomic practices among the small-holders farming sector.

Speakers



Jane Craig Mars Global Strategic Capabilities Director

Jane Craig is currently the Global Strategic Capabilities Director at Mars tasked with exploring enterprise wide capabilities Mars will need to develop over a 10 year horizon to drive sustainable business performance. Jane has had a 17 year career so far at Mars, primarily within the HR function and focussed in the areas of talent, learning and organisational development.

She has a passion for making businesses mutual and, in recent years as the head of leadership development at Mars, she has been instrumental in pioneering new approaches to build leadership capabilities for a VUCA world ensuring that leadership cohorts are ready and willing to take on the challenges of creating responsible businesses.



Alain Desdoigts Professor of Economics, University Paris and Panthéon Sorbonne

Alain Desdoigts is a professor of economics at University of Paris 1 Panthéon Sorbonne. He joined the Institute of Economic and Social Development and the Joint Research Unit Development and Societies in 2014. He completed his doctoral thesis on the mobility of nations at the European University Institute in Florence in 1994 under the joint supervision of Alan Kirman and Wolfgang Haerdle. His research in the field of macroeconomics has, among others, been published in the International Economic Review, the Journal of International Economics, the Journal of Economic Growth and the Revue française d'économie.

He is now working on two fronts: macroeconomic theory, where he is interested in the impact of the emergence of a world middle class on unequal growth and specialisation; and applied microeconomics, in which he studies the influence of social capital, both structural (networks and connections) and cognitive (norms, trust, solidarity, social conformism), on learning, attitude towards risk and uncertainty, and adoption and diffusion of agronomic practices in the family farming sector.



Yassine El Ouarzazi Demand Lab Director, Mars Catalyst

Yassine grew up in Morocco, studied engineering and physics in France, working mainly in business analytics in the financial, automotive and FMCG industries. Today he leads a management sciences and business model innovation lab.



Patricia Falco Beccali Founder & CEO, Principle AG

Patricia is Founder and CEO of Principle AG, focusing on Venture Capital in sustainable business ideas. Companies include Belgian restaurant chain Exki. She's a member of the supervisory board of Exki NL. Her background is finance and communication.

She published her first non-fiction book 'Ricca Germania, Poveri Tedeschi...' in 2014 (EGEA, Bocconi University). It highlights poverty in 'rich' Germany, casting a critical eye on the structural reforms by former Chancellor G.Schroeder. Her second non-fiction book is due out next year.

For 13 years she was a financial news anchor for CNBC Europe, based in London and later in Frankfurt. She reported live from the studios for the entire CNBC network: CNBC US, MSNBC, Class CNBC (in Italian). For many years she also reported for German TV network N24. As of 1999 she anchored her shows 'Morning Exchange' and 'Power Lunch'. She co-anchored CNBC's 'Capital Connection', 'Worldwide Exchange' and 'Squawk Box'. Prior to joining CNBC she headed the financial news desk of TV show 'Maastricht Italia' on RAI 3 in Rome, Italy.

She's a popular panel host, moderating international political and business summits such as the World Economic Forum (WEF), Digital Life Design (DLD), World Investment Conference (WIC), Northern Light, and Euro Finance Week. She also guides executives through the 'media jungle' as their communication coach.

Her academic studies focused on economics and communications. After graduation she worked as an equity broker, private banker and portfolio manager for Lehman Brothers, Robert Flemings and Citigroup in various European cities. After passing the FSA exam, she was a registered stockbroker at the London Stock Exchange.

She's been on the board of curators of the English Theater, Frankfurt, member of BAFTA, UK and the 'Group 21' of German Financial Journalists.



Annette Fergusson Head of Sustainable Business, Vodafone Group

Annette joined Vodafone in 2003 and became Head of Sustainable Business at Vodafone Group in 2015. She leads Vodafone's Sustainable Business Strategy with a particular focus on the transformation impact of digital networks and services on society and the environment. Annette is also responsible for Vodafone's human rights programme addressing issues including privacy and freedom of expression, labour standards in the supply chain and conflict minerals.

Prior to joining Vodafone, Annette had roles at the sustainable development charity Forum for the Future and BP. She has a Masters in Environmental Technology from Imperial College London and a degree in Natural Sciences from Corpus Christi College, Cambridge.



Valentine Fievet Vice President, Supervisory board, Unibel S.A.

Valentine Fievet has served as Vice President of the Supervisory board of Unibel S.A. (Bel Group's main holding company) since 1999.

As a member of the fifth generation of the company's owning family, she has served as President of the Family Council since 2013 and as board member of the Bel Foundation since 2008.

Interested by good practices in family businesses, she took part in the IMD-Lombard Odier Global Family Business Award process for Bel. As a member of FBN (Family Business Network), she integrated the board of the French Chapter in 2012.

Speakers



Jean-Christophe Flatin President, Mars Global Chocolate

Jean-Christophe's job will make your mouth water. He was named President of Mars Global Chocolate in October 2014, and he leads some of the world's most beloved and delicious brands, from SNICKERS® to M&M's® to MILKY WAY®, and a team of more than 17,000 Mars Chocolate Associates.

Jean-Christophe's successful recipe for Chocolate leadership involves setting a global agenda for the segment, developing talent, and prioritising strategies that deliver business growth around the world. He's also a member of the Mars Leadership Team.

Jean-Christophe's career with Mars spans more than two decades, but he hasn't always been a chocolatier. He joined Mars in 1992 as Trade Expenditures Controller for Masterfoods France. In 2000, Jean-Christophe became CFO of EBLY, one of the company's first acquisitions within Europe, and led its integration into the Food business. For the next twelve years, he focused on pets, moving to Royal Canin in 2002 as Financial Integrator, Global Commercial Director, CFO, and then, in 2007, Global President.

Jean-Christophe has a Master's degree in management from ESCP Europe, having studied in France, the UK and Germany.



Justus von Geibler Project coordinator, Wuppertal Institute for Climate, Environment and Energy

Dr Justus von Geibler works at the Wuppertal Institute as a senior project co-ordinator within the research group 'sustainable production and consumption'. He studied forest sciences and environmental management and policy in Germany, South Africa and Sweden and holds a PhD from the Ruhr-University-Bochum. In 1997, he worked as public relations assistant for waste management in a governmental administration. From 1997 to 1999 he was a research and teaching assistant at the Faculty of Forestry of the Göttingen University. Since October 2000 he has worked at the Wuppertal Institute, first in the Eco-efficiency and Sustainable Enterprise Group and since 2003 in the research group Sustainable Production and Consumption. Areas of work are the following: sustainability management at corporate and value chain level; sustainable living labs; governance structures for sustainable production and consumption; stakeholder dialogues and communication in global product chains; life-cycle wide sustainability assessment of emerging technologies such as information and communication technologies and biotechnology; sustainable biomass.



Nicolas Glady Professor, ESSEC Business School, Accenture Strategic Business Analytics Chair Holder

Nicolas Glady is a doctor in econometrics, Professor at ESSEC Business School, the Accenture Strategic Business Analytics Chair holder, the Director of the Center of Excellence for Digital Business, and Chief Digital Officer. He teaches marketing management, marketing strategy and big data analytics in the Master in Management, the PhD programme and in Executive Education. His expertise covers the different aspects of market segmentation, pricing, customer value analysis, network and social media analysis, big data and the impact of digital transformations in general. His research work has been published in Management Science, the International Journal of Research in Marketing and the Journal of Service Research among others, and in managerial journals such as Harvard Business Review, the Huffington Post, Slate, les Echos, TechCrunch etc. He has advised companies of different sectors on topics including bank and insurance, telecom, FMCG, distribution, pharmaceuticals, and others. He has been identified as one of the best 40 under 40 B-school professors in the world by the journal Poets&Quants.



Tasnim Hadi MBA Student

Tasnim currently manages funding requests from social organisations in Malaysia and works closely with community partners to measure and monitor monetary and social impact of the Hong Leong Foundation's contributions. She also oversees the education pillar of the Foundation where scholarships, after school care programmes and youth development programmes are supported. Her work with the Foundation involves her in restructuring its community development work, crafting successful programmes with strong and lasting societal impact.

She has volunteering experience with Amnesty International Australia, Amnesty International Malaysia, The Society for the Prevention of Cruelty to Animals, and the Kechara Soup Kitchen Programme. Passionate about youth empowerment, education and debating, Tasnim previously managed Makeweekend and was also a delegate at the Youth Forum for the Conference of Commonwealth Education Ministers.



Ewen Hollingsworth MBA Student

Ewen was previously a lawyer and management consultant. As a lawyer he worked in commercial litigation and public international law, particularly international criminal law and how IGOs are responsible for the citizens of failed or failing states. In his role as a management consultant he was interested in how CSR could be used to improve education outcomes in Australia.



Daniel Hurstel Partner, Willkie Farr Gallagher

Daniel Hurstel is a renowned corporate lawyer who practises in Paris and has been a member of Willkie, Farr & Gallagher's Executive Committee for several years.

He has extensive experience in mergers and acquisitions/capital markets, group restructurings, joint ventures, IPOs and the creation of a wide variety of financial instruments. He is a well-known expert of corporate governance questions, and has written several books and articles, as well as participating in numerous international conferences. He is an authority on company by-laws issues.

Daniel Hurstel was honoured with the 2009 World Finance Legal Award for "Best M&A Lawyer - France," and Chambers Europe (2015) and Chambers Global (2015) rank him among the leading individuals practicing Corporate/M&A Law in France. He is a knight of the French Legion of Honour Order, an officer of the Arts and Letter Order, and a member of the Belgian Royal Academy.

Speakers



Jay Jakub Senior Director of External Research, Mars Catalyst

Jay Jakub serves Catalyst in multiple capacities. First, he functions as the 'COO' of the team, assisting the Managing Director in all facets of management and planning. In his external research capacity, he line manages those charged with leading Catalyst's quantitative and qualitative research programmes, and he leads the recruitment and management of the unit's large and growing stable of multidisciplinary external partners (fellows) from academia, international organisations, NGOs, and other think tanks. Finally, Jay co-manages Catalyst's Mutuality Lab and line manages the director of the Culture Lab. His doctorate is from Oxford University, St. John's College, and prior to joining Mars Catalyst at the start of 2007, he spent nearly two decades in various government positions in the US executive and legislative branches. Jay is based in the Mars, Incorporated global headquarters in McLean, Virginia outside Washington, D.C.



Jon Khoo Innovation Partner, Interface

Jon is a Innovation Partner at Interface with a focus on sustainability, inclusive business and intrapreneurship. Following a successful career as a solicitor in the City of London, Jon joined Interface in 2012 having chosen to reapply his skills to tackle the global challenges of marine plastics, inequality and climate change. He strongly believes that business has the skills and responsibility to be a force for good and that by business collaborating with NGOs and universities it's proven that none of us is as smart as all of us.

Jon has been involved with Interface and the Zoological Society of London's (ZSL) Net-Works™ project since 2012. The project has provided fishing communities in the Philippines and Cameroon with access to a mainstream supply chain for recycled nylon. To date Net-Works™ has intercepted 125 tonnes of discarded nets, provided access to finance for over 900 families and improved the marine environment for over 60,000 people. It's an award-winning project, with Interface and ZSL having taken the Guardian Sustainable Business Award in 2015 for Collaboration and the 2016 US State Department Award for Corporate Excellence (Sustainable Oceans Management).



Jürgen Kluge Chairman of the Board, Foundation Lindau Nobel Laureate Meetings, and Member of the Council, Lindau Nobel Laureate Meetings

From 2010 to 2012, Jürgen Kluge was Chairman, CEO and Labour Director at Franz Haniel & Cie. GmbH. He became an independent consultant for Kluge & Partner in September 2012.

Prior to this, Kluge spent 25 years with McKinsey & Company, Inc. in Düsseldorf. From 1999 to 2006, he managed the firm's German and Austrian offices specialising in the automotive, mechanical engineering, electronics, utilities and telecommunications industries. He also served as member of the Shareholder Council, the firm's international executive committee.

Jürgen is a member of numerous advisory boards including Schmitz Cargobull AG, Fastems Oy Ab, the Little Scientists' House Foundation, the Innogy Foundation for Energy and Society, the Vodafone Institute for Society and Communications and the BoAML Global Advisory Council and is a senior advisor at Bank of America Merrill Lynch.

He holds a PhD in experimental physics and is honorary professor of mechanical engineering at Technical University Darmstadt, Germany. He is a member of the board of trustees of Ludwig Maximilians University in Munich and Honorary Consul of Finland for North Rhine-Westphalia and Rhineland-Palatine.



Louise Koch Corporate Sustainability Lead for Europe, Middle East and Africa Dell Group plc

Louise is the focal point for CSR and sustainability in the region, working closely together with the global Corporate Sustainability team and building on Dell's 2020 Legacy of Good Plan. Louise's responsibilities include sharing Dell's corporate sustainability initiatives with customers and partners, as well as handling local stakeholder engagements, and providing insights to the global strategic development on corporate sustainability in Dell.

Through her career, Louise has built a strong international experience in people-centred and sustainable innovation, business development in emerging markets, strategic CSR and sustainable business development, cross-sector partnerships, communication, and public affairs.

In February 2016, Louise was named on the Global List of 100 Most Impactful CSR Leaders.



Gabriel Krenza Senior Sustainability Consultant, BlackWolf Consultants LLC

Gabriel is a graduate of Presidio Graduate School with a MBA in Sustainable Leadership and Analytics. Gabriel is a Senior Consultant with BlackWolf focusing on responsible leadership through several methodologies including wilderness immersions to reconnect leaders with their environmental and social ethos in their roles in global organisations. He has worked with the Natural Resources Defence Council (NRDC) as a Strategic Advisor for their professional sports greening initiative; his work includes developing strategy and recruiting business leaders and professional athletes to endorse and promote sustainable food purchasing practices at arenas throughout the country. He is a Senior Instructor with NOLS (National Outdoor Leadership School), a wilderness education school offering expedition length courses in eight countries from senior executives and Navy Seals to social entrepreneurs and graduate students. He received two BA degrees with honours in both Environmental Studies and Cultural Anthropology from the University of Montana-Missoula. Prior to joining BlackWolf Gabriel managed a free range, grass-fed cattle ranch in Montana.



Robert Krenza Founder & CEO, BlackWolf Consultants LLC

Robert has over 25 years of executive coaching and consulting experience working with senior leaders and their leadership teams throughout the world. The work of BlackWolf Consultants is focused on consistently generating extraordinary success for its corporate clientele. BlackWolf is able to produce a quantum and sustainable change by focusing on the transformation of a leader's mindset and behaviours to prepare them for the current and future business paradigm of unprecedented speed and complexity. Robert has spent a lifetime studying and practising meditation which he views as the cornerstone to the success of his professional work. BlackWolf's mission is to inspire the fewest number of leaders to influence the greatest number of people in the shortest period of time to create a sustainable and responsible world.

Speakers



Stephanie Mambo MBA Student

Stephanie is pursuing her MBA with a focus on Finance and Strategy as a Dean's Africa Scholar at Saïd Business School, University of Oxford. Stephanie has 6 years' experience in the investment banking sector where she worked at Nomura International plc in London, UK and the growing pay-as-you-go solar energy sector where she worked at M-KOPA Solar in Nairobi, Kenya. She completed her undergraduate degree in Chemical Engineering (MEng) from Imperial College London and is a qualified Chartered Management Accountant (CIMA).

Stephanie is passionate about the socio-economic progress of Africa and is particularly interested in private/public sector initiatives that aim to create sustainable social impact through innovative products or business models that address BOP challenges.



Colin Mayer CBE Peter Moores Professor of Management Studies, Saïd Business School

Colin Mayer CBE is the Peter Moores Professor of Management Studies at Saïd Business School, University of Oxford, and Professorial Fellow of Wadham College, Oxford. He is an Honorary Fellow of Oriel and of St Anne's colleges, Oxford. He is an Ordinary Member of the Competition Appeal Tribunal and a Fellow of the European Corporate Governance Institute.

Colin was the first professor at the Saïd Business School in 1994 and was the Peter Moores Dean of the Business School between 2006 and 2011. He has served on the editorial boards of several leading academic journals and assisted in establishing the prestigious networks of economics, law and finance academics in Europe at the Centre for Economic Policy Research (CEPR) and the European Corporate Governance Institute (ECGI)). He was a Harkness Fellow at Harvard University, a Houblon-Norman Fellow at the Bank of England, the first Leo Goldschmidt Visiting Professor of Corporate Governance at the Solvay Business School, Université de Bruxelles, and has had visiting positions at MIT and Stanford Universities.

Colin was a director of Oxera, now one of the largest independent economics consultancies in the UK between 1986 and 2010. He is currently a director of Aurora, an energy modelling company. He has consulted for corporations and for governments, regulators and international agencies around the world.

Colin Mayer researches in the fields of corporate finance, governance, regulation and taxation. He has worked on international comparisons of financial systems and corporate governance and their effects on the financing and control of corporations.



Maren Mende MBA Student

Maren Mende is an MBA Candidate at the University of Oxford's Saïd Business School and a financial services professional. Before coming to Oxford, she was the Global Relationship Director for Global Development Organisations at Barclays, covering the bank's relationship with the United Nations. As Social Innovation Associate, she had previously led commercially and socially viable product and services innovation initiatives for Barclays in the UK and Africa. She won the Barclays Citizenship Award for managing the bank's first sustainable agricultural supply chain project in West Africa. Maren started her career in strategy roles in London and South Africa after graduating from the University of St Andrews with a BSc (Hons).



Clara Miller President, Heron Foundation

Clara Miller is President of The Heron Foundation which helps people and communities help themselves out of poverty. Previously, she was President and CEO of the Non-profit Finance Fund (NFF) which she founded and ran from 1984 to 2010.

She is on the boards of the Sustainability Accounting Standards Board (SASB), Family Independence Initiative, The R.S. Clark Foundation and StoneCastle Financial Corp.

Clara Miller is a member of the U.S. National Advisory Board to the G8 Social Impact Investment Task Force and a member of the first Non-profit Advisory Committee of the Financial Accounting Standards Board.

In 2015, Miller and Heron were named Investor of the Year by Institutional Investor Magazine in the category 'small foundations'. She was named in The Non-profit Times 'Power and Influence Top 50' for five years from 2006-2010.

Clara Miller speaks and writes extensively about non-profit capitalisation and finance and has been published in The Financial Times, Stanford Social Innovation Review, The Non-profit Quarterly and the Chronicle of Philanthropy.



Farhad Motiwalla Senior Communications Specialist, BlackWolf Consultants LLC

Farhad Motiwalla is a senior communications specialist and a graduate of Cornell University. He works with business leaders on the skills and strategies required to drive results.

He effectively coaches in the areas of negotiation, business development, ethical decision-making and persuasive communication skills for a variety of high stake situations. Using powerful and progressive coaching techniques and frameworks, Farhad has been able to transform the way leaders and their teams come together to think about every aspect of their business. Just as importantly, he brings a critical focus on measurable outcomes, ensuring that key resources and activities needed to achieve breakthrough results are identified and supported.

Farhad is also a well-regarded coaching faculty member for Harvard University's Advanced Management Programme within Harvard Business School.



Loïc Moutault President, Royal Canin

Loïc joined Mars as a trainee in service and finance, after completing his MBA at the Dijon Business School in France. Following a number of finance roles he became CFO, Czech Republic in 1999, and then S&F Staff Officer in 2002, taking on the additional role of Finance Staff Officer for Royal Canin in 2003. His roles in finance have provided Loïc with a solid foundation of knowledge across Mars, and, after a strong performance as GM Switzerland, Loïc became General Manager of Germany in 2008, where he restored the unit to growth after 15 years of decline. Loïc took on the role of Regional President Asia Pacific in 2013, and in 2014 he was appointed President of Royal Canin.

Speakers



Nikhita Nadkarni MBA Student

Nikhita began her career as a management consultant at Ernst & Young LLP (EY) in Mumbai, where she worked on strategic and operational challenges faced by clients in the financial services sector. She transitioned to Tata Trusts, one of India's largest private philanthropic organisations, to set up the Monitoring & Evaluation framework and later went on to initiate and manage the data-driven Governance portfolio. She is passionate about social innovation and is a strong proponent of sustainable models of social change based on participatory development and design thinking.

Nikhita is currently studying the Masters in Business Administration (MBA) at Saïd Business School, University of Oxford.



David Nash Head of Z Zurich Foundation

During a 25+ year corporate career in financial services in the UK, David has developed the key business skills necessary to run any organisation. Much of his career has been spent in facilitation and people roles, firstly in training and development, moving towards more externally-facing roles in partnership and organisational development. His experience in shaping and developing Zurich Community Trust's India Programme has drawn heavily on these skills and he has been instrumental in creating the partnership model that the programme practised with NGOs in South India.

David spent eight years managing the India Programme (2005-13). From 2009, he combined this role with the demanding full-time role as CEO at Chennai-based mental health charity, The Banyan, stretching and developing his leadership experience.

In 2013, David returned full time to Zurich Insurance Group in Switzerland, bringing these partnership skills to the Zurich Flood Resilience Programme. This programme is a multi-year global initiative aimed at enhancing community resilience to floods. He has recently combined this role with management of Zurich's global community investment strategy, as head of the Z Zurich Foundation.



Andrew Ng MBA Student

Andrew is currently pursuing the Oxford MBA on a full scholarship. He was most recently the Senior Financial Analyst in the Strategy team at Brightwater Care Group, one of Western Australia's largest non-profit providers of care services for the elderly and the disabled. He was previously a strategy consultant with PwC in Perth, focusing on the mining, healthcare and government sectors, and has prior military experience with the Singapore Army. A CFA charterholder, Andrew has prior exposure to venture capital in Silicon Valley, financial markets in London and Singapore, and has published academic research on asset pricing. Andrew aspires to make a positive impact on the world by applying his skills and expertise towards creating shared value. He is an active member of the Global Shapers Community, an initiative of the World Economic Forum.



Lynn Sharp Paine John G. McLean Professor of Business Administration,
Harvard Business School

Lynn Sharp Paine is John G. McLean Professor and a former Senior Associate Dean at Harvard Business School. A member and former chair of the General Management unit, she co-founded the School's required course on Leadership and Corporate Accountability and currently teaches Boards of Directors and Corporate Governance in the MBA programme. She also teaches in various executive programmes including Making Corporate Boards More Effective, Women on Boards, Leading Global Businesses, Senior Executive Programme for China, and Senior Executive Programme for Africa.



Marcello Palazzi B Corp Global Ambassador and Co-Founder, BLab Europe

Marcello is a serial entrepreneur for human progress. Following 11 years as co-head of his international family business in environmental technologies from Italy and the UK in the 80s and early 90s, he founded Progressio Foundation, which has completed 300 projects in 30 countries with dozens of partners under his leadership, in pursuit of the 'civic economy', 'civic enterprise' and 'civic innovation', which Palazzi wrote about in 1990 in a pamphlet which has proved prescient, predicting the rise of CSR, sustainability, public-private partnerships, ethical investments, social enterprise and other forms of a more 'integrative' economy and enterprise.



John Palfreyman Director, IBM Blockchain

John joined IBM in 1996, as part of the acquisition of Data Sciences where he was General Manager of the Aerospace Division. John has worked at a European and Global level in IBM as leader of emerging technology businesses including Pervasive Computing, Linux Services, Grid Computing and Open Source Services and extensively in the global defence, intelligence and public safety industry. John currently focuses on the business application of Blockchain, working directly with customers and through enablement of IBM practitioners and partners. John has worked on several high profile Blockchain customer projects, illustrating the transformational value of this new technology.

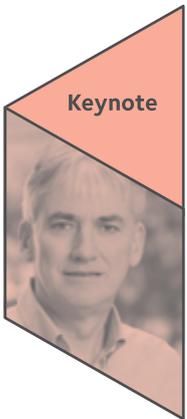
Speakers



Kristina Partsinevolos MBA Student

Kristina Partsinevolos is currently on a leave of absence from the world of journalism to pursue a MBA at the University of Oxford. She was the retail, tech and automotive reporter at BNN and a CTV/CP24 business correspondent. After leaving her job at IBM, Partsinevolos followed her passion and completed a Masters of Journalism at Carleton University. Since then, she has written and filmed a documentary about trash in the Philippines; worked as a writer and producer for Reuters' Africa Journal in Nairobi; has been nominated as a CNN iReport finalist from more than 11,000 video entries; graduated from the Wharton Public Policy scholarship; and worked as a CBC television and radio correspondent.

Partsinevolos also holds a Bachelor of Commerce and has completed the Canadian Securities Course. She has a soft spot for chewy chocolate chip cookies. Whether she is interviewing key government figures, business leaders, industry analysts or even a Grammy-winning hip hop artist for BNN, she brings with her zeal and a passion to tell a story.



Martin Radvan Global President, Mars Wrigley Confectionery

Martin's diverse career with Mars extends across functions, business segments and countries. His first taste was an entry-level position in product supply in the UK. Over the years, he cultivated a unique blend of hands-on experience and leadership through roles within customer service, logistics, sales, finance and information technology in the UK, Middle East and France.

Prior to Mars Drinks, he was President and Chief Information Officer of Mars Information Services, where he oversaw the company's global information technology organisation. Within this role, Martin helped to transition Mars from a regionally-structured organisation to one of globally-aligned business segments.

From 2011-2016, Martin served as Global President of Wrigley, leading efforts to revitalise the gum category and drive growth across the gum and confections segments of Mars, Incorporated. He guided the full integration of Wrigley into Mars, Incorporated and ultimately, the recent combination of the Mars Chocolate and Wrigley segments to create Mars Wrigley Confectionery.

Martin earned a Bachelor of Science degree in Engineering Science from Leicester University in the UK.



Bruno Roche Chief Economist, Mars, Incorporated and Catalyst MD

Bruno Roche leads Catalyst, a global thought leadership capability and internal corporate think tank. Over the last five decades, Catalyst's remit has been to challenge conventional business thinking, developing breakthrough capabilities to solve Mars' most complex business challenges. One such is the 'Economics of Mutuality,' a business model approach that aims to assess whether mutuality can deliver superior social and environmental performance at scale, while delivering excellent financial performance. Catalyst members embrace a large number of academic disciplines and expertise, ranging from theoretical physics to anthropology, from AI to cognitive psychology, from development economics to MBAs, PhDs and historians, represented by more than ten nationalities. Beyond his role at Mars, Bruno is currently also a member of the World Economic Forum (Global Agenda Council on Sustainable Development) and has worked for the French Government (2009-2011) as a special advisor on Social Justice and Globalisation for the G20.



Kate Roll Senior Research Fellow, Saïd Business School

Kate Roll is a Senior Research Fellow at Saïd Business School and manages the Mutuality in Business project. She brings a background in international development and politics – fields that have often failed to examine and engage with the private sector.

Kate is particularly interested in emergent, business-led approaches to poverty reduction. Her most recent research has focused on bottom of the pyramid development, particularly route-to-market programmes, and she is currently engaged in an RCT study working with Kenyan micro-distributors. Kate also serves as a Lecturer in Politics, Somerville College, University of Oxford, and teaches on poverty, business, conflict, and technology.

Kate completed her doctorate in Politics at the University of Oxford, writing her thesis on the reintegration of former guerrillas in Timor-Leste and post-conflict political economies. She also holds an MPhil (distinction) in International Development Studies from the University of Oxford and a BA in International Relations (magna cum laude) from Brown University.



Heerad Sabeti Co-Founder and CEO, The Fourth Sector Group

As a serial entrepreneur and systems thinker, Heerad Sabeti is devoted to pursuing systemic solutions to complex social, environmental and economic challenges. For over 25 years, he has been working towards the development of a fourth sector of organisations that is emerging at the intersection of the public, private and social sectors. The fourth sector is comprised of for-benefit enterprises that are designed to seamlessly integrate public purposes with business means, harnessing entrepreneurial energy to shape a more sustainable, inclusive, and resilient economy. To accelerate the fourth sector's development, Sabeti has been a driving force behind numerous national and international initiatives. He is co-founder of The B Team, a platform of global business leaders and experts dedicated to the vision of a world in which the purpose of business is to be a driving force for social, environmental and economic benefit. He has served as an advisor to governments, corporations and NGOs on multi-sector partnerships, sustainable economic development and entrepreneurial solutions to social and environmental challenges. Sabeti serves or has served on the advisory boards of the Clinton Global Initiative, Center for International Business Education and Research at Duke University's Fuqua School of Business, the Aspen Institute's Intersectoral Relations Initiative, and The B Team.



Milan Samani Founder, The Intrapreneur Lab and partner, TIL Ventures

TIL Ventures works with governments, multi-lateral development banks and global corporations to build venture accelerators, develop market creation capabilities and drive innovation in new and unimagined market spaces.

The Intrapreneur Lab is its flagship accelerator and was conceived by Milan in 2013. Now used by 22 global corporations including Barclays, Disney, Phillips and GSK, the Lab is housed in business schools across the world: Oxford in the UK, INSEAD in Singapore, Cornell and University of Michigan in USA, and Gordon Institute of Business in South Africa. Since inception, the Lab has accelerated some 60 ventures in nine global cohorts and is responsible for \$15million of corporate investment into internal ventures, several of which are in-market and scaling. TIL Ventures works with dozens of global corporations and Milan has helped create several in-house venture accelerators for organisations such as Pearson and The Inter-American Development Bank.

TIL Ventures' work is also published in leading business and academic journals such as Harvard Business Review and MIT Sloan Management Review and news media such as The Wall Street Journal and The Guardian.

Milan speaks regularly on innovation, intrapreneurship and market creation at business schools and conferences globally.

Speakers



Gabriel Schulze Founder and Executive Chairman, Schulze Global Investments

Gabriel Schulze is Founder and Executive Chairman of Schulze Global Investments, an American private equity firm headquartered in Singapore and focused on the world's most dynamic frontier markets. Under his leadership, Schulze Global has built a unique track record, successfully pioneering private investment in such countries as Ethiopia, Mongolia, Georgia, and North Korea, generating both strong financial returns and remarkable non-financial impact. Schulze also serves on a number of business, governmental, and NGO boards, including as a member of EMPEA's Impact Investing Council. He has been featured prominently in publications such as Forbes, The Financial Times, and The Economist.



Claudia Senik Professor of Economics, Paris School of Economics and University Paris-Sorbonne

Claudia Senik is Professor of Economics at the Paris School of Economics and the University Paris-Sorbonne. She is also member of the IZA and of the Institut Universitaire de France. Educated at the Ecole Normale Supérieure, she received her PhD from EHESS. Her main research areas include happiness studies, political attitudes and post-transition economies, with a special interest in the subjective welfare effects of income growth and income distribution.



Caroline Seow Director, FBN International

Her recognition of the importance of cross sector collaboration led Caroline to venture into the family business and non-profit space after nearly two decades in MNCs. Starting work life as a systems engineer with IBM, her last 'corporate' role was Head of Marketing, Apple Asia Pacific.

At FBN Asia, she is a passionate advocate of 'shared value' – building trust between sectors, encouraging cross-pollination of ideas and catalysing for-profit and non-profit partnerships.

Caroline's community work includes time spent in Myanmar and Zimbabwe. She has a BA in Economics and Sociology from the National University of Singapore, Masters in Education from Monash in Australia and in 2011 completed the Executive Programme for Non-Profit Leaders at the Stanford Graduate School of Business.



Clara Shen Director of Emerging Markets, Mars Catalyst

Clara Shen is the Director of Emerging Markets at Mars Catalyst. She co-leads the Mutuality Lab, which has developed a new business model and non-monetised metrics to help move from a profit maximisation model to a holistic value optimisation approach across shared financial capital, social capital, human capital, and natural capital. This includes conceptualising and building inclusive business units driven by micro-entrepreneurship (e.g., a micro-distribution ecosystem that has healthy profitability in Kenya and continues to scale in Africa and Asia. Prior to Mars, Clara co-founded a biotechnology startup based at the Hong Kong University of Science and Technology. Clara holds a BA from Harvard and an MBA from INSEAD.



Caroline Sorlin Bel Group

Caroline Sorlin is General Manager of Bel Access which is the Bel Group incubator specialising in inclusive business. She leads a team of six people whose goal is to make the Group offer accessible to middle of the pyramid communities all around the world. Her activity is to develop breakthrough, perennial, scalable, sustainable approaches that strike the right balance between maximising social impact and assuring economic viability. Through her entrepreneurial approach she tests and improves inclusive business models in order to build the Group's strategy of tomorrow.

Caroline currently focuses her effort in working on innovative routes to market, capitalising on informal sectors (street vendors), on alternative affordable and healthy product and on enlarging Bel's ecosystem through partnership with incubators such as Smart Food, Paris & Co. She holds a degree from Science Po Paris. Her career at Bel has taken her to France, Europe, the Middle East and Africa, in sales, marketing and business development at local, regional and corporate level.



Nabilah Soobedaar MBA Student

Nabilah Soobedaar's area of work experience is in corporate governance. Prior to coming to Saïd Business School, Nabilah worked as the Regulatory and Corporate Governance manager at Deloitte South Africa for two years. She has presented to listed company boards and senior management on South African corporate governance and company regulation, and co-designed a skills development lab for non-executive directors of listed companies.

Speakers



Filip Trnka MBA Student

Filip Trnka is an MBA candidate at Saïd Business School, Oxford University. Filip graduated in law from Charles University (Prague, Czech Republic, 2011) and Harvard Law School (Cambridge, Massachusetts, 2013). After graduation from Harvard, he switched industries and joined a leading strategy consultancy, where he gained project experience across industries (e.g. energy, banking & healthcare) and geographies (e.g. UK, Sweden & South Africa). While at Oxford, Filip is a member of Christ Church College.



Miriam Turner Co-Founder, Net-Works™ and ZSL

Miriam Turner is an impact intrapreneur and co-founder of Net-Works™. She brokered the relationship between Interface, ZSL and yarn manufacturer Aquafil that saw the worlds of conservation, carpet and the circular economy come together to create an inclusive business. Net-Works™ is a community-based supply chain which empowers developing-world communities and replenishes the ocean by turning marine waste into opportunity.

Miriam combines her role with Net-Works™ with being Director of Disruptive Innovation at Friends of the Earth. She is also a founding member of the League of Intrapreneurs and is now a member of its advisory board.



Laalithya Vadlamani Treasurer, Oxford Union

Laali is a second-year undergraduate studying Economics and Management at Trinity College. She is also Treasurer at the Oxford Union; in this role, she organises the termly debates, social events, speaker events, and co-ordinates the Union's partnerships. Prior to this role, she held positions on the Society's Secretary's Committee, and Standing Committee. In these roles, she has given two debate speeches, in the debates 'This House Believes Big Pharma Pursues Profits Over Patients', and 'This House Believes Social Media Corrupts Human Interactions'. She is also a former President of the Oxford Majlis Asian Society, Oxford's second oldest student society. Besides her work at university, Laali has a keen interest in finance, and will be completing a 10-week internship in JP Morgan's Private Bank division this summer.



Andrew White Associate Dean for Executive Education & Corporate Relations, SBS

Andrew White has been Associate Dean for Executive Education and Corporate Relations at Saïd Business School and Fellow of Green Templeton College, University of Oxford since 2010. His background is in the research of innovation management and leadership development – a topic of increasing importance in a competitive and fast-changing world.

Andrew is responsible for forging connections between the research, resources and expertise of the School, and of the wider university, with senior leaders in companies and organisations throughout the world. He is responsible for leading the development and delivery of Custom Executive Education and Open Programmes which serve as the primary platform for the School's communication with those facing the demands of leadership in the 21st century.

An experienced programme director, teacher and researcher, his areas of expertise include innovation management and leadership development. He recently helped lead a research team interviewing 150 CEOs of global companies to understand how their roles are changing.

He is also Chair of the charity Build Africa, which seeks to transform education and livelihoods in rural Africa.



Charles Wookey CEO, Blueprint for Better Business

Charles Wookey is CEO of Blueprint for Better Business. Charles previously worked as Cardinal Basil Hume's Assistant for Public Affairs, before becoming Assistant General Secretary of the Catholic Bishops' Conference of England and Wales, where he was principal advisor to the Bishops on domestic public policy issues and ran the Catholic Parliamentary internship programme. Prior to that he worked as a Senior Research Officer at the Institute for Fiscal Studies and as a clerk at the House of Commons where he was clerk to the Trade and Industry select committee. He qualified as a Chartered Accountant at KPMG in London in 1983, and he holds a BA in Physics and Philosophy, plus a Postgraduate Diploma in Theology from Merton College, Oxford.



Yan Xue MBA Student

Yan Xue is a current MBA student at Saïd Business School, University of Oxford. She holds a MA in Translation Studies (English to Chinese) from Beijing Foreign Studies University and a BA in English Literature. She is interested in effective communication in a cross-cultural context and is a published translator. She is now involved in a classic translation project by Jilin Publishing House in China to enable Chinese literature readers get access to more English literary classics.

Besides art and literature, she is also keen on the economic development of China. Before the MBA programme she worked for many years in a state-owned Chinese bank in both Mainland China and Europe. Her research during the MBA programme includes the European expansion strategies of Chinese banks, how to overcome regime and cultural differences to facilitate smooth coordination and communication, and the different approaches that can be taken by European asset management companies to expand into Chinese markets.

She is also concerned about the psychological development of teenagers in China and after the MBA programme, she plans to establish an institution that helps students ease their learning burden and stress, nurturing independent thinking and understanding the significance of freedom and respect.

Thank you



I would like to extend my personal thanks to all our speakers, panellists and case presenters for joining us in Oxford and sharing your insights with us at The Responsible Business Forum: Making Business Mutual. Your contributions are invaluable in advancing our collective understanding.

The Forum is important for us as a business school community if we are to address world-scale problems. The Forum's specific focus on model innovation and integrating social, financial, and environmental value highlights how companies operating around the globe are rethinking responsible business.

I would also like to thank all the delegates and students for joining us for these two days; I hope that you find this time helps bring together the themes of the Responsible Business Integrated Module.

And finally, my sincere thanks to Mars Catalyst for their support and leadership in this event, to Colin Mayer for his leadership at the School of this Module, and to all the researchers, MBA students, and staff members who collectively make this Forum possible.

Professor Peter Tufano

Peter Moores Dean, Saïd Business School

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“Responsible business practices will ultimately enhance the shareholder value. There is no conflict.”

Manoj Kumar
Foundation for Innovation and Social
Entrepreneurship, Tata Trusts, RNT
Associates

“

“Be prepared to be bold, courageous architects of the future.”

Jean-Christophe Flatin
President, Mars Global
Chocolate

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