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SAID BUSINESS SCHOOL

OXFORD UNIVERSITY CENTRE FOR CORPORATE REPUTATION

ANNUAL REVIEW 2008



OXFORD UNIVERSITY
CENTRE FOR
CORPORATE REPUTATION

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ESTABLISHMENT OF THE CENTRE

Rupert Younger



The Oxford University Centre for Corporate Reputation was established in January 2008. The Centre aims to deliver robust and independent research on how the reputation of corporations and institutions around the world are created, enhanced, and protected. Alongside this research lies a teaching agenda that will deliver executive education programmes for boards and senior executives, using material from its own research programmes and the experience of senior visiting fellows from industry and the professions.

During this, its first year, the principal focus of activity has been in the following areas:

- setting up the office and associated infrastructure
- discussing and agreeing the focus of the research agenda
- recruiting research and administrative personnel
- establishing, and appointing members to, a Global Advisory Board
- researching and devising the Centre's executive education programmes
- appointing a senior group of Visiting Fellows

I am delighted with the progress made in our first year establishing a strong foundation for our research and education activities. We are generating good research momentum and look forward to updating you during the course of the next year. If you have any questions or would like to be added to our mailing list, please contact Emily Baker on 01865 288900 or email us at ccr@sbs.ox.ac.uk

Rupert Younger

Director

Oxford University Centre for Corporate Reputation

PEOPLE & GOVERNANCE

The Centre is run on a day to day basis by the Director and Deputy Director supported by the Administrator. Research direction and progress is overseen by the Director together with the six Programme Directors. Executive Education is devised and commissioned by the Centre working as appropriate with the Executive Education faculty of the Saïd Business School. Progress during this first year was reviewed quarterly (31 Jan, 4 March, 25 June, 10 Oct) by a group chaired by the Dean of the Saïd Business School and supplemented by regular meetings between the Director and the Dean.

EXECUTIVE APPOINTMENTS

Director

Rupert Younger is the Centre's first Director, having devised and led the initiative to create the Centre over the past three years. A co-founder of financial communications firm Finsbury, he brings over 15 years of management and financial reputation expertise to the role.

Deputy Director

Lindsey St John, whose background is in higher education, skills and learning, joined the Centre mid-way through 2008.

Administrator

Emily Baker was appointed administrator and PA to the directors mid-way through 2008.

RESEARCH APPOINTMENTS

Dr David Barron, University Reader in Organisational Sociology was appointed in January as Programme Director for Reputation and Organisational Behaviour.

Dr Kunal Basu, University Reader in Marketing was appointed in January as Programme Director for Reputation and Marketing.

Blake Clayton, doctoral student, was awarded a doctoral affiliation in October working with Dr David Barron on Reputation and Organisational Behaviour.

Dr Christopher McKenna, University Reader in Business History and Strategy was appointed in January as Programme Director for Reputation and Strategy.

Professor Tim Morris, Professor of Management Studies was appointed in January as Programme Director for Reputation and Organisational Structures and Governance.

Professor Alan Morrison, Professor of Finance was appointed in January as Programme Director for Reputation and Finance.

Milena Mueller, doctoral student was awarded a doctoral affiliation in October working with Dr Kunal Basu on Reputation and Marketing.

Dr Steve New, University Lecturer in Operations Management was appointed in January as Programme Director for Reputation and Operations.

Dr Meredith Rolfe joined the Centre in October as a Research Fellow working with Dr David Barron on Reputation and Organisational Behaviour.

Dr Jonathan Silberstein-Loeb joined the Centre in October as a Research Fellow working with Dr Christopher McKenna on Reputation and Strategy.

THE GLOBAL ADVISORY BOARD

Between January and March 2008, we appointed a Global Advisory Board consisting of very senior executives who are internationally recognised in their fields from industry, the professions, journalism, the Civil Service, regulators and from the third sector. The role of this Board is to advise the executive team of the Centre on its research, teaching and accreditation agenda.

This Board is Chaired by Bob Wigley, Chairman, Merrill Lynch EMEA 2004–2009. Board members are appointed for an initial five year term, which is renewable.

Discussions with various members of the Board which took place throughout 2008 were instrumental in helping shape and set the Centre's overall strategy and direction.

The Board also met formally for its annual meeting on the 25 June 2008, in Oxford.



**BARONESS
VALERIE AMOS**



**SAMEER
AL ANSARI**



ANDY HORNBY



JOHANNES HUTH



**SIR MICHAEL
RAKE**



JEFF RANDALL



BOB WIGLEY



JOHN WITHEROW



**PHILIPPA
FOSTER BACK**



**BRENDAN
BARBER**



DOUG DAFT



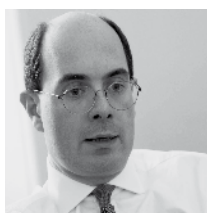
**STEPHEN
FRANCIS**



**SERGEY
GENERALOV**



**LORD TONY
GRABINER QC**



JOHN KINGMAN



CAROL LEONARD



**PROFESSOR
COLIN MAYER**



**DR THOMAS
MIDDELHOFF**



SIR JOHN PARKER



JOHN PEACE



DON ROBERT



MANNY ROMAN



SIR NIGEL RUDD



**DOTT. PAOLO
SCARONI**



OLIVER STOCKEN



JOHN TINER



**RUPERT
YOUNGER**

RESEARCH TRACKS

A series of discussions took place during the year between the Director, the Programme Directors, Professor Colin Mayer (Dean), and Professor Thomas Powell (Dean of Research) on the focus of the Centre's research.

As a result the Centre has focused on three fundamental research questions:

1. Who are the stakeholders who matter (and what importance does each have when considering different companies and industries)?
2. How do these stakeholders interact to form reputations (and what can companies learn from this in shaping reputation management strategies)?
3. By what measures can reputation be assessed?

It was further agreed that the detail of the research agenda would be organised through six core programme areas, each led by a senior academic from within the Saïd Business School staff.

RESEARCH AND FINANCE

Led by Professor Alan Morrison, this programme looks at financial agents, the role of the regulator, market liquidity, and the role of technology in reputation. A specific research programme has been agreed as follows:

The changing role of reputation in IPO underwriting: this research addresses two questions: first, how closely are IPO underwriting fees and investment banker reputation related? And second, do laws that restrict the investment banker's freedom of action in matters such as new issue allocation reduce the importance of reputation, and hence undermine incentives, in IPO underwriting?

[See website for details](#)

Investment banking structures and reputation: the long-term relationship between technological change, investment bank reputation, and the structure of the investment banking market.

[See website for details](#)

REPUTATION AND MARKETING

Led by Dr Kunal Basu, this programme looks at corporate brands, different cultures, and CSR in the context of the overall reputation of a corporation. The specific research proposals are under discussion.

REPUTATION AND OPERATIONS

Led by Dr Steve New, this programme examines the way in which supply chain issues interact with the concept of reputation. A specific research programme has been agreed as follows:

Corporate Reputation and the Supply Chain: firms' reputations are dependent on a complex bundle of issues that arise in and from the supply chain. This research study looks at the increasing trend towards disclosed provenance and traceability of products and the impacts of this trend on reputation.

[See website for details](#)

REPUTATION AND ORGANISATION

Led by Dr David Barron, this programme looks at organisational behaviour, stakeholder interaction and measurement of reputation. The specific research proposals are under discussion.

REPUTATION, ORGANISATIONAL STRUCTURES, AND GOVERNANCE

Led by Professor Tim Morris, this programme looks at the relationship between organisational structures, governance, and reputation outcomes. The specific research proposals are under discussion.

REPUTATION AND STRATEGY

Led by Dr Christopher McKenna, this programme concentrates on the historical contexts of how firms build and sustain long-term reputations. The specific research proposals are under discussion.

OTHER RESEARCH AWARDS

The Centre has also sought to identify and support research programmes that fall outside of the core research focus of the Programme Directors. In addition to enhancing the multi-disciplinary focus of the Centre, it also brings within our scope related research that has valuable implications on corporate reputation. To date the following research themes have been supported. Full details can be found on the website.

Transmission of errors in organisational networks, led by Felix Reed-Tsochas of the CABDyN Complexity Centre in collaboration with Eduardo López (Saïd Business School), Serguei Saavedra (CABDyN Complexity Centre) and Brian Uzzi (Kellogg School of Management, Northwestern University).

Reputation and imperfect information – the emergence of inequality, led by Serguei Saavedra of the CABDyN Complexity Centre in collaboration with David Smith (Centre for Mathematical Biology, Oxford University) and Felix Reed-Tsochas (Saïd Business School).

Principles of cooperation in bipartite social networks, led by Felix Reed-Tsochas of the CABDyN Complexity Centre in collaboration with Serguei Saavedra (CABDyN Complexity Centre) and Brian Uzzi (Kellogg School of Management, Northwestern University).

A new algorithm for ranking systems, led by Mason Porter (Oxford Centre for Industrial and Applied Mathematics, Oxford University) in collaboration with Peter Mucha (Carolina Center for Interdisciplinary Applied Mathematics, University of North Carolina) and Serguei Saavedra (CABDyN Complexity Centre).

Dynamics of declining networks, led by Felix Reed-Tsochas of the CABDyN Complexity Centre in collaboration with Serguei Saavedra (CABDyN Complexity Centre) and Brian Uzzi (Kellogg School of Management, Northwestern University).

Made in China: corporate strategies for protecting the image of Chinese-made products: The year 2007 saw a proliferation of product recalls in the United States, from pet food to toys, to toothpaste, and this trend of growing numbers of recalls continues in 2008. This research considers how the reputation of large multinational firms is being affected by the close ties with Chinese imports, and the influence and lobbying strategies that they adopt to manage reputational risk. Led by Dr Dana Brown, University Lecturer in International Business.

The impact of major programme failure on corporate reputation: a research study looking at the risks to reputation from major programme management. Many major programmes fail to achieve the intended outcome within budget and according to the planned deadline. Such failures are often in the public eye and have major reputational consequences for the companies concerned. Led by Dr Janet Smart, Director of the BT Centre for Major Programme Management.

EDUCATION

Our executive education programmes are branded The Oxford Reputation Series. They educate on a critical subject area for future leaders – taught by today's global business leaders, influencers and academics in a time and cost effective format. The series will be split into specialised programmes for Board members, senior executives, MBA, graduates, and undergraduates. Our focus during 2008 was on the development of the two-and-a-half day senior Executive Programme focused on the transition to top leadership. We will be running this programme for the first time in June 2009 and will assess and review this and the other programmes at that point.

THE BOARD PROGRAMMES

A one-day programme for current and future Chairs, which focuses on the role of a Chair versus that of the CEO; the differences between a non-executive and executive role and the reputational levels available in both circumstances.

Programme under development

A one-day programme for Non-Executive Directors looking to build an understanding of the responsibilities they have in relation to reputation and oversight of the companies on which they serve as Board members.

Programme under development

THE EXECUTIVE PROGRAMMES

A two-and-a-half day senior management programme on the transition to top leadership for executives in senior divisional or executive management positions whose career paths require them to prepare for senior executive leadership within one to five years.

See website for programme detail

A two-and-a-half day programme for senior corporate communications professionals looking for an engaged learning and discussion forum on corporate reputation issues led by many of the stakeholders that they seek to engage with on a daily basis.

Programme under development

THE GRADUATE PROGRAMME

Modules within the MBA and Executive MBA programme embed reputational research and training within this part of the Business School's activities.

Programme under development

THE UNDERGRADUATE LECTURE

An open lecture set in the final term of the last undergraduate year focuses on the importance of reputation in a business career. This lecture is given by one or more business leaders.

Programme under development

VISITING FELLOWS

We have appointed a group of Visiting Fellows recruited from the highest echelons of Government, industry, the media, the professions and other external institutions. This group is comprised of individuals who will contribute time each year to the teaching agenda of the Centre, and whose business experience will be invaluable in helping to shape our research and teaching focus.

A full list of those appointed during 2008 is printed here. This appointment is subject to an annual review by the Centre. Each Visiting Fellow shall be automatically placed for re-election every three years.

Sameer Al Ansari

Baroness Valerie Amos

Norman Askew

Brendan Barber

Lionel Barber

John Barton

Roger Carr

Stephen Catlin

Peter Cawdron

Stuart Chambers

Doug Daft

Guy Dawson

Hugo Dixon

Mario Draghi

Terry Duddy

Steve Easterbrook

Phil Evans

Bill Forrester

Philippa Foster Back OBE

Stephen Francis

Sir Roy Gardner

Sergey Generalov

Anthony Gordon Lennox

Andrew Gowers

Lord Tony Grabiner QC

Andrew Grant

Tony Habgood

Andy Haste

Andy Hornby

Johannes Huth

Mary Jo Jacobi

Lord Robin Janvrin

Lady Barbara Judge

Fred Kempe

Justin King

John Kingman

Will Lawes

Allan Leighton

Carol Leonard

Bo Lerenius

Simon Lewis

Simon Lorne

Stefano Lucchini

Sir Laurie Magnus

David Mansfield

David Mayhew

Dr Thomas Middelhoff

Raymond Nasr

Torsten Oltmanns

Sir John Parker

Mike Parker

Tim Parker

Roger Parry

John Peace

Sir Michael Rake

Jeff Randall

Don Robert

Sir Steve Robson

Manny Roman

Sir Nigel Rudd

Roland Rudd

Robin Saunders

Dott. Paolo Scaroni

Sir Martin Sorrell

Oliver Stocken

Robert Swannell

John Tiner

David Tyler

Lucas Van Praag

Mark Warham

Sara Weller

Patience Wheatcroft

David Wighton

Bob Wigley

John Witherow

Rupert Younger

Gerhard Zeiler



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