

RESEARCH NETWORK *for* BUSINESS SUSTAINABILITY



KNOWLEDGE PROJECT SERIES

Knowledge Forum on Socially Conscious Consumerism

ISSUE DATE: FEBRUARY 2009

RESEARCH NETWORK *for* BUSINESS SUSTAINABILITY

Knowledge Forum on Socially Conscious Consumerism

AUTHORS

AIMEE DINNIN, PhD Student, Richard Ivey School of Business
ALBERTO FONSECA, PhD Student, University of Waterloo
INSA KUO, MBA Student, Richard Ivey School of Business
BEN LOWRY, MBA Student, Schulich School of Business
LINDSAY MCSHANE, PhD Student, Queen's School of Business
ERIN WHITE, Research Network for Business Sustainability

Hosted by the Richard Ivey School of Business at the University
of Western Ontario and sponsored by Industry Canada.

TO LESSEN OUR IMPACT ON THE ENVIRONMENT, THIS REPORT
IS ONLY AVAILABLE ELECTRONICALLY AS A PDF DOCUMENT.

Executive Summary

Fifty-five managers, academics and policy-makers shared the insight of six expert speakers at the Research Network for Business Sustainability's *Knowledge Forum on Socially Conscious Consumerism* on November 21, 2008. The Forum's purpose was to bring the communities of research and practice and together to engage in a conversation on socially conscious consumerism. The following themes emerged from the provocative discussions.

First, consumers need to purchase more ingeniously. Zerofootprint's CEO Ron Dembo emphasized in his presentation the need to "make the invisible visible" by providing consumers with better information. RONA's Mark Hindman made a compelling case for assessing products over their entire life cycle, which paints a more complete picture of their social and environmental impacts. He also encouraged managers to promote socially conscious consumerism throughout the supply chain by collaborating with other stakeholders. In the dialogue sessions, many participants posited that government should educate consumers on socially conscious purchase options through social marketing campaigns.

Second, it appears that consumers are willing to pay a small premium for socially conscious products and services, and some firms are better positioned than others to harvest the value in sustainability. The Ivey Business School's June Cotte and Remi Trudel presented their research showing that although the premium for ethical products is very small, consumers are willing to pay a lot less for goods that are not ethical. (The Network commissioned Cotte and Trudel to systematically review of the body of research on the willingness to pay for ethical goods. Their findings will be available in the summer of 2009.) Boston University's C.B. Bhattacharya showed that the financial return on sustainability is greater in firms with higher product quality or innovation. He also showed that consumers who are aware of a firm's sustainability initiatives have higher intentions to purchase from them, suggesting that effective communications is essential to harvesting the value from ethical products and services.

Third, many participants called for a new marketing paradigm. Dalhousie University's Peggy Cunningham urged managers to address the elephant in the room that is unsustainable marketing pushing for unsustainable consumption. Many of the forum participants concurred while some companies are making incremental improvements to foster socially conscious consumerism, large leaps are required to address the climate crisis we face. Some expressed hope with increasing awareness of global social concerns, consumers have an opportunity to embrace a new philosophy of consumption. Others opined that consumers would not change fast enough and managers would have to lead the way to sustainability through more intelligent product designs and industrial processes.

All the presentations summarised in this report, as well interviews with the speakers are available on the event [website](#).

Table of Contents

Forum Overview	1
A Systematic Review of the Research on Socially Conscious Consumerism	2
Dr. June Cotte, Associate Professor, and Remi Trudel, PhD Candidate, Richard Ivey School of Business	
Socially Conscious Consumerism: A Tautology?	4
Dr. Ron Dembo, Founder and CEO, Zerofootprint	
Good (is not) Enough: Stakeholder Reactions to Corporate Responsibility	6
Dr. C.B. Bhattacharay, Boston University School of Management	
Can we shop and market our way to sustainability? Challenges to the Existing Marketing Paradigm	8
Dr. Peggy Cunningham, Dalhousie University	
RONA's Green Strategy: A Holistic Life-cycle Approach	10
Mark Hindman, Vice-President of Marketing and Olympic Programs, RONA Inc.	
Summary of Dialogue Sessions	12
Worst Practices in Business	12
Challenges & Opportunities for Companies	12
Challenges & Opportunities for Government	12
Challenges & Opportunities for Consumers	12
The Bigger Challenges	13
Need for More Research	13
Appendix A: Speaker Biographies	14
Appendix B: Leadership Council Members	17

Forum Overview

This report summarizes the proceedings of the [Research Network for Business Sustainability's](#) Knowledge Forum on Socially Conscious Consumerism, hosted by the [Richard Ivey School of Business](#) on November 21, 2008.

The day-long event included over 50 representatives from business, government and academia. Attendees heard five presentations from respected academic and business authorities on the topic of socially conscious consumerism.

This report highlights the main ideas, provocative questions and key take-aways from each presentation (see Appendix A for speaker biographies). Further, delegates had the opportunity, through dialogue sessions, to share their views on challenges and opportunities. The report concludes with these thoughts.

The purpose of this event was to bring together experts from academia, industry, government, and non-governmental organizations to discuss an important issue in business sustainability. Each of these groups thinks about socially conscious consumerism differently. This Forum allowed them to share their knowledge and advance their thinking.

The Forum fits into a larger initiative underway at the Network. Every year, the [Network's Leadership Council](#) (see Appendix B) identifies the greatest challenges facing sustainability practitioners ([2008-9 Knowledge Priorities](#)) Based on the top two priorities, two systematic reviews are produced. One of this year's projects is on socially conscious consumerism, led by Dr. June Cotte and Remi Trudel. Their final reports will be available in the summer of 2009.

A Systematic Review of the Research on Socially Conscious Consumerism

Dr. June Cotte, Associate Professor, and Remi Trudel, PhD Candidate, Richard Ivey School of Business

Written by Erin White, Research Network for Business Sustainability

KEY TAKE-AWAYS

- *Cotte and Trudel's systematic review findings will be available in the summer of 2009.*
- *Their own research shows that consumers are not willing to pay much more for goods made ethically, and consumers pay a lot less for those goods that are not ethical.*



While a great deal of research on socially conscious consumer habits and behaviours exists, it has at times been conflicting. Managers could benefit from a review of the reliable

evidence on socially conscious consumerism, and researchers could benefit from identifying the gaps in the research.

Dr. June Cotte and PhD student Remi Trudel, from the Richard Ivey School of Business, were selected by the Network to review the gamut of academic and practitioner literature on socially conscious consumerism. Their mandate is to examine consumers' willingness to pay for socially conscious products. Their findings will be published in a number of formats, available in the summer of 2009.

Cotte and Trudel are leading researchers in their field and shared some of their own work. Recently, they completed a series of controlled experiments, testing consumers buying behaviour. They found that consumers will pay a little more for goods that are made ethically, but a lot less for those that are not.

While many companies are making more of an effort to act in socially and environmentally conscious ways,¹ do ethical standards really matter to consumers? Are consumers willing to pay a premium for ethically made goods? Will consumers punish companies for unethical behaviour?

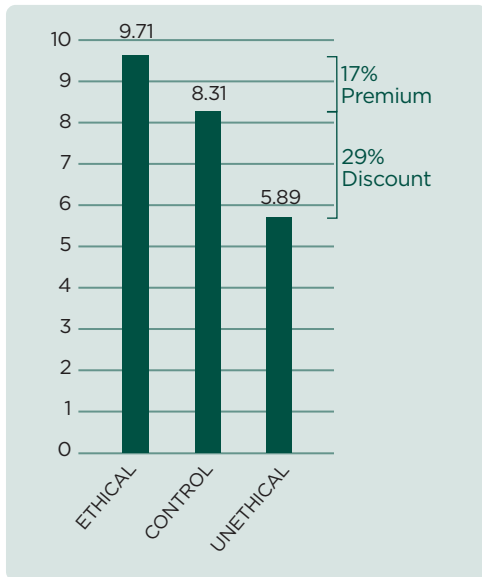
Cotte and Trudel found that ethical standards matter, but perhaps not in the way that some companies hope. Consumers in their experiments were willing to pay a premium for ethically made goods (a 17 per cent premium on an \$8 good; see diagram). More importantly, if consumers do not like what a company is doing on the ethical front, they will punish the company by expecting to pay far less (a 29 per cent discount) for their product.²

¹ For more information on CSR trends in Canada, download [The 2008 Ivey-Jantzi Research Report on Corporate Social Responsibility in Canada](#)

² MIT Sloan Management Review article on this research.

Figure 1

WILLINGNESS TO PAY



Their research also discovered that consumers with high ethical standards,³ unlike the average consumer, were willing to pay significantly more for ethically made goods. This is important, because these consumers are a growing segment of the marketplace.

In one of their recent studies entitled 'Liars, Cheaters and Thieves,' Cotte and Trudel tested the theory that consumers lie on surveys. Initial findings suggest that consumers exposed to information about socially responsible companies lied less than those exposed to a very subtle cue about socially irresponsible behaviour (namely, that the firm sourced from around the world, to bring consumers the lowest possible costs).

This is part of a larger project that demonstrates that when a company acts responsibly, consumers do as well. Consumers exposed to unethical behaviour exhibit a kind of contagion effect, and also behave unethically. At this point Cotte and Trudel are speculating about the effects of long-term firm unethical behaviour on consumer behaviour, they hope to report the results of this series of studies soon.

³ These consumers are often referred to as LOHAS consumers and make up 17 per cent of U.S. adults, according to LOHAS.

Socially Conscious Consumerism: A Tautology?

Dr. Ron Dembo, Founder and CEO, ZeroFootprint

Written by Insa Kuo, MBA Student, Richard Ivey School of Business

KEY TAKE-AWAYS

- *Socially conscious consuming is about consuming less, more ingeniously.*
- *Make the invisible visible—the energy we use, the carbon we emit needs to be made visible to create changes in behaviour.*
- *The seriousness of global warming has not yet been realized. Canada is behind.*



“First they ignore you, then they laugh at you, then they fight you, then you win.”

Gandhi

Ron Dembo, founder and CEO of Zerofootprint, began

his presentation with some sobering statistics: “We consume fifty times more [energy to power our lives] than in our grandparents’ generation. Out of the 18 billion sales catalogues produced daily, each page in each catalogue requires at least six litres of water to produce and probably 90 per cent are disposed with being read.”

Once consumers are aware of the big problems, they need more specific information to inform their behaviours. If consumers were aware of (and paid for) the true cost of resources, including environmental impacts, behaviours would change. Dembo explained that part of the problem is that resources like energy are invisible to the average consumer. Without visibility and tangible measurement, it is difficult to connect the fact that small actions such as turning off a screen saver would make a tremendous difference.

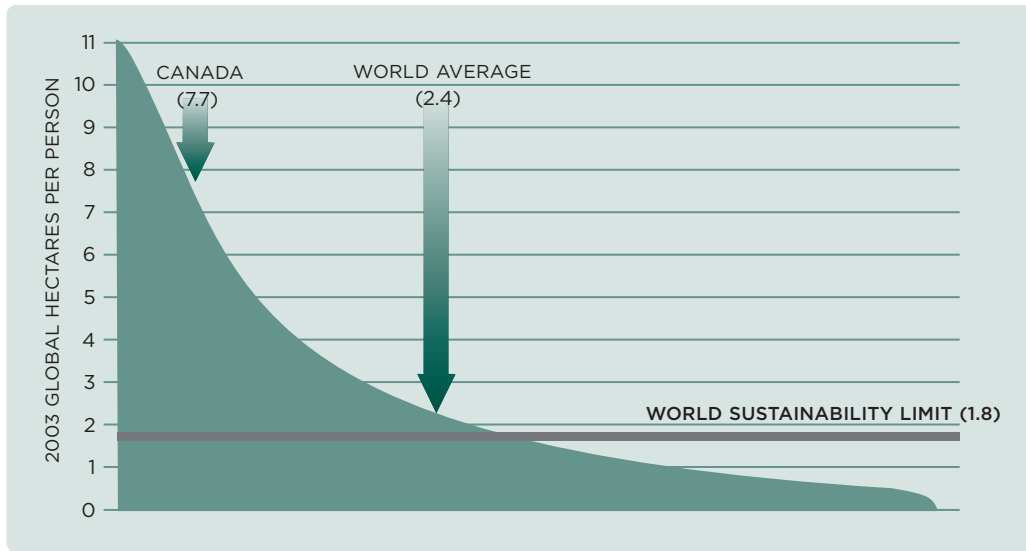
Dembo suggested that socially conscious consumer behaviour requires taking an extra step to understand the short- and long-term life-cycle impacts of products. The implication for firms selling socially conscious products or services is that marketing efforts may benefit from focusing on education (or awareness).

Dembo challenged individuals, governments, and business to make informed choices in the marketplace by using more ingenious, environmentally efficient methods of production. He provided various examples of how his firm is offering consumers ingenious ways to “make the invisible visible,” including its new carbon footprinting software.

Measuring carbon footprints is presently done using either very rough estimates or more accurate but extremely arduous calculations. Without reliable, low cost information, behaviour is unlikely to change. Dembo believes that leveraging technology can “change the way we work, measure so that we can manage, make our buildings smart, make our homes smart, optimize appliance use and engage communities.” He believes that other such technologies can help raise awareness and mobilize action by consumers—both individuals and organizations.

Figure 2

ECOLOGICAL FOOTPRINT BY COUNTRY



©Zerofootprint 2008

Dembo concluded by lamenting that awareness of climate change issues remains relatively low in Canada. He equated the scope of climate change with 'World War III.' He noted that Canada has fallen behind and our waste, water and carbon footprint per capita, is among the worst in the world (see diagram). He suggested we can turn this trend around through ingenious and innovative solutions that raise awareness and help consumers make better decisions.

Good (is not) Enough: Stakeholder Reactions to Corporate Responsibility

Dr. C.B. Bhattacharya, Boston University School of Management

Written by Lindsay McShane, PhD Student, Queen's Business School

KEY TAKE-AWAYS

- *Consumers who are aware of a firm's sustainability initiatives have higher intentions to purchase from them.*
- *When people believe sustainability initiatives are genuine, they are more likely to purchase from, work for, and invest in the company.*
- *The financial return on sustainability is greater in firms with high product quality or innovation than in firms without.*



A prolific researcher in the area of social responsibility and stakeholder engagement, C.B. Bhattacharya has dedicated much of his career to understanding

the relationship between corporate responsibility and company benefits.

Bhattacharya stressed the importance of adopting a holistic view, looking beyond just consumers and thinking more broadly about the business case for sustainability initiatives. Firms must consider the influence of competitors, employee and customer satisfaction, product quality and innovation. Bhattacharya stressed that corporate responsibility initiatives do not necessarily lead to corporate returns—it all depends on how the company implements them.

Through a series of examples based on his research, Bhattacharya demonstrated that a strategic approach is required to drive financial benefit through sustainability initiatives.

If consumers are aware of a firm's corporate responsibility initiatives they have an increased tendency to engage in positive word-of-mouth and to buy (often at a premium) a firm's products. This sense of reciprocity has obvious benefits and reinforces the importance of communicating corporate responsibility initiatives to increase awareness.

Looking beyond consumers, Bhattacharya's research has also found a strong link between company returns and employee returns. Corporate responsibility initiatives enable employees to fulfill certain personal needs (e.g., integrating work and home life, self-enhancement), which leads to enhanced productivity and better employee retention rates.

It is important to adopt a strategic approach to increase awareness and reassure stakeholders that corporate responsibility initiatives are genuine and sincere. When people believe that your initiatives are genuine, they are more likely to purchase from, work for, and invest in the company.

⁴ Many of Bhattacharya's research papers are available on his [website](#).

GROWING MARKET FOR CORPORATE RESPONSIBILITY

CONSUMERS

“Consumers are going beyond the practical issues of functional product performance or rational product benefits... What they are asking for and are drawn to now are demonstrations for good.”

HAMISH PRINGLE & MARJORIE THOMPSON, *BRAND SPIRIT*

EMPLOYEES

“Attracting and retaining high caliber professionals is imperative, making our responsibility to our people even more important. The best professionals in the world want to work in organizations in which they can thrive. And, they want to work for companies that exhibit good corporate citizenship.”

JIM COPELAND, FORMER CEO OF *DELOITTE*

INVESTORS

“Discerning investors now recognize that a company managed according to interests broader than those of only shareholders is more likely to profit over the long term.”

JUDY HENDERSON, *GLOBAL REPORTING INITIATIVE*

Bhattacharya found that firms are more likely to benefit from their corporate responsibility initiatives if their product quality or capabilities to innovate are high. Conversely, firms with low innovation capabilities who invest in sustainability are often punished by the marketplace. In a sense, stakeholders want to ensure that a firm excels in core areas of the business before they invest in corporate responsibility initiatives.

Bhattacharya believes companies must strategically manage their corporate responsibility initiatives in order to capitalize on the potential benefits. His examples highlight the importance of communicating initiatives to multiple stakeholder groups to increase awareness and consistently manage perceptions of sincerity.

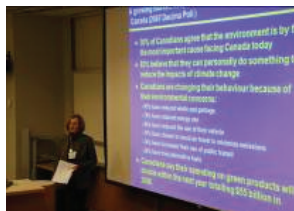
Can we shop and market our way to sustainability? Challenges to the Existing Marketing Paradigm

Dr. Peggy Cunningham, Dalhousie University's Faculty of Management

Written by Alberto Fonseca, PhD Student, University of Waterloo's Faculty of Environment

KEY TAKE-AWAYS

- *The dominant paradigm of marketing is to create dissatisfaction among consumers, so that they can buy more and keep the economy growing.*
- *Consumers are just half of the equation. We need also to address the elephant in the room that is pushing for unsustainable consumption: unsustainable marketing.*
- *We need to question our discipline; we need to rethink how we teach marketing.*



Although seldom discussed or acknowledged, the dominant paradigm of marketing is to generate dissatisfaction among consumers, so that they will buy more and keep

the economy growing (see Juliet B. Schor's book *The Overspent American*⁵ a full presentation of this thesis). According to Peggy Cunningham, this type of marketing is not sustainable.

Cunningham illustrated her point by highlighting the correlation between consumption, which is driven in part by marketing and pollution. The United States, a country hosting only 5 per cent of the world's population, consumes 22 per cent of global fossil fuels, 33 per cent of paper and plastic, and produces 24 per cent of global carbon emissions.⁶

"We need to question and rethink our discipline," urged Cunningham. Marketers must consider the consequences of the individual needs they promote. Our attitudes towards planned obsolescence, for example, are no longer acceptable in a resource constrained world. Even the language of marketing, which often hides the side-effects of consumption, must be re-evaluated.

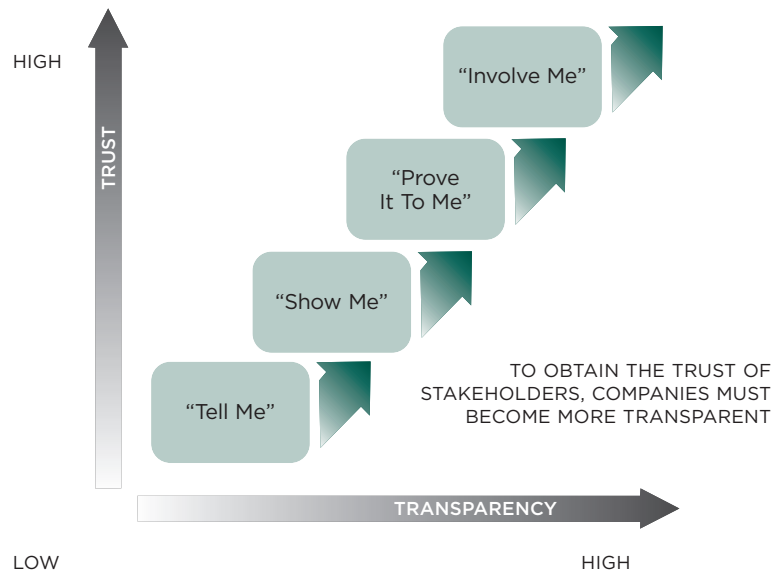
Cunningham's presentation emphasized that consumer activism and responsible consumption have become more sophisticated. To obtain the trust of buyers today, companies need to demonstrate higher degrees of transparency and stakeholder engagement (see diagram). Earlier strategies based on social responsibility disclosures are no longer enough to meet consumer demands and align with consumer values.

⁵ Juliet B. Schor (1998). *The Overspent American: Why We Want What We Don't Need*. New York: Harper Collins.

⁶ Annie Leonard, *The Story of Stuff*

Figure 3

TRANSPARENCY: RESPONSE TO GROWING DISTRUST



In response to this shift, several companies are innovating with more sustainable services and products. Cunningham presented over a dozen best practice case studies. Yet, she also brought to light the challenges of authenticity and green washing. In order to be perceived as more than public relations, businesses should think more holistically and transparently embed sustainability in their cultural fabric.

The challenge ahead is significant. Cunningham noted that the recent subprime crisis hints at the magnitude of the consumerism affluenza that the world is dealing with. To date, most discussions and initiatives on socially responsible consumption have focused on

consumers. “But consumers are just half of the equation,” argued Cunningham. We need also to address the elephant in the room that is pushing for endless consumption: unsustainable marketing.

Cunningham is admittedly uncertain as to how to bring about these changes. She has been exploring new models of education like whole person learning, mentorship and experiential learning based on projects that join societal sectors: business, education, non-profit and government. She trusts the power of education to bring about change; but challenges anyone with innovative ideas to enter the dialogue. “If anyone has ideas about how to transform marketing education,” she asked, “please let me know.”

RONA's Green Strategy: A Holistic Life-Cycle Approach

Mark Hindman, Vice-President of Marketing and Olympic Programs, RONA Inc.

Written by Ben Lowry, MBA Student, Schulich School of Business

KEY TAKE-AWAYS

- Collaborate with stakeholders at every stage of the supply chain when developing green products.
- A holistic "life-cycle approach" considers each phase of production and disposal.
- Third party verification adds credibility to green products and helps avoid the danger of "green washing."



In his presentation, Mark Hindman, Vice-President of Marketing and Olympic Programs, RONA Inc., detailed the various ways his company is responding to increasing consumer demand for socially and

environmentally responsible products.

As the interface between manufacturers and consumers, the retail industry plays an integral role in fostering the consumption of socially conscious products. A key element of RONA's approach to socially conscious consumerism is in understanding its role as an intermediary in the value chain. As the largest Canadian distributor and retailer of hardware, gardening, and home renovation products, RONA is neither responsible for the manufacture nor the disposal of products. RONA's has demonstrated its leadership in business sustainability by engaging, nevertheless, in these two phases of a product's life cycle.

On the upstream side, RONA developed the RONA ECO product line through a partnership with the International Chair in Life Cycle Assessment, and with the support of manufacturers. Hindman emphasized the importance of seeking an unbiased, third party organization to be in charge of a green product verification system. The International Chair in Life Cycle Assessment help maintains high standards of environmental integrity.

To be accepted as RONA ECO, a product must have, throughout its entire life cycle, a smaller environmental footprint than an equivalent, traditional product, as assessed by the Life Cycle Chair specialists. RONA ECO products are carefully assessed based on climate change, ecosystem health, human health and natural resources performance indicators.

Turning downstream in the supply chain, Hindman used RONA's paint recycling program and its end-result, a line of 100 per cent recycled paint marketed under the Boomerang brand, to illustrate the process of adopting a life-cycle approach. He explained how paint can be recovered, reconditioned and then offered back to consumers.

Last July, RONA became the first retailer in Ontario to recover paint under the province's new Municipal Hazardous or Special Waste (MHSW) program. Since 2004, the company has collected over 10,000 tonnes of paint (see diagram). The program required partnerships with local municipalities as well as paint manufacturers to connect each stage of the paint life cycle. It exemplifies how creating a sustainable product, like recycled paint, requires a holistic approach and collaboration between stakeholders.

Figure 2

THE RONA NETWORK AT WORK:
PAINT COLLECTED SINCE 2004



In the fall of 2008, RONA launched new in-store signage designed to help consumers identify products that represent an eco-responsible choice. These products were rigorously selected based on the life cycle approach adopted by RONA. They include over 300 various brand name items, selected because they lessen the environmental impacts of one or several phases of their life cycle. The signage not only highlights where products are found in store aisles, it also provides detailed, unbiased information on the environmental characteristics of the different categories of eco-responsible products.

Hindman stated that the company is also looking to reduce plastic shopping bags and announced the elimination of pesticides for cosmetic use starting July 2009. By the end of 2012, a minimum of 25 per cent of lumber in RONA stores will be Forest Stewardship Council (FSC) certified. RONA is demonstrating how a retailer can promote socially conscious consumerism inside and outside its stores.

Summary of Dialogue Sessions

Written by Aimee Dinnin, PhD Student, Richard Ivey School of Business

This is a summary of the dialogue among conference delegates in small break-out sessions and open group discussions.

WORST PRACTICES IN BUSINESS

Misrepresentation is one of the worst business practices with respect to socially conscious consumerism. It includes misleading advertising (such as showing a large SUV next to images of nature and 'green' slogans), and unsupported or over-extended claims (claiming a product is ecologically-friendly when it contains only slightly fewer chemical additives than competing products).

Concerned consumers may investigate the legitimacy of these claims while others will become discouraged and sceptical, slowing the momentum for socially conscious consumerism and putting at risk the firm's reputation.

CHALLENGES & OPPORTUNITIES FOR COMPANIES

Companies and industries are making **incremental improvements** in terms of socially responsible practice, but they are **no longer sufficient**. Large leaps are required to address the climate crisis that we face.

Labelling and identifying socially responsible offerings is a challenge for firms. Many consumers want more socially responsible options, but lack the time, ability, or motivation to become informed. Companies that create solutions to this unmet consumer need stand to reap the benefits.

How consumers will respond to company-initiated changes is never certain. Is it better to **'green' an existing product, or to create a new 'green' brand?** Which will be more beneficial for the company and the consumer?

Research has shown that the market rewards sustainability initiatives in companies with high quality products. As such, products often sell at a premium; **some consumers' have fewer 'responsible' options.**

CHALLENGES & OPPORTUNITIES FOR GOVERNMENT

How should government be involved in corporate social responsibility? Consumers will adjust quickly to new policies that regulate behaviour, such as by-laws that ban plastic bags or synthetic pesticides. Government can play a role in social marketing campaigns to educate consumers.

Governments can offer incentives to companies and industries who adopt and improve socially responsible practices. Some would argue that corporate investment in sustainability must be incentivized by government to encourage it.

Others would argue that government regulation is not the answer; industry leaders should take the initiative to form associations and standards, with voluntary compliance. **The role of government is uncertain** and further interaction and dialogue between industry groups, companies, and consumer groups is needed.

CHALLENGES & OPPORTUNITIES FOR CONSUMERS

If consumers were aware of their carbon footprint, would they make better decisions? Would behaviour change? **Consumers have unrealized power** to influence their consumption choices. As consumers, we need to consider the long-term value of a purchase, where many costs to society are not reflected in the product's price.

Consumers have difficulty identifying socially responsible options. Differentiating between good and bad alternatives for a product requires an unaccustomed degree of engagement by consumers. It also requires better indicators and metrics to identify options and make choices.

Individuals need to be more accountable for their consumption decisions. But educating oneself about green or sustainable alternatives is not straightforward. Labelling socially responsible or green products is often confusing. An overwhelming number of different 'eco-friendly' or 'ethically produced' labels could be perceived as nothing but 'alphabet soup.'

With increasing awareness of global social concerns, consumers have an opportunity to embrace a new philosophy of consumption. This change in mind-set and lifestyle involves a focus on sustainable choices and socially conscious behaviour, with the hope of improving physical, mental, and financial well-being.

THE BIGGER CHALLENGES

Agreeing on definitions, standards, and best practices is a primary challenge to socially conscious consumption. How do we define 'socially responsible' in terms of business practice and consumer behaviour? Is it ethical to advertise some products as 'socially responsible' when they are only marginally better than the existing options?

Environmental groups often call for less consumption. But what if consumption was good for the environment, as [William McDonough and Michael Braungart](#) have been advocating for years?

Children are an important partner in creating change. Cigarette smoking decreased drastically over twenty years due to policy changes and evolving social ideals, with children functioning as an important leverage point. Educating children about the importance of making socially conscious choices may be the best way to instil change.

Non-governmental organizations (NGOs) play an important role in shaping policy, business practice, and consumer behaviour. Some have forged great relationships with manufacturers and have created networks of informed consumers.

Academics also play a principal role in encouraging socially conscious consumerism. As educators, academics exert a powerful influence on student learning. They can help fill the need for sound and rigorous research by investigating consumer approaches to socially responsible behaviour, optimal strategies for firms, and the potential impact of policy changes.

NEED FOR MORE RESEARCH

Researchers have a responsibility to ensure their work is rigorous and reliable. Moreover, it is essential that researchers critically review the research on a continuous basis to identify the most reliable knowledge to inform sound business decisions.

Challenges exist around what to measure. As the adage 'what gets measured gets managed' states, determining what needs to be measured and how it can be assessed are fundamentally important questions. The concept of measuring your carbon footprint—an individual's behaviour or of a particular product—seems logical. Does this mean that the next frontier of socially responsible practice will involve carbon accountants and carbon auditors? Is this idea a potential solution, problem, or both?

Appendix A: Speaker Biographies



TIMA BANSAL
**Richard Ivey School of Business
and Research Network for
Business Sustainability**

Dr. Bansal is an associate professor at the Richard Ivey School of Business. She is also the Director of the Cross-Enterprise Leadership Centre on Building Sustainable Value and the Executive Director for the Research Network for Business Sustainability. Both of these Centers aim to strengthen the ties between research and practice.

Before joining Ivey in June 1999, she taught at Georgia State University in Atlanta. Her research interests are primarily in the areas of sustainable development and international business

and she has been published in the many of the top academic and practitioner journals in general management. She sits on the editorial board of the *Academy of Management Journal*, *Journal of International Business Studies*, and *Organizations and Environment*. In 2002, she was the recipient of the teaching innovation fellowship. She has offered training programs for Eli Lilly and the City of London. In addition, she teaches the strategy component for the High Potential Managers Program.



C.B. BHATTACHARYA
**Boston University School
of Management**

Dr. Bhattacharya is a Professor of Marketing at the Boston University School of Management. His expertise is in the area of marketing strategy innovation and stakeholder marketing. He believes that in today's environment, companies need to go "beyond the 4P's" and use levers such as corporate and brand identity, membership and brand communities and corporate social responsibility to strengthen stakeholder relationships.

Before joining Boston University, he was on the faculty at the Goizueta Business School, Emory University. Prior to his Ph.D., he worked for three years as a Product Manager in Reckitt Benkiser plc. He has published numerous articles in journals such as the *Journal of Marketing Research*, *Journal of Marketing*, *Journal of Applied Psychology*, *Organization Science*, and many other journals.



JUNE COTTE
Richard Ivey School of Business

Dr. Cotte is an Associate Professor of Marketing at the Richard Ivey School of Business. Professor Cotte's research interests focus on behavioural issues, including how people perceive time and how that influences their behaviour at work and at leisure, family influence on behaviour, and emotional responses to advertising.

Before joining Ivey in 2001, she was an Assistant Professor of Marketing at the

Darla Moore School of Business at the University of South Carolina. She earned her B.B.A. (Honors) at Brock University, her M.B.A. from University of Windsor, and her Ph.D. from the University of Connecticut. Her work has appeared in the *Journal of Consumer Research*, *Journal of Business Research*, *Journal of Strategic Marketing*, *Journal of Services Marketing*, *Journal of Managerial Psychology*, as well as in other outlets.



PEGGY CUNNINGHAM
Dalhousie University's Faculty of Management

Dr. Cunningham is Director of the School of Business Administration in Dalhousie University's Faculty of Management. Prior to that, she was a Professor of Marketing at Queen's School of Business. Her research interests centre on two related themes: marketing ethics and marketing partnerships (international strategic alliances and partnerships between for-profit and not-for-profit organizations). These diverse areas of study are linked by their focus on the concepts of trust, integrity, and commitment, which are the core elements of both ethical and successful partnership behaviour.

Dr. Cunningham's work has appeared in the *Journal of the Academy of Marketing Science*, *Social Marketing and Fundraising*, the *Journal of International Marketing*, *the Festival Management & Event Tourism Journal*, *The Philanthropist*, and the *Journal of Marketing Education*. Her most recent work examines the ethical challenges of marketing on the world-wide web. Dr. Cunningham is also the co-author of the top selling Canadian textbook *Principles of Marketing* which has been widely praised by both educators and practitioners for its innovative and comprehensive coverage of marketing in Canada.



RON DEMBO
Founder and CEO, Zerofootprint

Dr. Ron Dembo is the Founder and CEO of Zerofootprint, a not-for-profit that combines the best financial engineering, environmental engineering, and business intelligence to create products and services that help organizations and individuals significantly reduce their environmental footprint. Prior to Zerofootprint, Dr. Dembo was the Founder, CEO, and President of Algorithmics Incorporated, growing it from a start-up to the largest enterprise risk-management software company in the world.

Dr. Dembo has also had a distinguished ten-year academic career at Yale University, where he was cross-appointed between the Department of Computer Science and the School of Management. He has published over sixty technical papers on finance and mathematical optimization, and holds a number of patents in computational finance. He is the co-author of three books: *Seeing Tomorrow: Rewriting the Rules of Risk*; *Upside Downside: Simple Rules of Risk Management for the Smart Investor*; and *Everything You Wanted to Know About Offsetting But Were Afraid to Ask*.



MARK HINDMAN
Vice-President, Marketing and Olympic Programs, RONA

Mark is the Vice President of Marketing & Olympic Programs for RONA, the largest home improvement wholesale and retail network in Canada. Since 2000, he has been involved in the expansion of RONA outside of its roots in Quebec. Over the past couple of years, he has specifically

headed the Olympic sponsorship program with unique programs related to sustainability. He has worked in the marketing field for over 20 years and has an MBA from the Schulich School of Business at York University.

Appendix B: Leadership Council Members



The Network was created with generous funding from the Richard Ivey School of Business, the Leadership Council members, the Social Sciences and Humanities Research Council of Canada, and the University of Western Ontario.

RESEARCH NETWORK *for*
BUSINESS SUSTAINABILITY

Research Network for Business Sustainability
Richard Ivey School of Business
University of Western Ontario
1151 Richmond Street
London, Ontario, Canada N6A 3K7
Telephone 519 661 2111 x80094
Fax 519 661 3485
contact@sustainabilityresearch.org

www.sustainabilityresearch.org