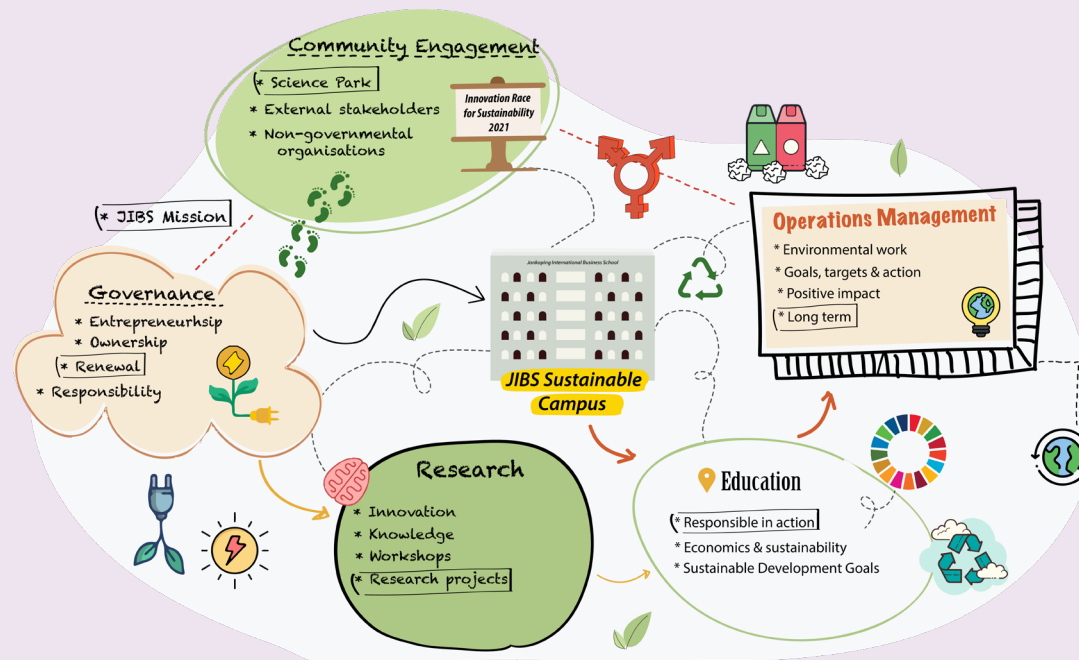




JÖNKÖPING UNIVERSITY  
Jönköping International  
Business School

# RESPONSIBLE IN ACTION

Biennial Progress Report 2019 - 2021



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# 1. INTRODUCTION

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## **Introduction from Prof. Dr. Jerker Moodysson Dean and Managing Director of Jönköping International Business School (JIBS)**

The past two years have been a different journey for all of us. Despite the dramatic changes, JIBS managed to continue and stay put firm to its priorities. One of JIBS three guiding principles is to be *responsible in action*. JIBS is now working on systematic changes, reviewing its education programmes, assessing its impacts. This report outlines several actions and achievements reflecting how we – in collaboration with a range of partners and stakeholders – stand by our commitment to being responsible in action. While the report covers 2020-2021, our commitment implies a never-ending journey where we work on systematizing our efforts, questioning our impact and innovating.

As Dean and Managing Director of JIBS, I am proud of our achievements so far. I stand by my colleagues in their efforts to further integrate ethics, responsibility and sustainability in all areas of our school, thereby raising both awareness and decisiveness among students, staff and stakeholders.



A handwritten signature in gold ink, appearing to read 'Moodysson'.

## **A word from Dr. Guénola Abord-Hugon Nonet, JIBS Champion for Responsibility in Action**

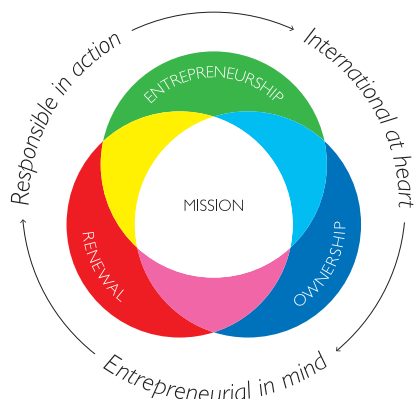
An African proverb says that It takes a village to raise a child. Planet Earth is a small village, a vulnerable village with children and adults who need guidance and inspiration to learn together to care for this unique blue planet and livelihood. JIBS is part of this unique village and constantly works to improve the experience it offers to students and executive participants who come to JIBS to learn meaningful solutions to help design regenerative systems for our unique living system.



A handwritten signature in black ink, appearing to read 'Guénola'.

## 2. GOVERNANCE

### JIBS' MISSION, GUIDING PRINCIPLES



Jönköping International Business School (JIBS) is a globally connected institution with Responsibility, diligence and equality as its core values.

JIBS' mission is to *“advance the theory and practice of business, with specific focus on entrepreneurship, ownership and renewal”*. Connected to this mission are the guiding principles of being *international at heart, entrepreneurial in mind and responsible in action*.

These guiding principles represent the shared beliefs and ambitions at JIBS.

The Responsible in Action guiding principle shows JIBS commitment to being a role model within the field by conducting research and education with purpose and incorporating responsibility, sustainability and ethics into all operations.

Acting according to the Responsible in Action guiding principles continuously challenges JIBS to improve its systemic approach to social, environmental and economic goals.

*“I would say that one of my main tasks as a manager and a member of the leadership team, is to have a responsibility layer on everything I do. Both in terms of responsibility to create a sustainable work environment for all our employees, but also to make sure that JIBS is a relevant and responsible actor in the society.”*

**Dr. Lina Bjerke – Associate Dean of Faculty**

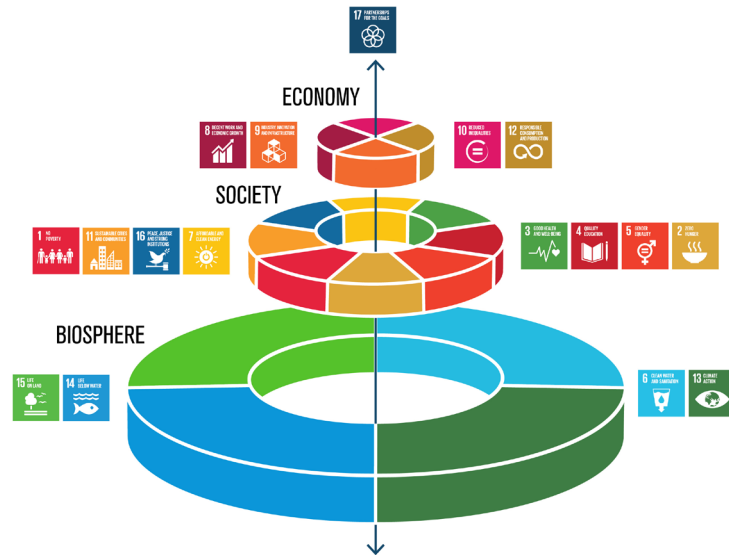


Since 2015, JIBS is double accredited by the internationally renowned EQUIS and AACSB accreditations. The accreditations help JIBS maintain the highest educational standards. In addition, they emphasize the importance of societal impact, ethics, responsibility, and sustainability, which facilitates a continuous internal review and reflection about the school's aims, abilities and efforts in these areas.

## JIBS’ COMMITMENTS TOWARDS SUSTAINABLE DEVELOPMENT






As part of JIBS commitment to being Responsible in Action, the UN Sustainable Development Goals are incorporated into many aspects of teaching and research.

Additionally, JIBS is constantly expanding and updating its practices to meet the current state of scientific knowledge. Thus, some of the researchers and teachers are proactively integrating the “wedding cake” view on the SDGs into their work to better explain the relations and dependencies of the individual SDG goals.



**Table 2** The 17 Sustainable Development Goals - Credit: Azote for Stockholm Resilience Centre, Stockholm University (CC BY 4.0)

JIBS has become increasingly active in the PRME (Principles for Responsible Management Education) community and especially in the PRME Nordic chapter. It is with great responsibility that JIBS has held the PRME Nordic Chapter chair position for two years (2019 – 2021). By being chair, JIBS Champion of Responsible in Action, Dr. Guénola Nonet, has taken responsibility in helping to implement PRME in the local context as well as strengthen the existing UN Global Compact Nordic Network.

-  Purpose
-  Values
-  Method
-  Research
-  Partnership
-  Dialogue

We commit to  
**align our core functions  
 and curriculum with  
 PRME's Principles**



**Table 3** PRME Principles for Responsible Management Education

In 2021 JIBS was invited to become a member of *The Global Business Schools Network* (GBSN), a global non-profit that seeks to bring the world's leading business schools together to improve access to management and entrepreneurship education for the developing world. The GBSN invites different actors such as business schools, NGOs and corporations to collaborate in order to fulfil the vision of enabling business schools to impact sustainable development worldwide through education, research and community engagement.



JIBS' membership in GBSN shows its international profile and commitment to being part of the solution. GBSN gives JIBS access to a collaborative network of impact leaders in business education, as well as great opportunities for faculty, staff and students. In 2021 JIBS was placed among the top 20 of the **"Going BEYOND Awards"** which is a joint initiative of GBSN and EFMD Global to celebrate institutional programmes and initiatives that bring value to communities worldwide.



For the first time during Spring 2021, JIBS and JSA (JIBS Student Association) organized the **Positive Impact Rating for Business Schools** (PIR) and made it possible to position JIBS' efforts in three areas with seven different dimensions of impact.

The PIR is a tool for students to assess the social impact and sustainability activities of their business school<sup>1</sup>.

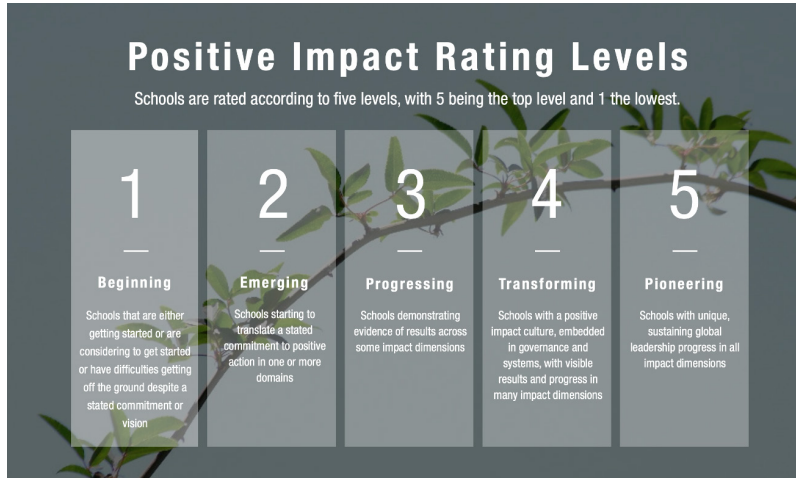
The first area is **"Energizing"** and measures *governance* and the *culture*. JIBS' overall energizing level was assessed with a level of 4 which translates into a transformative positive impact with visible results and progress. The second assessment area of **"Educating"** measures to which extent the business school prepares its students to become responsible leaders. JIBS was rated as progressing (level 3) in this area which means there is evidence of results across some of the impact dimensions. Lastly, the **"Engaging Score"** reflects the school's active engagement and its status as a respected public citizen. JIBS was assessed with level 3 regarding its role model and public engagement performance.

The students made some suggestions for improvements, such as transforming the management education and refraining from teaching the paradigm of economic growth and profit maximization as the ultimate goal but rather as a means to create real value. Furthermore, students raised the issue of single-use cups and bowls, the importance of recycling on campus and the need for stronger integration of sustainability knowledge into all courses and programmes. Nevertheless, many positive actions of JIBS were mentioned as well, such as its focus on the SDG's within the course content, how it inspires students to engage more in sustainability-related issues and its international environment.

The overall score of the PIR Survey was 7.2 out of 10, which means that JIBS is *progressing* (level 3).

The PIR was considered a successful assessment. It will continue in the following years to closely monitor JIBS' positive impact and its improvement within the mentioned assessment areas.

<sup>1</sup> <https://www.mdpi.com/2071-1050/12/22/9551/htm>

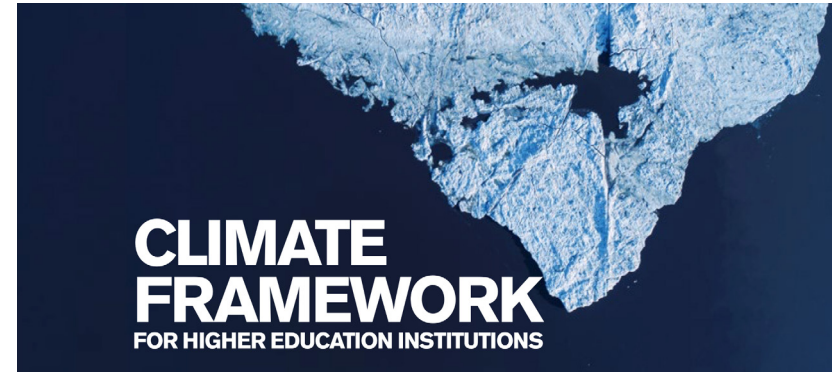


**Table 4** Positive Impact Rating Levels



*“As JSA we are grateful for all the students who participated in the survey and raised their voice. We are looking forward to seeing JIBS and JSA improve even further over the coming years.”*

**Isaias Morales - JSA President**



**Table 5** Sweden Climate Framework for Higher Education

JU is a signatory of the **Swedish Climate Framework for Higher Education**, together with 36 Swedish universities. Sweden Climate Framework for Higher Education is a foundation for Higher Education Institutions to drive their individual climate change strategies forward. All signatories of the Swedish climate framework have committed to implementing measures to stay below the 1,5°C global warming increase to comply with the Paris Agreement. All the signatories recognize the central role of higher education institutions in the efforts to combat climate change. They will contribute through teaching and research and reduce the negative impact of their own operations in order to fight climate change.



## JIBS & JU'S FIFTH STRATEGY

JIBS is a part of Jönköping University (JU). While remaining largely autonomous in terms of mission and daily operations, the school has a responsibility to work in line with the overall vision and common strategies at the university level. The current mission, vision, and strategies for JU are presented in Table 6.

Of specific importance to this report is the fifth strategy “We contribute to a sustainable future”. JIBS long-term goals and strategic priorities are in sync with the mission and strategies lined out outlined at the university level. Every year, JIBS’ Leadership Team defines an action plan for the coming year, to detail activities undertaken to make progress that will contribute towards the longer-term goals. In line with this, the school also reports specifically to the university’s President on how its priorities and actions contribute towards the common strategies defined at the university level.

<b>MISSION</b> Embedded in the region and engaged worldwide, we bridge knowledge and society, developing the talent of tomorrow	
<b>VISION</b> We are leading as a collaborative, internationally connected and globally oriented university	
<b>KEY SUCCESS FACTORS</b> <ul style="list-style-type: none"> <li>✓ Collaboration partners</li> <li>✓ Recruitment (students and staff)</li> <li>✓ Quality assurance</li> <li>✓ Retainment (students and staff)</li> </ul>	
<b>STRATEGIES</b> <ol style="list-style-type: none"> <li>1. We co-create knowledge and innovate with society</li> <li>2. We collaborate across borders</li> <li>3. We promote lifelong learning in a diverse and entrepreneurial environment</li> <li>4. We research and educate with commitment</li> <li>5. We contribute to a sustainable future</li> </ol>	<b>ENABLERS 2020</b> <ul style="list-style-type: none"> <li>✓ Digitalisation</li> <li>✓ Governance</li> </ul>

**Table 6** Strategi för JU 2020-2025

## WHAT'S NEXT?

**Reporting & further transparency:** JU is currently working on the design of a UN Sustainable Development Goals (SDGs) reporting tool called “JU’ SDGs Dashboard”. The dashboard is an initiative inspired by Saint Joseph’s University’s SDG dashboard and is being developed by JU Sustainability Network to adapt to JU context. The dashboard is currently undergoing design.

JU SDGs Dashboard has the ambition to capture most contributions related to Agenda 2030 and help create visibility and measure progress in terms of research, education governance, community engagement and operations.

JU SDGs Dashboard will provide a great overview for all the SDGs related activities. However, it does not show a comprehensive assessment of where JIBS is standing in terms of its own sustainability transition. Being a truly sustainable organization is rather a development and process than a goal to reach; thus, it is helpful to assess where the organization is located on its sustainability journey.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
Education			1		1	1											1	
Governance		1				1												
Community Engagement											1							
Research			1	1				2	1		1	4						
Operations	1	1																

**Table 7** Jönköping University SDGs Dashboard Pilot

### 3. EDUCATION



*“JIBS is currently working on including sustainability in the Intended Learning Outcomes (ILO) of each course to provide teachers with guidelines and road maps helpful to inspire students to focus on sustainability. It’s all about awareness, and awareness can be created on the teacher side - which for example, results in more students writing about sustainability issues - or through more and more participatory activities such as the innovation race to create interest on the matter.”*

**Dr. Naveed Akhter – Associate Dean of Education**

JIBS is a research-oriented business school that offers bachelor, master and, doctoral programmes, as well as executive courses in a highly international learning environment.

In line with JIBS guiding principles **“to be Responsible in Action”**, significant focus is placed on ethical and sustainable responsibilities in our education. There is continuous work to develop courses and curricula that reflect relevant aspects of ethics, responsibility, and sustainability. As part of the United Nations PRME initiative, integrating sustainability horizontally in every study programme and drawing attention to the SDGs is a priority for JIBS.



JIBS’ teachers are constantly encouraged to find innovative ways to link the learning objectives of their courses with the principles of RIA. This can be done in different ways depending on the format of the curricula. Developing critical

thinking is one of the main objectives of JIBS as a learning institution, and this is done by stimulating students to reflect on ethical and sustainable dimensions in the business environment.

An example of supporting JIBS teachers and students in integrating RIA principle is the recent commitment made by JIBS to introduce all students to Agenda 2030 and our current environmental and social challenges by having all JIBS first year students taking the Sulitest Assessment. This is due to start in the fall 2022 with all JIBS first year bachelor’s students.



*“Sustainability is like learning to read and write, you need to be able to have a sustainable thinking as a modern professional person in any area of business life.”*

**Dr. Mark Edwards – Associate Professor at JIBS**

In this sense, JIBS emphasizes connecting the theoretical learning of the courses with real-life case studies, in order to bridge the skills gap between disciplines in the area of economics and sustainability. Moreover, course literature and assignments are also structured to include sustainability issues and integrate the academic learnings with real-life social and environmental case studies.

**Figure 1** Sulitest.org

To summarise, JIBS is currently working to strengthen the connection between education and RIA principles on 5 levels:

- 1) Through reviewing the programmes and courses to embed the RIA principle in all JIBS curricula.
- 2) Through encouraging course coordinators and colleagues to work towards developing innovative courses and activities through financial, intellectual and program support.
- 3) Through implementing development support actions aimed at creating new executive courses focused on accelerating sustainable transition.
- 4) Through collaboration with external organizations to open students' opportunities to get involved, such as the Science Park Innovation Race.
- 5) Through the close collaboration of the four JU schools on the priority given to the JU Sustainability Network and its events (JU sustainability festival, JU sustainability quarterly conversations, JU sustainability quarterly breakfast).

## A FRAMEWORK TO REVIEW JIBS EDUCATION

JIBS is progressively transforming its programmes to review businesses' purpose within our planetary boundaries and within a safe and just social foundation. JIBS programmes are increasingly looking at the role of the private sector within an innovative economic framework, *Doughnut economics* (Kate Raworth, 2017).

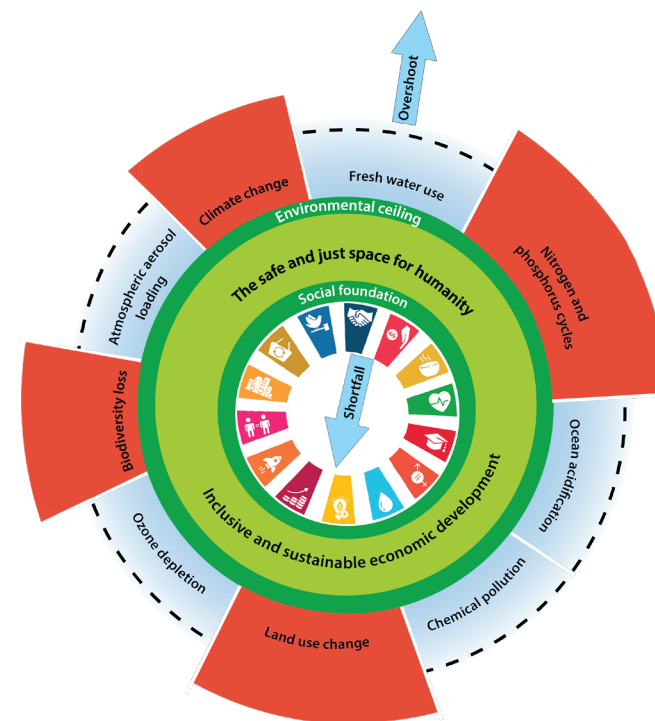


Figure 2 The Doughnut Economics within Planetary Boundaries – Credit: Heidi Selim

## SUSTAINABLE ENTERPRISE DEVELOPMENT BACHELOR PROGRAMME

Since 2016, JIBS has a bachelor's programme that aims specifically to graduate students with a skill set that will enable them to incorporate social and environmental sustainability into business operations. This pioneering programme is called 'Sustainable Enterprise Development' (SED). Students who complete the programme receive a Bachelor of Science degree in Business and Economics, with a major in Business Administration and a specific focus on sustainable management.

The programme is designed to combine in-depth knowledge of business administration and economics with value-added notions of social and environmental sustainability, particularly in the area of change management and innovation. The objective of SED is to provide students with the tools and skills necessary to transform business operations while maintaining their competitive strength.

## THE PROFESSIONAL PRACTICE AND PERSONAL DEVELOPMENT PORTFOLIO

The Professional Practice and Personal Development Portfolio course is designed to help SED students in their self-development process in the area of soft skills for entrepreneurial and sustainable action. JIBS highlights that working towards the achievement of the SDGs requires a cross-sectional understanding of the various stakeholders and factors involved. Therefore, the ability to work across disciplines is considered crucial for SED alumni. Students are challenged to combine theoretical knowledge gained in other classes with practical elements of self-reflection during the course. The content comprises 5 main sections intended to develop 5 soft skills, namely:

- 1) Speech competence;
- 2) Negotiation competence;
- 3) Consciousness development and sustainable leadership competence;
- 4) Action competence;
- 5) Foresight thinking.

The course follows the students and their personal development during five semesters (starting in the second semester of the first year) to allow theoretical knowledge of entrepreneurship and sustainability to flourish alongside practical application.



*“The SED program manages to combine business administration with the most relevant sustainability knowledge to equal parts. This way, we students learn how to positively impact the business world of tomorrow and how the transition towards regenerative business practices can be accomplished.”*

**Carlotta Schäfer - Second Year SED Student and Students for Sustainable Action President**

## CHALLENGES AND AWARDS TO HELP INTEGRATE ‘RESPONSIBLE IN ACTION’ INTO THE CLASSROOM

### JIBS’ SEEDS FUNDINGS FOR COURSE INNOVATION

JIBS has taken some concrete actions to push in the direction of fully integrating RIA into the curricula. One example of this is the *Integrate Responsible in Action* into your classroom project. This challenge was designed to encourage and support teachers in innovating courses to align them with sustainability issues. As this process requires time and resources, a prize of SEK 3,000 was provided to 3 selected class activities to help them implement their ideas.

Here is a closer look at one of the courses that benefited from JIBS RIA innovation support in the autumn semester of 2020

**Course:** Customer Centric Marketing in New Ventures

**Course examiner:** Joaquin Cestino Castilla

The course aims at combining the logic of entrepreneurship and marketing, especially the logic of customer-centric marketing. Four main aspects are touched upon during the curriculum, which are:

- 1) The link between the value proposition and the customer segment;
- 2) Understanding consumers and their needs;
- 3) Understanding new marketing tools and techniques suitable for start-ups and small businesses;
- 4) Launching an entrepreneurial venture.

The award received from JIBS Innovation Support allowed course examiner Joaquin Cestino Castilla to take a step forward in applying the theories to real-life scenarios. Indeed, during the course, students were challenged to develop their own business ideas with a connection to one of the 17 SDGs. In addition, students were provided with an initial budget to help them realize their ideas. The students received this initiative very well, and great new business ideas were born.

Examples of new ventures that students have developed during the course:

#### RE-BREW

Authors: Selina Johansson, Hugo Wedmark, Ebba Friberg, Elin Lagerqvist, Linn Johannesson, Linnea Mundorf

Business idea: produce reusable, environmentally friendly coffee filters.

#### LADYLIKE

Authors: Filippa Nilsson, Johanna Nilsson, Ellen Johansson, Alice Emanuelsson, Märta Jacobsson, Felix Dahlström

Business idea: produce candles shaped and coloured like different types of female bodies.



### 24H INNOVATION RACE WITH JÖNKÖPING SCIENCE PARK

2019 marked the first year of the 24H Innovation Race for Sustainability. The latter consists of a challenge created in collaboration between JIBS and Science Park. The challenge offers students the opportunity to get involved and apply their theoretical knowledge to regional companies, to tackle real-life problems by producing and pitching original solutions for corporate sustainability.

The challenge is not only reserved for JIBS students but welcomes alumni from all JU faculties to participate in this dynamic experience. The idea behind the challenge is that it will benefit both companies and students. On the one hand, companies will have the opportunity to gain valuable solutions and ideas from the

students' efforts, which can be critical in running sustainable operations. On the other hand, students will have the chance to gain on-the-ground experience in innovation for sustainability, change management and more.



The 2021 Innovation Race for Sustainability took place from 27 to 29 September. A total of 32 teams participated in the 24-hour challenge, and the winning team was composed of students from the JIBS bachelor's students on the in Sustainable Business Development course.

Figure 3 Jönköping University & Science Park Innovation Race 2021 Credit: Heidi Selim

### MMTC MASTER THESIS AWARD

Furthermore, to encourage students to engage with sustainability issues when producing their thesis, JIBS and MMTC (Media, Management and Transformation Centre) have developed the **MMCT Masters Thesis Award**<sup>2</sup>. The latter is an opportunity for master's students both to win a cash prize (up to 15,000 SEK) and to be supported by MMTC in publishing their thesis. Four awards are available for theses in MMTC's areas of work, namely: legacy and digital media; sustainability; globalization; digital business and innovation; and esports and gaming.

### EXECUTIVE EDUCATION PROGRAMMES AT JIBS RESEARCH CENTRES

#### CeFEO - Centre for Family Entrepreneurship and Ownership

CeFEO places great emphasis on education to bring about real change as a consequence of research results. This is done through the support and development of learning initiatives for entrepreneurs and people who are already in their professional life, in general, to encourage and help them make an impact in the field in which they are working.

JIBS CeFEO Sustainability and Ownership executive education course: CeFEO is currently developing a new 15-credit educational programme called 'Sustainability and Ownership'. The initiative is funded by the Swedish Knowledge Foundation. The vision of this innovative programme is to work in combination with a previously developed CeFEO programme: Family Business Management. The latter was also funded by the Swedish Knowledge Foundation in 2017 and is now an integral part of Jönköping International Business School's executive education offering. The Sustainability and Ownership course is a great example of the priority that both CeFEO and JIBS in general place on integrating education and research.

<sup>2</sup> source: <https://ju.se/center/mmtc/education/mmtc-masters-thesis-award.html>



*“What we wanted was actually to connect the practice world with the academic world and stimulate a discussion and a debate about how the two worlds can mutually affect each other to better reach this result.”*

**Dr. Massimo Baù, Senior Associate Director of CeFEO.**

Indeed, this programme is intended to be an educational opportunity for entrepreneurs and industry leaders to be part of CeFEO's journey to innovate the family business sector. By sharing CeFEO's academic achievements and their practical relevance, the centre believes that a substantial impact and change in the way businesses are implemented and transformed for a sustainable future can be pursued.

#### **MMTC - Media, Management and Transformation Centre**

MMTC has developed several educational offerings that aim to provide lifelong learning experiences. In fact, MMTC strongly values the principle of sharing knowledge and skills derived from research efforts. To promote discourses of innovation and development perspectives for today's professionals, MMTC has launched and is implementing two executive education courses focusing on sustainability and business renewal.

#### JIBS MMTC Accelerating a Sustainable Transition executive course:

The 15-credit executive course is aimed at people already in their professional life who want to be part of the transformation of enterprises towards regenerative

models. Great emphasis is placed on the connection between specific topics related to business management and their connection to the SDGs. In order to design the course in the most efficient way possible, JIBS has collaborated with Region Jönköping County,

the Science Park and other experts in the field of social innovation. The primary intended learning outcome (ILO) is to provide business owners or other professionals with the necessary skills to recognize how to move towards a regenerative economy by building resilience to environmental and social risks.

#### JIBS MMTC Lifelong learning course: Sustainability for SME practitioners:

The 10-credit executive course is designed to help and support SME owners in developing the organizational skills needed to be competitive amidst the sustainability challenges of today's world.

The course format is based on practical workshops and real-life scenarios in order to link theoretical input with inspiring application. At the end of the course, participants will have the opportunity to obtain certifications as *“Sustainability Leader”* and *“Carbon Literate”* in cooperation with the Carbon Literacy Project. Furthermore, part of the course includes the opportunity to apply for regional consultancy support to concretely help one's company's transition process.

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## WHAT'S NEXT?

By 2024, JIBS aims to fully include RIA principles in all programmes' Intended Learning Outcomes (ILOs) (master's and bachelor's). To achieve this goal, Champion for Responsibility in Action Guénola Nonet and Associate Dean of Education Naveed Akhter have already started discussing how to revise the course syllabus to give more space and importance to sustainability for both students and teachers by 2024.

During these programme development team meetings - which take place twice a month - the aim is to provide programmes directors and teachers with guidelines and road maps on how to take forward the inclusion and implementation of sustainability-focused learning strategies.

Therefore, the current objective of JIBS is to provide faculty members with the necessary tools for the embedding of sustainability issues in their curricula. On a practical level, this can be done by involving external experts to improve the value of courses and by introducing more real-life case studies related to specific subjects and their relevance in the context of sustainability.

At the same time, more initiatives are planned to challenge students, such as the 24 hours Innovation Race for Sustainability. In doing so, JIBS aims to increase awareness and interest in ethical issues among students. What is significant is that there has already been an increase in the number of theses related to development. JIBS seeks to maintain this growing number by continuing to inspire students on the topic.



## 4. RESEARCH

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*“One of JIBS’ guiding principles is to be “responsible in action” and our focus on this principle needs to be continuously maintained and improved in the future, in research conduct and outcomes, as well in the way we connect research results to education and society. We work in order to increasingly make “responsible in action” a true reference point for our performance as a higher education institution.”*

**Dr. Daniel Pittino - Senior Associate  
Professor of Business Administration  
and Associate Dean of Research**

Jönköping International Business School places great emphasis on research to advance theory and practice and provide meaningful knowledge at local, regional, national and international levels. Research is an essential part of our education, to provide students with knowledge based on recent research findings and encourage them to develop an innovative and developmental outlook (JIBS RIA report 2018).

The research at JIBS is to a large extent conducted through the nationally and internationally recognized centres CeFEO, CEnSE and MMTc. External funding – sourced through the centres – has been vital in supporting JIBS activities to advance research endeavours in pursuance of the UN Sustainable Development Goals.

Through cooperation between the three centres mentioned above, JIBS works to encourage greater sensitivity to sustainability issues in research. This is carried out through two dimensions:

- 1)** The first dimension focuses on ensuring that adequate attention is paid to the promotion and delivery of research projects that comply with sustainability requirements depending on the topic of the study.
- 2)** The second dimension concerns the fulfilment of responsibility towards stakeholders, and the development and incorporation of the RIA principles in the objects of the studies. This is the case, for example, with internal workshops that aim to advise researchers on how to include and emphasize the SDGs in their research projects. In this sense, the research centres take a proactive stance in incorporating RIA principles into research projects, supporting researchers in the integration of SDGs relevant perspectives into their research questions.

To create a research environment that meets the core values of JIBS, and more generally of JU, a code of ethical research conduct was compiled by the collaboration of JU's Associate Deans of Research at the four schools (JIBS, the School of Engineering, the School of Education and Communication and the School of Health and Welfare). This code functions as a guideline for incorporating sustainability principles into research projects and complying with JU's fifth strategy of contributing to a sustainable future.

## CEFEO - CENTRE FOR FAMILY ENTREPRENEURSHIP AND OWNERSHIP

CeFEO is a leading research environment in Europe and among the top three environments globally in the area of ownership and family business studies. In line with the principles and values of JIBS, CeFEO places a specific emphasis on sustainability and responsibility issues.

Since its foundation, CeFEO follows the steering idea of combining “Academic Excellence and Practical Relevance”. This mission means to combine rigorous academic research at the international frontier, which the creation and diffusion of knowledge that is practically relevant for companies, organizations and individual stakeholders with an interest in ownership and family business issues. We seek double impact with our research, education, and outreach; both in the academic community and in the broader society and industry.

While having a specific focus on ownership and family business issues, researchers associated with CeFEO also do extensive and impactful research on topics like strategy, organization, accounting, entrepreneurship, innovation, internationalization and sustainability

“It is a responsibility of the centre is to act as an engine for the development and fulfilment of the RIA principles, and this is done through research, education and societal engagement.” Dr. Massimo Bau, Senior Associate Professor, Director of CeFEO.

Research at CeFEO focuses on three specific dimensions, namely entrepreneurship, family and ownership, with a particular emphasis on strategy, governance and accounting with a particular attention toward sustainable development. As part of integrating the RIA principles, CeFEO is currently embedding the SDGs in the centre's research questions.

On this matter, the centre has several projects pertaining to the spheres of social and environmental sustainability and currently contributes to 9 SDGs<sup>3</sup>:

- 3)** Good health & well-being – Ensure healthy lives and promote well-being for all and at all ages.
- 4)** Quality education – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- 5)** Gender equality – Achieve gender equality and empower all women and girls.
- 8)** Decent work & economic growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- 9)** Industry, innovation & infrastructure – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- 10)** Reduce inequalities – Reduce inequality within and among countries.
- 11)** Sustainable cities & communities – Make cities and human settlements inclusive, safe, resilient and sustainable.
- 12)** Responsible consumption and production – Ensure sustainable consumption and production pattern.
- 17)** Partnerships for the goals – Strengthen the means of implementation and revitalize the global partnership for sustainable development.

<https://ju.se/center/cefeo/research/research-topics.html>

<sup>3)</sup> <https://ju.se/center/cefeo/about-us/sdgs.html>

**Ongoing CeFEO projects related to the RIA principles:**

<p><b>Understanding How to Turn Challenging Changes into Entrepreneurial Opportunities</b></p> <p>Per Davidsson, Jiyoung Kim</p>	<p>“Practitioners and business scholars often neglect how changes to the business environment create opportunity for new business. Our research highlights previously neglected phenomena like how seemingly negative changes—such as Covid-19 and the Great Recession—can fuel new business and how changes that occur rather slowly—such as climate change and an ageing population—can be leveraged as a basis for successful entrepreneurship. Based on the External Enabler concept and framework, our research also goes into greater detail regarding how to get better at identifying the particular benefits derived from changes, and when in the business development process this occurs.”</p>
<p><b>Parental Leave and Business Start-Up among Women in Sweden</b></p> <p>Magdalena Markowska, Lucia Naldi, Helene Ahl</p>	<p>“The design of the Swedish welfare system makes employment the preferred career option. Yet, the number of women who are mothers of small children who choose to start a business is increasing in Sweden. Based on both population statistics and in-depth person-centred life story interviews, our research shows that parental leave acts as a trigger for these women’s decisions because it breaks the everyday behaviour pattern allowing women to reflect, scan the environment and plan potential venture. Simply put, the family-friendly policies offer entrepreneurship-relevant resource—time—yet the design of the welfare system is also consequential for the timing of their choices.”</p>
<p><b>LGBT+ and ownership in the Swedish context</b></p> <p>Ryan Rumble, Sarah Fitz-Koch, Helene Ahl, Massimo Bau</p>	<p>“This project investigates how lesbian, gay, bisexual, trans*, and other gender/sexual minority (LGBT+) business owners manage within Swedish society. By focusing on the Swedish context, this project allows us to investigate LGBT+ business ownership within a ‘post-gay’ society; one that is generally accepting yet still suffers from legacies of discrimination, as well as new issues that paradoxically emerge as a result of acceptance (e.g., the dismantling of LGBT+ spaces, backlash effects). The project identifies several areas of interest for investigation, including how family business dynamics are affected by LGBT+ members and how business owners’ LGBT+ status affects their business decisions (e.g. internationalization decisions across the ‘pink line’).”</p>

**Other events:**

16th EIASM Workshop on Family Firm Management Research 2021. Online conference from September 16, 2021 to October 21, 2021, hosted by CeFEO in collaboration with the European Family Business Research Centers (EuFBC) network, formed by 15 of the largest research centers conducting research in the field of family business in Europe. The title of the workshop was “Family firms between local and global challenges” and the chairpersons were Massimo Bau (JIBS) and Kajsa Haag (JIBS). The first day of the workshop has been dedicated to discuss sustainable development of family firms with the keynotes presented by Pramodita Sharma (Pioneering Family Firms’ Sustainable Development Strategies), Liselotte Hågertz Engstam (Engaging board directors to accelerate climate actions and innovation for sustainable business), Andrew Bryson (Family Business for Sustainable Development), and a round table discussion lead by Marcela Ramirez-Pasillas (JIBS).

European Academy of Management (EURAM) 2021. Marcela Ramirez-Pasillas (JIBS) organized a Symposium about “Anticipating future sustainability – Shifting the dance in the entrepreneurship, ownership, management and innovation fields” in collaboration with the Entrepreneurship SIG and Business for Society SIG. The event featured Ted Fuller, Claire Seaman, Davide Bizjak, Andrea Caputo, Marzena Starnawska & Massimiliano Pellegrini. Together they discussed how future sustainability shapes the fields of entrepreneurship, ownership, management and innovation. During the workshop, they introduced concepts, approaches, and perspectives and presented examples on the United Nations 17 Sustainable Development Goals. The integration of different SDGs on entrepreneurial and business activities is central when working with future sustainability and shifting research agendas.

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In 2021, Massimo Baù and Mattias Nordqvist have been appointed members of the Academic Advisory Board of the Boards Impact Forum, the Nordic chapter of the Climate Governance Initiative, in collaboration with the World Economic Forum. The purpose is to engage board directors in Nordics and internationally, to accelerate climate actions and innovation for sustainable business and a sustainable world. The Boards Impact Forum helps non-executive directors in engaging with the potential risks and opportunities of climate change and take this discussion into their boardrooms with the ultimate goal of raising ambition and accelerating climate actions and innovation for sustainable businesses and a sustainable world.

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## MMTC - MEDIA, MANAGEMENT AND TRANSFORMATION CENTRE

MMTC is an academic institution with a special focus on the research field of Media Management.

MMTC was founded in 2003 as a centre focusing on the transformation of the media industry. Today, it investigates the implications of digitization, globalization and sustainability on contemporary business activities.

In addition, the centre is home to one of the leading journals in the field of media management, the Journal of Media Business Studies. MMTC is therefore active and involved in collaborations with external partners, translating into visiting scholar programmes and the realization of seminars and PhD courses to represent a meeting point for internal and external academics from different research areas to nurture, share and co-create knowledge.

MMTC organizes research projects by topic, so that researchers are placed in a collaborative environment where cooperation is a core value. Thematic working groups include Digital Business, Legacy and Digital Media, Globalisation and Sustainability. Business renewal requires the analysis of market and digital dynamics to promote and deliver innovation in all sectors. In this sense, MMTC aims to be the knowledge hub for academia, professionals and society, both nationally and internationally.

As the MMCT's Sustainability Champion, Associate Professor Mark Edwards is currently organizing and coordinating the centre's sustainability activities. This includes a series of sustainability seminars organized by the centre's sustainability group. These seminars are an opportunity for the local community to hear from

experts from agencies - such as Coompanion and Almi - on development topics such as regenerative business and social innovation and sustainability. Examples of these seminars are:

- **Regenerative business seminar**, which took place last October and saw social entrepreneur Stephen Vasconcellos explain his vision of the regenerative economy.
- **MMTC panel session on social innovation and sustainability**, where JIBS researchers, together with representatives from Coompanion, will address the topic by presenting a series of case studies and innovative ideas. The panel is also part of the bigger MMTC's project SIRU 2.0. The latter is a partnership project between JIBS, Coompanion and Jönköping County that aims to develop evidence, cases, skills and tools for social innovation and regenerative entrepreneurship initiatives in the local community.

In terms of research objectives, two main thematic working groups are involved in SDGs issues: the sustainability group and the globalization group.

When considering the sustainability working group, the centre is currently working on several projects in the context of business transformation. For instance, these projects include topics related to Raworth's Doughnut Economics theoretical framework and planetary boundaries.

Moreover, the globalization working group focuses on topics related to entrepreneurship, education and reducing inequalities, especially in the context of developing communities. One relevant example worth mentioning is the ongoing JIBS project funded by SIDA in several African communities working to reduce inequalities and increase access to education.



**European Media Management Association – Emma<sup>4</sup>**  
 From 27 to 29 October 2021, MMTC and JIBS had the honour of hosting the annual research conference of the European Media Management Association (Emma). The conference was attended by about 160 scholars and practitioners from approximately 29 countries worldwide to discuss the subject of *Media*

*Management and Sustainability*. During the three days, 97 papers were presented on the topic, covering it from different perspectives, from economic to social and environmental, providing a 360° coverage of the nexus between the media industry and sustainability dimensions. The Emma conference also marked the last event of the MMTC-funded research project '*Connecting the Dots*', which was designed to combine research enquiries with community outreach activities, with the ultimate aim of promoting discussion on sustainable business transformation.



**Podcast: Social Innovation & Sustainable Business Talks series**  
 MMTC is currently involved in the production of the podcast series *Social Innovation & Sustainable Business Talks*.

With the collaboration of external experts (both responsible companies and academics), MMTC's podcast provides content and insights on how to implement sustainability-oriented business practices. Topics covered focus on social innovation, the circular economy and the main challenges of the transition towards sustainable, responsible and regenerative industries.

**Ongoing Projects related to the RIA principles<sup>5</sup>:**

**SIRU 2.0 – Social innovation för regional utveckling (Social innovation for regional development) In collaboration with Coompanion**

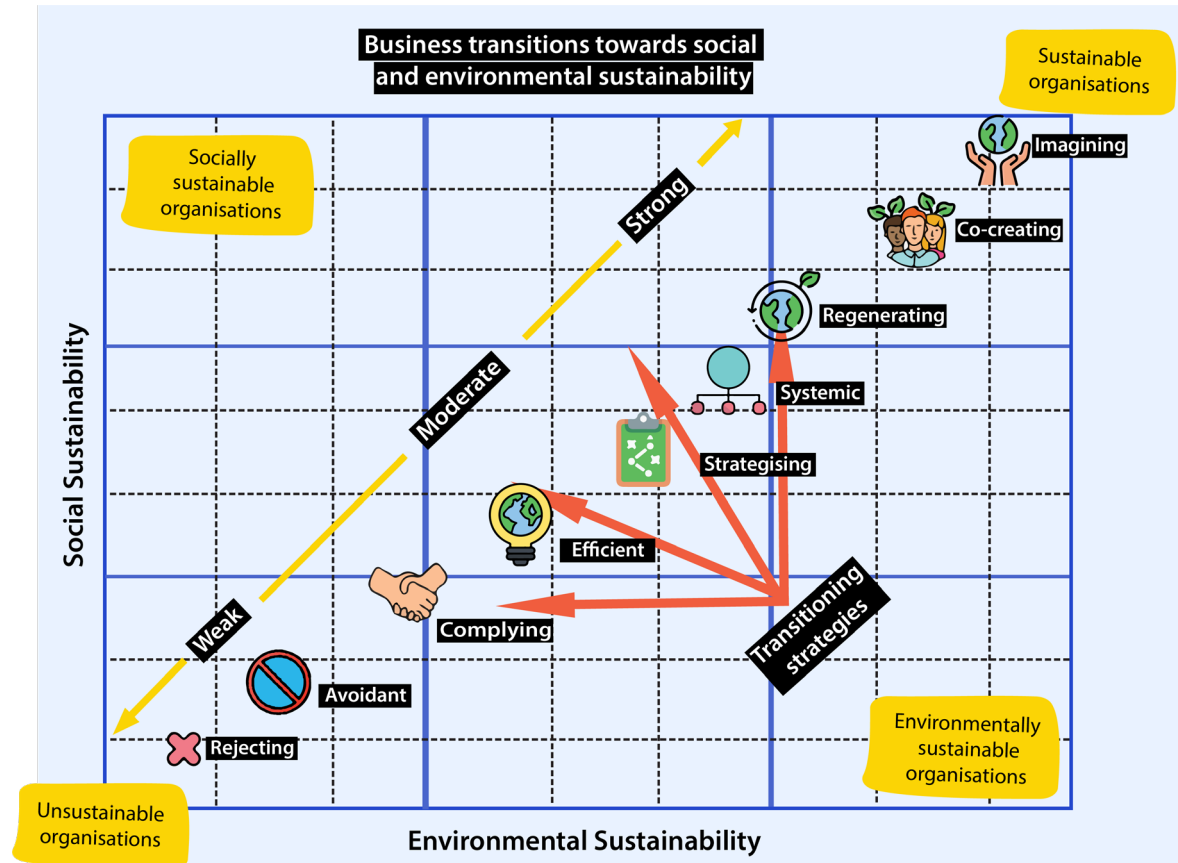
**Project manager: Duncan Levinsohn**

“Social innovation and social entrepreneurship are integrated into local and regional processes linked to business, academia, the public sector and civil society in order to help solve societal challenges in Region Jönköping County. The project aims to develop an effective support system and tools for social innovation, with societal challenges and issues of SME sustainability in particular focus. The project is financed by Tillväxtverket with EU funding, and by Region Jönköping’s County.”

**Self-assessment & progression:** One of JIBS faculty members– Dr. Mark Edwards – is doing research on comprehensive assessment for organizational sustainability. Dr. Edwards’ research (funded by Region Jönköping County) aims to create a model and assessment framework called “Consolidated model of organizational sustainability”, which incorporates a processual understanding of organizations sustainability development. The outcome of this research will allow organizations to assess their work and position in terms of sustainability development. Dr. Edwards also has the role of sustainability coordinator for MMTC, a role that is introduced to further promote sustainability perspectives in the centre’s activities.

<sup>4</sup> <https://ju.se/en/research/news/news-archive/2021-11-02-sustainability-vital-topic-for-media-industries.html>

<sup>5</sup> source: <https://ju.se/center/mmtc/research/current-projects.html>



**Table 8** The Consolidated model of organizational sustainability – Author Dr. Mark Edwards – Credit: Heidi Selim

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## CENSE - CENTRE FOR ENTREPRENEURSHIP AND SPATIAL ECONOMICS

CEnSE is a multidisciplinary institute that carries out applied research related to issues of entrepreneurship and business renewal, regional development and growth, and the interrelationship between urban and rural areas.

CEnSE's research focuses on policy-relevant issues, such as cross-disciplinary studies on business innovation in relation to society information and creativity. CEnSE's mission is to provide quality and relevant knowledge to industries, organizations and governments on a local level as well as a national and international one. At the same time, CEnSE aims at being a centre of innovation and progress for JIBS and the University of Jonkoping.



*"Sustainability is a mindset not easily explained or taught. Economics shows that what works depends on the context. To understand this and the mechanisms behind why things work, we need a broad pallet of knowledge and a continuous in-flow of knowledge. The Brown Bag seminar series in Economics and Finance brings the most recent research in economics, from both our own and other researchers, to JIBS every Monday during the academic year. Here is where many of the SDGs comes into our daily discussions of how to get our society on sustainable tracks."*

**Dr. Anna Nordén, Assistant Professor  
in Economics**

Part of the focus of CEnSE is to touch upon sustainable development and thereby the SDGs. This is done by studying and researching how economic transformation and innovation can lead to sustainable growth. In this regard, the centre's research projects cover various dimensions, such as the rural-urban divide; the interconnection between industry, infrastructure and innovation; and the drivers of economic, demographic and labour growth. Thus, some of the SDGs to which CEnSE contributes are:

- 8)** Decent work & economic growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- 9)** Industry, innovation & infrastructure – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- 10)** Reduce inequalities – Reduce inequality within and among countries.



**Ongoing Projects related to the RIA principles:**

<p><b>Integration is a process! – Labour market career through sequential steps</b></p> <p>Pia Bülow, Orza Kekezi, Johan Klaesson, Tina Wallin, Monika Wilinska, Sofia Wixe</p>	<p>“The purpose of this research project is to analyse career pathways that lead to successful labour market participation of immigrants in Sweden, focusing on the role of individual and locational characteristics. The project is important from a societal and policy perspective since immigrants are heavily underrepresented on the Swedish labour market at the same time as Swedish firms experience severe challenges with competence supply. In addition, we often observe large geographical and social separations between immigrants and native Swedes, which may hinder the integration into both the labour market and the society. The recent surge of immigration to Sweden has further accentuated the importance of studying pathways that produce desirable labour market outcomes, from the perspective of the individual immigrants as well as regions and the country as a whole.”</p>	<p><b>Media competition and media slant in Swedish newspaper</b></p> <p>Marcel Garz, Jonna Rickardsson</p>	<p>“The recent emergence of radical and populist forces in many Western countries illustrates how powerful information disseminated by news media can be, especially when the information is biased or fake news. The economic literature on media bias has grown substantially over the past decade. Still, empirical studies on the effects of media competition on media bias are scarce and provide mixed results. This research gap is problematic, as the optimal degree of competition in local news markets to provide a diversity of opinions remains ambiguous in practice. This project addresses this gap by investigating local Swedish newspaper markets. On the one hand, the project will contribute to the economic literature on media bias and media regulation. On the other hand, it will provide recommendations that are relevant to policymakers and competition authorities – in particular, to inform the debate on press subsidies.”</p>
<p><b>Ageing and Entrepreneurship</b></p> <p>Mikaela Backman, Johannes Hagen, Orza Kekezi, Charlie Karlsson, Lucia Naldi, Tina Wallin</p>	<p>“This project analyses ageing and entrepreneurship from three different perspectives: the individual, firm outcome, and the region. Many developed countries are facing an increasing share of elderly individuals. Hence, a smaller labour force must carry the burden and support a larger number of individuals. Thus, from a policy perspective, it is important to discuss possibilities of extending the work careers of the ageing workforce. Late-career transitions to entrepreneurship are one promising way to address some of the challenges of an ageing population. People aged 65-74 have a significantly higher probability of becoming entrepreneurs than those aged 50-64. Thus, there is reason to question the conventional wisdom that entrepreneurial activity declines with age. We claim that it is becoming increasingly important to understand the transitions between employment, unemployment, retirement, and entrepreneurship among the elderly in a time when the number of healthy older people with improved life expectancy is rapidly increasing.”</p>		

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## WHAT IS NEXT?

JIBS' forward-looking vision is what makes it a leading business school institution in enterprise innovation-oriented research. Indeed, JIBS constantly strives to develop action plans that help to further improve the principles of RIA both in the short and long term.

In the context of short-term goals, great emphasis is placed on increasing the measurability of the extent to which researchers include the principles of the SDGs in their research efforts. The need for a more systematic and structured monitoring system is recognized, and discussions around it have already taken place, effectively rendering it the short-term goal of the institution.

In the long-term perspective, JIBS aims to fully establish itself as a leading institution in sustainable innovation, representing a knowledge hub for industries, organizations, universities and governments. As one of the first universities and research centres in Sweden to emphasize the importance and necessity of focusing on sustainable development, JIBS is confident that this goal can be achieved by enhancing research projects, teaching curricula and societal outreach that incorporate RIA principles.

By securing more external funding in the future to support CeFEO's activities, the centre is working towards two main goals, one short-term and the other long-term. From the short-term perspective, the centre emphasizes catalysing a change in how decision-makers behave. CeFEO places great value on the concept of longevity as a key element of a company's survival. CeFEO's research, in fact, aims at emphasizing sustainable transformation as the main tool to ensure the transmission of a family business to the next generation, and thus its longevity.

CeFEO's long-term vision is to equip the next generation of family entrepreneurs with the skills needed to integrate development activities into their businesses.

CeFEO aims to be a leading research institution to provide education in entrepreneurship, innovation and sustainability.

"The dimensions of entrepreneurship, innovation and sustainability have to be strongly combined with each other because only through the combination of the capacity of transforming existing businesses with a sustainable mindset you can really make an impact." Dr. Massimo Baù, Senior Associate Director of CeFEO.

From a long-term perspective, the main objective is to educate the next generation of business owners on how to lead a business sustainably. By communicating research results through educational and social events, CeFEO aims to influence upcoming entrepreneurs to embrace sustainability in their business activities in accordance with the goals of sustainable development.

So, in summary, CeFEO aims to become a leading institution both in influencing today's decision-makers on how to transform their businesses and tomorrow's decision-makers on how to be better entrepreneurs from an ethical and responsible point of view.

MMTC aims to develop more systematic and structured measures of how the RIA principles should be incorporated into the centre's research questions and overall mission.

In MMTC's vision, this can be effectively achieved by working on it not only at a centre level but in parallel at JIBS and the general JU level. Indeed, MMTC is of the opinion that being strategic about sustainability has to be a driving force and a core concept at all layers of the university to effectively contribute to the achievement of the UN SDGs. Once this is attained, it would imply that sustainability will no longer be centred on the activities of a single person, department or centre, but will be infused into the governance of JU and, therefore, that of MMTC.

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At the same time, MMTC has set a goal of increasing external funding for sustainability research projects to be a catalyst for the local and international community on sustainable development. To accomplish this goal, MMTC has recognized the necessity to devote more resources, in terms of money and time and space, to sustainability-related events, both internal and external. In fact, MMTC intends both to encourage members to focus on the dimensions of sustainability and to inspire, raise awareness and disseminate knowledge to the public.

Simultaneously, CEnSE's vision for the future aims to achieve a more systematic and structured understanding of what sustainability means to the centre and its members. By establishing this definition, CEnSE expects to be able to create and implement its own approach to address sustainability issues in the economic environment more efficiently.

Furthermore, the second long-term goal of the CEnSE is to secure more external funding so that more research can be dedicated to sustainability and responsibility. This can be achieved by supporting members in their funding applications.

## 5. COMMUNITY ENGAGEMENT

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It is of great importance that JIBS employees and students are engaged with external stakeholders such as the county, private sector, public and different NGOs when it comes to sustainability topics. To be able to reach out to our community and citizens, we need to have communication and collaboration with them that contributes to a more sustainable future. One of the significant partnerships we have is with Science Park in Jönköping.

Science Park participates in the JU Sustainability Week by running a 24hour sustainability race that in 2021 engaged around 220 students, 6 companies, and 2 public organizations. The Science Park Innovation race for sustainability has been happening for the past three consecutive years (2019, 2020, 2021), with 180 students competing and innovating for regional businesses to help them accelerate their sustainability transition.



*“In our work with established companies in the county, we focus on Innovation Leadership and Sustainable Innovations. Consequently, sustainability is a cornerstone in all company projects.”*

**Lars Birging, Business Developer**

JIBS contributes to a sustainable future by educating leaders of tomorrow in responsible management practice with an understanding of social and environmental sustainability. That is not only on a local level, but also on a national and international level. As JIBS Associate Professor Mark Edwards would say:



*“We are preparing young people for the future and that is fundamentally an issue of sustainability. We are doing research about the future, and that is fundamentally a sustainable issue.”*

**Dr. Mark Edwards - Associate Professor at JIBS**

At a university level, the Jönköping University Sustainability Network (JUSN) was created in 2018 to facilitate co-disciplinary collaboration to address Agenda 2030 through education, research, community engagement and by working with our governance and our operations managers.

Guénola Nonet chairs the JUSN board, also representing JIBS and helping JUSN grow in impact and in numbers. JUSN reports to the JU Executive Team and acts as a support for JU’s fifth strategy, contributing to a sustainable future.

Some illustrations of JUSN collaborative projects where JIBS is actively involved: JU & Science Park Innovation Race for Sustainability was thought up at a JUSN quarterly breakfast in 2019. The challenge has been successfully run in 2019, 2020 and 2021 and is eagerly anticipated in 2022. The challenge involves around 180 students, who have 24 hours to solve sustainability challenges presented by regional enterprises.

This event also involved Jönköping School of Engineering students and JUE Pathway Programme Students.



**Figure 4** Jönköping University Students for Sustainable Action Selim

JU Sustainability Week. Every year, JIBS and all JU schools co-organize a week dedicated to relevant and critical aspects of designing a sustainable future. This is co-organized with the student organization “Students for Sustainable Action” and with Science Park Jönköping, Jönköping Municipality, Region Jönköping County, representatives of the private and not for profit sectors.

**CSR Småland:**

JU is a member of CSR Småland, and Duncan Levinson, a JIBS faculty member, is representing JIBS as a board member of CSR Småland. CSR Småland is contributing to sustainable business development and new business ideas by creating commitment among companies and other actors to develop sustainable operations and contribute to an attractive county.

*“I think community engagement comes from individuals, and a lot of them are engaged with different activities, such as workshops, coaching, teaching and volunteering. The community impact comes from the individual engagement and organizational push and strategy.”*

**Dr. Duncan Levinsohn – Assistant Professor**



Jönköping County (Region Jönköping County) Sustainability steering committee: In 2020 Region Jönköping County created a Sustainability Steering Committee and invited three faculty members from JIBS to be board members. Mark Edwards, Duncan Levinson and Guénola Nonet are board members. Jönköping County Sustainability Steering Committee is currently working on a pilot phase to further integrate circular designs in the county and support a project based on industrial symbiosis principles.

**Miljöbron**

JIBS is collaborating with Miljöbron, which provides support services to students to work with companies on sustainability issues. Dr. Mark Edwards, is involved in Gothenburg County and works with a local organization that provides and supports

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students in group projects, research thesis, internships and special projects with companies to work in the sustainability field.

Miljöbron is an NGO from Gothenburg, and they have 20 years of experience in doing this, with lots of platforms, databases and support for people. Hållbarhetsteamet and Miljöbron work in partnership to do the pilot study. They still try to see if it would be available on a more regular basis. JIBS has used the support service with one course and is in the process of deciding on whether to extend this to an entire programme.

JIBS is also collaborating with Coompanion, Jönköpings Län, in a project that aims to help local companies implement social innovations in their organizations. In this project, JIBS is surveying the local businesses to determine their needs and give them the support they strive for to continue working on social innovation. This research project, SIRU 2.0, benefits organizations to help integrate social innovation principles.

JIBS is responsible for strategic actions to engage faculty in inspiring sessions, identify factors that are motivating or hampering societal engagement and find constructive solutions for improvement.

Dr. Kajsa Haag is involved in various local activities with business owners and advisors to co-create knowledge on sustainable business development in the county. For example, through seminars and workshops on active ownership and succession. In her externally financed research projects, she has goals and activities on how her research should benefit society.



*"Responsibility is key, both for me to act responsibly and to provide good working conditions for our members that in turn enables them to act responsibly towards our different stakeholder groups."*

**Dr. Kajsa Haag - Associate Dean of Faculty**

## WHAT IS NEXT?

During interviews, the following needs were expressed by JIBS colleagues to help improve JIBS’ impact on the community:

Some colleagues see a need to develop better support functions and clarify expectations for each faculty member to be involved in societal engagement. The need where family business owners should take responsibility for maintaining the business for the next generation of the family, for employees, and for the community where the business is located.

Other faculty members suggested developing better support functions and clarity of expectations for each faculty member to be involved in the societal engagement.

Our future vision and aim should be to strive to be a role model and a good example and to support the society in its transformation to remain within its planetary boundaries while developing healthy societies and organizations, leaders and managers that are part of the solution to create a regenerative society and planet.

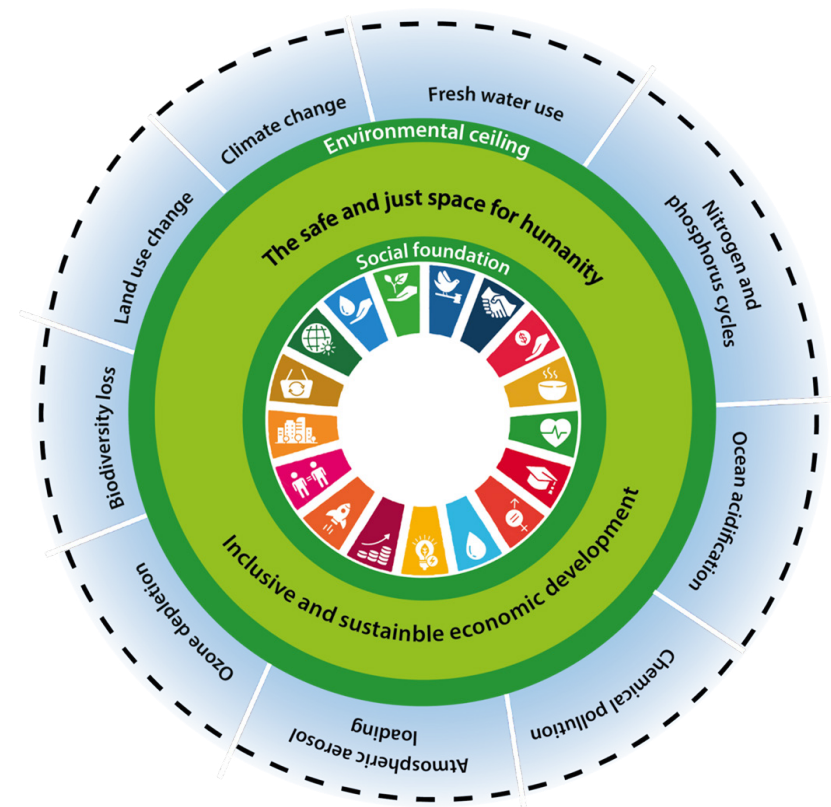


Figure 5 The Doughnut Economics within healthy planetary boundaries



# 6. OPERATIONS MANAGEMENT

## JIBS ENVIRONMENTAL IMPACT

JIBS has been environmentally certified by Jönköping Municipality since June 2018. To qualify for this certification JIBS has to meet specific annually reviewed environmental criteria and report on its environmental work. In the last environmental report, these most significant environmental aspects of JIBS operations were identified:

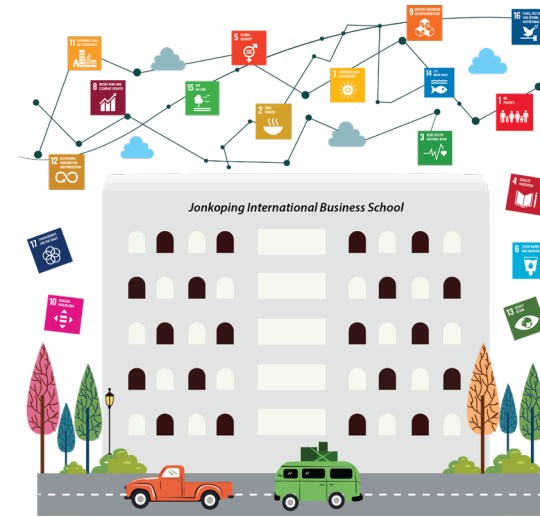
- The indirect impact of education, research, and organizational events on sustainability;
- Business travel by air and car;
- Combustible Waste;
- Coordinated contribution with JU networks (JU Environmental group and Sustainability Network);
- Purchasing and procurement;



As part of this certification process, JIBS has set its own environmental goals, targets and actions to reduce its impact and contribute to a more sustainable campus.

All JU operations have the environmental and sustainable development policy (§40) of JU incorporated and follow it in their day-to-day activities.

As part of the environmental certification, JIBS has decided that the negative environmental impact should be reduced in the following areas: **Purchasing and Procurement, Waste, Internal and external communication and Travel.**



When it comes to purchases and procurement, JIBS operational management team follows the JU purchasing policy, which states that *“JU’s purchasing activities shall contribute to ecologically sustainable development. Environmentally advantageous choices should be made in purchasing and procurement, where possible. We will develop a social and ethical responsibility within the purchasing operations.”* Therefore, furniture investments are made long term, and technical products at JIBS are used as long as possible.

The Operations Manager at JIBS has also organized that JIBS will donate its obsolete overhead projectors to a local pre-school instead of throwing them away, which expands the product life cycle and is, therefore, a more sustainable practice. Additionally, the Operations Manager is constantly working to improve JIBS everyday operations and make them more sustainable by, for example, introducing digitized employee administration which reduces paper usage.





*"I always ask myself: how can we create a long-term positive impact? I think by doing the right things. Not necessarily doing things the right way but rather taking on the responsibility of prioritizing to get the right things done."*

**Ann Stigestad - Operations Manager at JIBS**

To reduce **waste** at JIBS and increase recycling, the following actions have been taken in the past three years:

- waste sorting bins have been introduced in staff rooms as well as on all floors
- paper waste was reduced through switching to digital subscriptions of newspapers, increase in digital communication, reduction of paper invoices and forms through digitalization, and extending the life cycle of IT equipment

However, there is still room for improvement since JIBS produced 20606 kg of paper waste in 2019.

JIBS aims to implement business practices and routines that reduce or minimize the environmental impact of its operations. As part of the environmental certification, JIBS has identified that its business operations with the most significant environmental impact is **travel**. According to the 2020 JIBS

Environmental Report, in 2019 alone, 270,6 tons of CO2 were emitted by flights related to business travel which is about 1,802,733 km of air travel. In contrast, only 17869 km were travelled by train in the same year, corresponding to 0,09 kg greenhouse emissions.

Additionally, JIBS Environmental Coordinator works closely with the Operations Manager to:

- act on environmental issues,
- bring recommendations to the JIBS / JU Leadership teams (as appropriate),
- respond to feedback from JIBS employees through the case management system
- investigate and develop new guidelines and/or policies
- support and action the work of the JU environmental coordinators group.

**ENVIRONMENTAL INDICATORS/RATIOS FOR ENVIRONMENTAL IMPACT**

Environmental aspect	Key ratios year 2017	Key ratios year 2018	Key ratios year 2019
Business travel, flights-domestic and international	400,71 tons of CO2	342,26 tons of CO2	270,6 tons of CO2 (1,802,733 km)

Thanks to the environmental certification, JIBS is reporting transparently about its environmental impact. However, quantified and measurable goals are needed to show real outcomes in the future.

## JIBS’ SOCIAL IMPACT

The Operations Management team has been focusing on establishing the right prerequisites for the students and staff in order to create a good working and learning environment. It is responsible for “facilitating work satisfaction, development possibilities and safety for employees as well as for students” (JU work environment policy, 2020). Thus, a code of conduct will be implemented next year, and technological investments have been made for hybrid and distance learning. In this way, JIBS managed to rapidly adapt to the worldwide pandemic.

The daily operations are managed with the goal in mind to create more awareness at JIBS for sustainable solutions and habits. All changes are thought long term and with their environmental and social impact in mind.

## WHAT’S NEXT?

JIBS’ goal is to encourage staff and students to take more climate-friendly travel options to reduce emissions.

More detailed information about JIBS environmental goals and action plan can be found in the JIBS “Environmental Certification Report 2020”.

To reduce its carbon emissions, it is JIBS’ goal to encourage staff and students to take more climate-friendly travel options.

Due to the COVID-19 pandemic, the greenhouse gas emissions of JIBS have decreased in the period 2019 - 2020 since business travel has decreased compared to the years before due to operations being conducted online. However, this

Additionally, JIBS has its own environmental goals and actions, which include, for example:

GOAL	TARGET AND ACTIONS
<b>Contribute to JU wide goals</b>	Dedicated personnel to contribute to the work undertaken by the JU Environmental group
<b>Education/skill development related to sustainability</b>	Conduct environmental training for JIBS employees, compile resources for teaching the SDGs, embed sustainability in JIBS education at a Program level
<b>Obtain and promote knowledge about Sustainable development</b>	Increase opportunities to exchange knowledge
<b>Enable climate-smart travel choices for employees</b>	Create an environmental guideline to compliment JU travel policy, decrease carbon footprint
<b>Reduce waste and implement guidelines for purchasing which enable sustainable choices</b>	Increase recycling and engagement in a circular economy, reduce energy waste and consumption

development must continue by implementing new measures, a JIBS-specific travel policy, and quantified goals that support the decrease of JIBS negative environmental impact in the long-term.

The operational team plans to establish a well-functioning operational standard that will help create the right prerequisites for everyone at JIBS to fulfil their potential and create a community. The JIBS guiding principles will be more visible on campus so that everyone has a sense of the shared values which will help create pride and well-being in a social context.

## 7. CONCLUSION AND NEXT STEPS

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JIBS has transformed a lot since the first PRME Report in 2015.

From reporting on activities that were sometimes disjointed, JIBS is now working on a systemic strategy that will play a key role in preparing its students to become the necessary innovators, entrepreneurs, employees and leaders of this century. We are innovating and reflecting as we speak.

The education that needs to be taught has never been taught before. Business Schools are entering a new phase where they become schools of collaboration, where they engage multiple stakeholders around perspectives that were not integrated into business schools' education before or were, at best, mentioned in the final chapter of textbooks.

We are changing perspectives, looking at financial prosperity and our environmental and societal prosperity.

We are asking complex questions, such as: how can businesses engage in activities that serve a larger purpose, namely, to serve societal prosperity, and serve flourishing ecosystems?

We expect our education to transform further, our research to continue to grow to be part of local and global solutions and our community engagement to increase.

We look forward to our next biannual report to see the great progress we hope to achieve together.

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# APPENDIX

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## EXAMPLES OF MMTC PUBLICATION INTEGRATING RIA PRINCIPLES

In bold MMTC's members

**Akhter, N., Edwards, M. G., & Ijaz, R.** (2021). (Extreme) Inner Resourcefulness: The Social Bricoleur and the Sustainable Creation of Abundance from Scarcity. Paper presented at the SMS 41st annual conference, Toronto, Canada, September 18-19, 2021.

**Akhter, N., Edwards, M. G., Ijaz, R., & Chirico, F.** (2020). Rich at heart and empty pockets: Bricoleuring entrepreneurial resourcefulness in extreme contexts. Paper presented at the 2020 Babson College Entrepreneurship Research Conference, Knoxville, USA.

Barbera, F., Shi, H. X., Agarwal, A., & **Edwards, M. G.** (2020). The family that prays together stays together: Toward a process model of religious value transmission in family firms. *Journal of business ethics*, 163(4), 661-673. doi:10.1007/s10551-019-04382-7

**Brundin, E., Liu, F., Cyron, T.** (2021). Emotion in strategic management: A review and future research agenda. Elsevier

**Edwards, M. G.** (2020). Mapping resilience theory: A metatheoretical exploration. In L. C. M. Endress & B. Rampp (Eds.), *Strategies, Dispositions and Resources of Social Resilience: A Dialogue between Medieval Studies and Sociology* (pp. 13-42): Springer.

**Edwards, M. G.** (2021). The growth paradox, sustainable development, and business strategy. *Business Strategy and the Environment*. doi:10.1002/bse.2790

**Edwards, M. G.**, Alcaraz, J. M., & Cornell, S. E. (2021). Management Education and Earth System Science : Transformation as if Planetary Boundaries Mattered. *Business & Society*, 60(1), 26-56. doi:10.1177/0007650318816513

**Eslami, M.**, Jafari, H., **Achtenhagen, L.**, Carlbäck, J., Wong, A. (2021). Financial performance and supply chain dynamic capabilities: the Moderating Role of Industry 4.0 technologies. *International Journal of Production Research*

Geissinger, A., Laurell, C., Öberg, C., **Sandström, C.** (2021). The sharing economy as an entrepreneurial evolution of electronic commerce. In: E. Vinogradov, B. Leick & D. Assadi (Ed.), *Digital Entrepreneurship and the Sharing Economy* (pp. 72-87). Taylor and Francis

**Haag, K., Achtenhagen, L.** (2021). The impact of divorce on the family business system in SMEs - patterns of coping strategies, commitment and ownership regulations. *International Journal of Entrepreneurship and Small Business*

Jafari, H., **Eslami, M.**, Paulraj, A. (2021). Postponement and logistics flexibility in retailing: The moderating role of logistics integration and demand uncertainty. *International Journal of Production Economic*

**Lu, S.** (2021). Managing contexts for innovation and renewal: Strategies of incumbent firms in traditional manufacturing industries. (Doctoral thesis, Jönköping: Jönköping University, Jönköping International Business School)

Macey, J., **McCauley, B.** (2021). Mind games: Playtest as an allegory for liquid modernity. In: Duarte G. A. & Battin J. M. (Ed.), *Edition Medienwissenschaft* Transcript Verlag

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Malmelin, N., **Virta, S.**, Kuismin, A. (2021). TRANSFORMING MEDIA: reviewing the issues and contexts of change in media management research. *Journal of Media Business Studies*

**Melander, A.**, Andersson, D., Elgh, F., Fjellstedt, F., Löfving, M. (2022). Implementing Hoshin Kanri: How to Manage Strategy Through Policy Deployment and Continuous Improvement. New York: Productivity Press

Netz, J., Axelsson, M., Siva, V., Jafari, H., Jensen, L., **Eslami, M.** (2021). Sustainability Trade-offs in Business Model Innovation.

**Tokbaeva, D.** (2021). The Rise and Fading Away of Charisma. Leadership Transition and Managerial Ethics in the Post-Soviet Media Holdings. *Journal of Business Ethics*

Zawadzki, **M.**, **Brundin, E.**, **Edwards, M. G.**, & Sonnenschein, K. (2020). Working with moral dilemmas in responsible management education : lessons learned from family business settings. Paper presented at the IFERA Annual Conference, 24-26 June, 2020, Santander, Spain.

#### EXAMPLES OF CEFEQ'S PUBLICATION INTEGRATING RIA PRINCIPLES

In bold CeFEQ's members

2021:

In press:

**Baù, M.**, Block, J., Discua Cruz, A., Naldi, L. (in press). Bridging locality and internationalization – A research agenda on the sustainable development of family firms. *Entrepreneurship and Regional Development*.

**Hashim, S., Naldi, L., Markowska, M.** (in press). “The royal award goes to...”: Legitimacy processes for female-led family ventures. *The Journal of Family Business Strategy*.

**Kimjeon, J.**, & Davidsson, P. (in press). External enablers of entrepreneurship: A review and agenda for accumulation of strategically actionable knowledge External link, opens in new window.. *Entrepreneurship Theory and Practice*.

Larrañeta, B., **Naldi, L.** (2021). Introduction to the Reflection Forum: Clouds in the business landscape—Reflections on the implications of major worldwide turmoil for management and organizations. *BRQ Business Research Quarterly*, 24(3), 194-198

**Maine, J., Florin-Samuelsson, E., Uman, T** (in press). Ambidextrous sustainability, organizational structure and performance in hybrid organizations. *Accounting, Accountability and Auditing Journal*.

**Malki, B., Uman, T., Pittino, D.** (in press). The entrepreneurial financing of the immigrant entrepreneurs: a literature review. *Small Business Economics*.

**Naldi, L., Baù, M.**, Ahl, H., **Markowska, M.** (in press). Gender (in)equality within the household and business start-up among mothers. *Small Business Economics*.

**Naldi, L.**, Nilsson, P., Westlund, H., Wixe, S. (in press). Amenities and new firm formation in rural areas External link, opens in new window.. *Rural Studies*.

Patel, P., **Lenka, S.**, Parida, V. (in press). Caste-Based Discrimination, Microfinance Credit Scores, and Microfinance Loan Approvals Among Females in India. *Business & Society*.

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2020:

Astrachan J., Binz-Astrachan C., Campopiano G., **Baù, M.** (2020). Values, Spirituality and Religion: Family Business and the Roots of Sustainable Ethical Behavior. *Journal of Business Ethics*, 163, 637–645.

Barbera, F., Shi, H. X., Agarwal, A., & **Edwards, M.** (2020). The Family That Prays Together Stays Together: Toward a Process Model of Religious Value Transmission in Family Firms. *Journal of Business Ethics*, 163, 661–673.

**Naldi, L.**, Larsson, J., Westlund, H. (2020). *Policy entrepreneurship and entrepreneurial orientation in vulnerable Swedish municipalities. Entrepreneurship and Regional Development* 32(7-8), 473-491.

#### EXAMPLES OF CENSE'S PUBLICATION INTEGRATING RIA PRINCIPLES

Cambrea, D., Ponomareva, Y., **Pittino, D.**, Minichilli, A. (2021). Strings attached: Socioemotional wealth mixed gambles in the cash management choices of family firms. *The Journal of Family Business Strategy*

Criaco, G., **Naldi, L.**, Zahra, S. (2021). Founders' Prior Shared International Experience, Time to First Foreign Market Entry, and New Venture Performance. *Journal of Management*

Flamini, G., **Pittino, D.**, Visintin, F. (2021). Family leadership, family involvement and mutuality HRM practices in family SMEs. *The Journal of Family Business Strategy*

**Hagen, J.**, Hallberg, D., Sjögren Lindquist, G. (2021). A Nudge to Quit? The Effect of a Change in Pension Information on Annuityization, Labour Supply, and Retirement Choices Among Older Workers. *Economic Journal*

**Kekezi, O.** (2021). Diversity of experience and labor productivity in creative industries. *Journal for Labour Market Research*

**Kuiken, A., Naldi, L., Nordqvist, M.** (2021). Internationalization of family firms as a discontinuous process: The role of behavioral theory. In: T. Leppäaho & S. Jack (Ed.), *The Palgrave handbook of family firm internationalization* (pp. 135-171). Cham: Palgrave Macmillan

Larrañeta, B., **Naldi, L.** (2021). Introduction to the Reflection Forum: Clouds in the business landscape—Reflections on the implications of major worldwide turmoil for management and organizations. *BRQ Business Research Quarterly* 24(3), 194-198

**Naldi, L.**, Nilsson, P., Westlund, H., Wixe, S. (2021). Amenities and new firm formation in rural areas. *Journal of Rural Studies* (pp. 32-42).

Rickardsson, J., **Mellander, C., Bjerke, L.** (2021). The Stockholm Syndrome: the view of the capital by the "Places Left Behind". *Cambridge Journal of Regions, Economy and Society*

Sahamkhadam, M., **Stephan, A.**, Östermark, R. (2021). Copula-based Black-Litterman Portfolio Optimization. *European Journal of Operational Research*

Wixe, S., Nilsson, P., **Naldi, L.**, Westlund, H. (2021). The role of collaboration and external knowledge for innovation in small food firms. *The annals of regional science*

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