



Sheffield
University
Management
School.

Catalyst.

Management School — Spring /Summer 2013

Issue — 05

ALUMNI PROFILE

page 14

Professor Anthony Fretwell-
Downing reflects on over 80
years of his family's business.

INTERVIEW

page 17

Professor of Environmental
Sustainability David Oglethorpe
examines what makes a
sustainable business today.

FEATURE

page 20

Case studies from our leading
academics demonstrate how
their research impacts on
your society.



**Our research.
Creating an impact.**

THIS ISSUE

Whilst we make the transition to our new premises over the summer, this issue brings you all the latest from our specialist research areas here at the Management School. We also catch up with alumni and find out how their student experiences have impacted upon their careers.

CATALYST

The magazine for Sheffield University Management School Alumni from The External Relations Team at:

Sheffield University Management School
The University of Sheffield
Conduit Road
Sheffield S10 1FL

mgtalumni@sheffield.ac.uk
www.shef.ac.uk/management/alumni

DESIGN

Designed by thecafeteria.co.uk

PRINT

Print and Design Solutions
www.sheffield.ac.uk/cics/printanddesign

JOIN THE ALUMNI NETWORK

www.shef.ac.uk/management/linkedin
[www.sheffield.ac.uk/management/
alumni/invite](http://www.sheffield.ac.uk/management/alumni/invite)

FOREWORD

- Message from Professor Lenny Koh,
your Associate Dean for Alumni

03

IN THE PRESS

- News from the Management School,
our staff, students and alumni

04

ALUMNI PROFILE

- Professor Anthony Fretwell-Downing

14

FEATURE

- What is a sustainable business?
With Professor David Oglethorpe

17

FEATURE

- Our research is making an impact
Case studies from our leading academics

19

WE CAUGHT UP WITH

- Alumnus Jonathan Bye

20

INTERVIEW

- What leads to a career at PwC?
We spoke to Sheffield alumni Jo Allen,
Andy Ward and Ashley Unwin

24

WE CAUGHT UP WITH

- Alumnus Nigel Turner

26

THE ARTS ECONOMY CONFERENCE

29

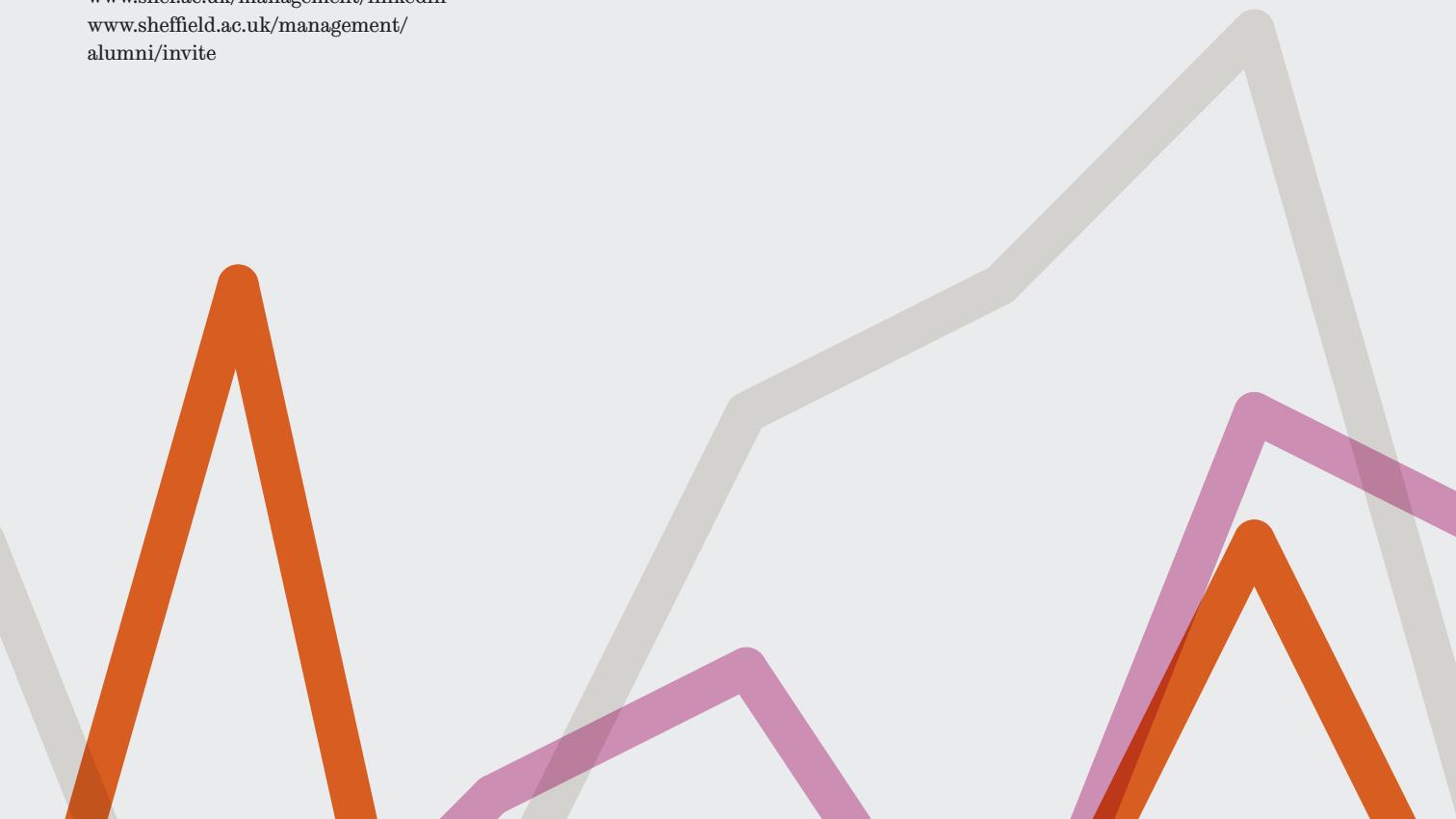
GET INVOLVED

30

KEEP IN TOUCH

31

32



Foreword

Message from Lenny

Welcome to the fifth edition of Catalyst. For this issue we have chosen to take a closer look at how our research here at the Management School is having a real impact on the economy and society we live in.

Our leading academics work with a wide range of partners and research consortiums tackling issues in the areas of work psychology, employment relations, accounting and logistics and supply chain management to name a few. Our research focuses on tackling some of the most serious problems facing organisations, governments and society today.

One of which is the growing matter of sustainability. As a result of climate change, a decline in energy resources and changes in how customers perceive business, the issues of sustainability are increasingly defining the way we do business as well as influencing government policy and regulations.

To help you understand more about how our exciting research environment creates impact, this issue features case studies from our academics including how the Institute of Work Psychology's Scenarios tool helps organisations better plan for change; how Dr Geoff Nichols' research has transformed policy and practice surrounding volunteers in sport; recent projects from Cees including The BIG Energy Upgrade at the SCEnAT software; and Professor David Oglethorpe explores the sustainability issues in business today.

With a focus on research impact and sustainability, I should mention the progress of the Management School's move to our new premises to sustain our continuing growth. We have begun the transition of academic and professional services staff to the new site at Crookesmoor, which should be completed over the summer ready to welcome everyone into the building for the new academic year 2013–14 which we are very excited about! We will keep you posted with updates about the move and the official opening later this year.

It is also a good time to consider not only sustaining but developing our diverse alumni network at the Management School. The community provides an opportunity to keep in touch with old friends, make new ones and develop your social and business networks. We are extremely grateful that you are giving back to us by enhancing this network of global connections, just by being a part of the alumni community. You may feel there are other ways in which you would like to be involved and give back to the School, by way of sharing your expertise, time and knowledge.

We hear from alumnus Nigel Turner the former CEO of BMI, alumnus Jonathan Bye CEO of Seabrook, and we spoke to three alumni whose careers have taken them to PwC via different pathways. We also talked with alumnus and good friend of the Management School Professor Anthony Fretwell-Downing about his family business success and his involvement with the school and University over the years.

As well as welcoming any ideas or stories you may like to share with us, you could be involved in delivering an expert lecture to our students, you may be able to provide a project or placement opportunity within your organisation or help mentor our students through their university experience, or you may even wish to give back financially. We can also help to promote your business by featuring it in a future edition of Catalyst, which is sent out to over 10,000 alumni globally. Just get in touch on the email below. You can find out more about the different ways to get involved on page 31.

We hope you enjoy reading this edition of Catalyst and we look forward to working with you to continue growing our alumni community here at the Management School, and we hope you do too.

Yours,

Lenny

Professor Lenny Koh

Associate Dean, Alumni Affairs

Get in touch at mgtalumni@sheffield.ac.uk



←

Professor Lenny Koh
Associate Dean for Alumni Affairs

In the Press

Staff News

Academic appointments:

We are pleased to welcome the following members of staff to the Management School:

Ms Andrea Ward –

joined the Management School in February as University Teacher in Project Management.

Andrea has a wealth of knowledge in business and people development, providing solutions to best support businesses and their strategy. Andrea supervises dissertations, delivers Human Resource Management, Organisational Behaviour and Project Management Modules at undergraduate and postgraduate levels.

Ms Laura Dean –

joined the Management School in February as University Teacher in Work Psychology.

Previously, Laura held the post of Head of Employability and Senior Lecturer at Leeds Metropolitan University. Laura's research interests are in widening participation in relation to employability as well as the use of electronic tools such as eportfolios to support personal development planning and reflective learning. Laura teaches across a range of postgraduate courses and is currently working with colleagues across the university on a careers module for final year undergraduates.

Ms Susan Thompson –

joined the Management School in March as University Teacher in Accounting.

Susan began her professional career, qualifying as a Chartered Accountant and a Tax Advisor before moving into academia and lecturing at Huddersfield University and Sheffield Hallam University. She is interested in the teaching of financial accounting and taxation.

Dr Rose Challenger –

joined the Management School in April as Lecturer in Work Psychology.

Having held previous research roles at the University of Leeds, Rose's main area of interest is the behaviour and management of crowds.

Mr Jonathan Jeffrey –

joined the Management School in May as Senior University Teacher in Accounting.

Jonathan joins us from Sheffield Hallam University where he held the post of principal lecturer in finance and risk management. His main research area is capita structure and alternative sources of corporate funding.

We also look forward to welcoming the following members of staff later in the year:

Dr David Rast will join the Management School in June as Lecturer in Work Psychology.

Dr Georgios Fotopoulos will join the Management School in June as Senior Lecturer in Entrepreneurship.

Dr Andrew Simpson will join the Management School in June as Director of Accreditations and MBA Programme.

Dr Eva Selenko will join the Management School in September as Lecturer in Work Psychology.

Awards:

Dr Jon Burchill recently won an ESRC Knowledge Exchange Opportunities Scheme grant for Employee Volunteering work, which began in February. Jon and colleagues will be working with an organisation to create a new facilitation model for linking companies to community projects.

Dr Angie Carter was appointed Chair of Organizational Development at Tallinn Technical University (TTU), Estonia in October 2012. Angie was also awarded Outstanding Reviewer by the Organizational Behaviour Division of the Academy of Management in June 2012 and has recently been elected to the BPS' editorial board for Supervisory Practice.

Dr Alok Choudry, Dr Mike Simpson and **Dr Andrea Genoese's** proposal of 'NEXt Generation Sustainable Freight Transportation (NEX-GIFT)' for UK–USA–India Trilateral Research Partnership, has been accepted. The partnership will involve three other universities from the USA and India. The research aims to ensure long-term sustainability of freight movement across the three continents.

Dr Rachael Finn has had an invited entry on 'Team Work' accepted for publication in the forthcoming Wiley-Blackwell Encyclopaedia of Health, Illness, Behaviour and Society and has had a paper accepted for publication (with Martin, Weaver, Currie & McDonald): 'Innovation sustainability in challenging healthcare contexts: embedding clinically led change in routine practice' in Health Services Management Research.

As President of the Research Committee for the Sociology of the Arts of the International Sociological Association (RC 37), **Dr Marta Herrero** is leading on the Arts Economy Conference: New directions in an age of austerity, hosted by the University and Management School, in September. Read more about the conference on page 30. <http://www.sheffield.ac.uk/management/events/arts-economy-2013>

The Centre for Energy, Environment and Sustainability (CEES) has secured funding to support the Green Deal initiative. This is a national scheme that enables the installation of a range of home energy efficiency measures such as solid wall insulation, cavity wall insulation, loft insulation and new boilers with no up-front cost.

Professor Lenny Koh is leading on the project at local level working with Barnsley Council, Groundwork Dearne Valley, Citizens Advice Bureau and Keepmoat Homes. Read more about the centre's research impact on pages 20–21.

Professor Bill Lee has been elected to sit on the British Academy of Management's National Council for three years, which started in January.

Dr Tina McGuiness secured an NERC Environment Agency Policy Placement Fellowship, commencing in January. The placement addresses floods and droughts complementing Tina's current EPSRC project.

Dr Peter Rodgers has been invited to join the ESRC Peer Review College.

Dr Christine Sprigg has been invited by the ESRC to write a case study based on the ESRC 2012 seminar 'Punched from the screen: Cyberbullying in the workplace.'

Dr Ute Stephan has been invited to join the Editorial Review Board of Entrepreneurship Theory and Practice, one of the leading entrepreneurship journals.

Dr Tim Vorley is Principal Investigator of the successful research bid through RESS on 'Fulfilling lives: supporting people with multiple and complex needs, evaluation and learning package.'

The European Commission have announced that legislation is to be introduced in the European Parliament in 2013/14 to establish **Professor Colin Williams'** proposal for a European platform for tackling undeclared work. Read more about Colin's work in this area on page 21.

In the Press

School News

A shining knight for Sheffield in the New Year's Honours List

The New Year's Honours list saw the Vice-Chancellor of the University of Sheffield, Professor Sir Keith Burnett and Management School alumni Sir David Brailsford CBE, MBA and Sir Bernard Hogan-Howe, MBA amongst the names in line for Knighthoods.

An eminent atomic physicist who has also played an important role in developing science policy in the United Kingdom, a member of the Council of Science and Technology reporting to the Prime Minister, and Vice-Chancellor of the University of Sheffield since 2007, Professor Burnett leads a University which combines world-class scholarship with the highest quality teaching.

In responses to being awarded his knighthood for services to science and higher education, Professor Burnett said: *'I am delighted to accept this honour, which I do as the leader of an outstanding team here at the University of Sheffield. Our staff and students are drawn from the brightest and most talented people from all over the world, and others see in us the vision, expertise, determination and culture to use that knowledge to make a difference.'*

Sir David (MBA 1994) is the Performance Director of British Cycling and received his Knighthood for services to the London 2012 Olympic and Paralympic Games in which he led Britain to eight cycling gold medals for a second successive Olympics and Team Sky to a historic one-two in the Tour de France in 2012.

Sir Bernard (EMBA 1999) was awarded his knighthood in recognition of his services to policing. He took the position of Commissioner of the Metropolitan Police in September 2011 and was previously the Chief Constable of Merseyside Police. Born

in Sheffield, Sir Bernard began his career in the forces with South Yorkshire Police before moving to Merseyside Police in 1997 and four years later he joined the Met as an assistant commissioner, before returning to Liverpool in 2004.

We congratulate Professor Sir Keith Burnett and both Management School alumni Sir David and Sir Bernard on their special achievements.

Plain sailing for Institute of Work Psychology at BPS flagship conference

Staff and students from the Institute of Work Psychology (IWP) proved once again to be a powerful presence at the British Psychological Society's Division of Occupational Psychology Conference in Chester in January.

During the event, which is a flagship conference amongst Occupational Psychology professionals in the UK, posters and symposia were delivered by our recent IWP MSc graduates, PhD students and academic staff from the institute. We were also pleased to see a number of IWP alumni presenting their work.

Presentations included an overview of Dr Kamal Birdi's research which looks into the effectiveness of knowledge sharing in European police organisations as well as a symposium of papers relating to how Occupational Psychologists can support young people in their pursuit of employment organised by Dr Angela Carter.

Dr Karoline Strauss was invited to showcase her work, as an illustration of exemplary research suitable for the upcoming Research Excellence Framework review. Dr Strauss' presentation focused on proactive behaviour at work and its relation to individuals' careers.

Recent graduates from our Masters in Occupational Psychology programme also had the chance to showcase their work. Natalie Clarke, presented her dissertation on employee development, which examines how an organisation can maximise its return on investment in austere times. Natalie worked alongside Stuart Duff from Pearn Kandola Business Psychologists and was supervised by Prof John Arnold. Emma Rowett presented a poster on her MSc project, which investigated the factors that lead to proactive behaviour. Emma was supervised by Dr Karoline Strauss.

Leanne Ingram and Marc Van Huizen, also Occupational Psychology MSc graduates, co-presented their study into the implementation and evaluation of mindfulness training. Marc and Leanne carried out their MSc projects with Dr Nadine Mellor of the Health and Safety Laboratory at Buxton and were supervised by Prof John Arnold.

Stephen McGlynn, a PhD student at IWP, hosted a series of communication workshops at the Conference, and is also graduating from the Division's Leadership Development Programme, a new initiative designed to develop future leaders of the profession.

We look forward to next year's conference and exhibiting even more of our cutting-edge research from the Institute of Work Psychology.

Award winning steel boss secures university chair

Sheffield Forgemasters International's Chief Executive has been appointed chair at the Management School.

Dr Graham Honeyman will assume the role of Honorary Professor and will be invited to give guest lectures to undergraduates and postgraduates and his proven business acumen will be used when expert advice is required. He will hold the title for an initial three years after which it can be renewed.

On securing the position, Graham said: *"It is a great honour to have been appointed Honorary Professor at such a vibrant University. My role will allow me to pass on many years' experience leading a business in a challenging but rewarding industry."*

"Forgemasters has come a long way and I think it's important to help the next generation of businesses as much as possible. I have been highly impressed by the enthusiasm, energy and commitment of the staff and students at the University of Sheffield and look forward to working with them as they develop their ambitious plans for today's challenging business environment."

Dean of the Management School, Professor Keith Glaister, said: *"We are delighted to award Graham Honeyman the title of Honorary Professor in Strategic Management at the University of Sheffield Management School."*

"Graham is a dynamic leader who has made a significant impact at Sheffield Forgemasters and across our region. Having a business leader of Graham's calibre associated with the Management School provides a great learning opportunity to our student community."

Graham is set to formally receive his chair at an official ceremony later this year to be held in the newly-refurbished Crookesmoor site once the school move is complete.

In May last year Graham was named the winner of the Bessemer Gold Medal by The Institute of Materials, Minerals and Mining (IOM3) after his work was judged to have promoted the manufacture of engineering components to national and international importance.

Previous to this he was presented with the silver medal from the Royal Academy of Engineering, a CBE for his services to the steel industry and was named Overall Director of the Year at the Institute of Directors in 2010.

Graham studied Engineering Materials Technology at the University of Aston and complemented his degree with a PhD for his study of armour plate welding from Teesside University.

More recently, Graham was shortlisted for the accountants and business advisers Ernst & Young's coveted Entrepreneur Of The Year Award, the finals of which will take place in June.



Vice-Chancellor of The University of Sheffield Professor Sir Keith Burnett



Sheffield Forgemasters International's Chief Executive Dr Graham Honeyman



Sheffield joins the International Honor Society Beta Gamma Sigma

The Sheffield Beta Gamma Sigma Chapter was officially established in January as the Management School held its first induction ceremony of new members into the society.

Founded at the University of Wisconsin in 1913, action was initiated in 1919 to establish Beta Gamma Sigma, or BGS, as the only scholastic honor society of AACSB International – The Association to Advance Collegiate Schools of Business (AACSB). To date BGS has inducted over 700,000 outstanding students into its membership from more than 160 countries around the world.

Following the Management School's accreditation from AACSB last year, the school gained eligibility to establish its own BGS Chapter here in Sheffield.

Dr Gary Simpson of Aston Business School and BGS Inducting Officer officially inducted the Management School and its new members into BGS at a ceremony held at the University of Sheffield on 10th January. Aston University was the first institution in the UK to establish its own BGS chapter.

Dr Simpson said: "I was honoured to be asked to induct the Sheffield Chapter into BGS and gladly accepted the offer. We are now in our tenth year of inducting members into the society at Aston Business School and it's great to see others such as the Management School in Sheffield gaining the eligibility to share this prestigious association with."

The ceremony began with Dr Gary giving a short history of the society and explaining the key values behind it: to encourage and honour academic achievement in the study of business, to foster personal and professional excellence, to advance the values of the Society, and to serve its lifelong members. He then presented Professor Lenny Koh with the Charter on behalf of the school and recent graduates were presented with their BGS membership certificates.

The Sheffield Beta Gamma Sigma Chapter was officially established in January as the Management School held its first induction ceremony of new members into the society.

Professor Koh said: "*This year marks the Centennial year of Beta Gamma Sigma making it even more of an honour that the Management School was able to establish its own Chapter during this special anniversary year. It gives us great pleasure to be able to recognise our students' excellence in the study of business and management, and also the school's accreditation from AACSB, through this highly-esteemed society. We hope that becoming a Member of BGS is something all of our management students will aim for and we look forward to inducting more members into the Sheffield BGS Chapter.*"

The prestigious society recognises students of high academic excellence. Those in the top 10% at undergraduate level, top 20% at Masters level and students who have completed their PhD in business and management studies are invited to join BGS. It is the highest recognition a business student anywhere in the world can receive in a business programme accredited by AACSB International.

For further information about BGS at the Management School visit:
www.shef.ac.uk/management/alumni/bgs

↑

Professor Lenny Koh presenting Dr Suzanna Hamlin with BGS certificate at the Induction Ceremony on the 10th of January 2013



Unique programme inspires city region leaders

The University of Sheffield honoured the latest cohort of managers and business leaders to complete the Sheffield City Region Leadership Programme, now in its third year, at a celebration event held in December last year.

Run together by the University of Sheffield Management School and Sheffield Hallam University, the innovative programme is designed to work with local leaders and managers to develop business solutions to help take forward the economy of the local region.

Local Enterprise Partnership (LEP) Chairman James Newman said: "Creating effective leadership is vital to transforming public and private sector industries to thrive in today's tough economic climate where there is less money, more pressure and greater demand for better services."

"I believe that creating collaborative partnerships is key to the success of the Sheffield City Region – collaboration between the public sector, the private sector, higher education and schools and colleges."

The ceremony honoured more than 30 delegates from a range of organisations including the NHS, Sheffield City Council, Rotherham Metropolitan Borough Council, South Yorkshire Police and South Yorkshire Fire and Rescue Service.

↑

The City Region Leadership Programme graduation ceremony at the University of Sheffield on December 12th 2012

In the Press

Student News



First-class placement for Amy Brereton

Talented business management student Amy Brereton won a national award for her innovative business skills which helped to transform a workplace.

Amy Brereton, 22, was specially chosen as the UK's Best Placement Student at the National Placement and Internship Awards after proving herself as a determined and hardworking business leader of the future. As part of her course the Business Management student took part in a 12 month placement at Enterprise Rent-A-Car (ERAC) in Sheffield.

"I loved my placement from start to finish," said Amy. "There were times that were hard, but the best thing about the placement was how much autonomy and support I was given right from the beginning. No matter how crazy my ideas were – ERAC were happy for me to pursue them. In turn this led to changes in employee development, diversity training and community projects."

"As with any business placement, I learnt lots of new skills as well as developing existing ones such as organisational skills, communication and negotiation skills, and marketing and accounting for a small business – however some of the biggest skills I learnt were softer, personal skills such as time keeping and consistently getting up early!"

She added: "Skills that I learnt on placement are hugely beneficial to my degree. Everything I have learnt in my third year so far has made so much more sense as I can practically see where different theories fit in practice."

Throughout the placement, which was organised through the University's Careers Service, Amy transformed the under-performing branch of ERAC and helped to double its revenue in a short space of time. In recognition of her intuitive business management skills, Amy was presented with the prestigious award at a special ceremony which took place in London in February and was attended by over 400 representatives from both the corporate and higher education sectors.

Entrepreneur and business founder Nick Holzherr, who was runner up on The BBC's Apprentice last year, gave an inspirational speech into the challenges and successes achieved through his own work experiences.

"I was incredibly shocked to win the award. I couldn't quite believe that I was shortlisted for the final four so this is amazing," said Amy.

"To me all I had done was my job – just being given the opportunities I had at ERAC was enough. I was very grateful to be nominated and to win was definitely the icing on the cake of a fantastic year."

She added: *"Because I completed the graduate training programme five months ahead of the usual schedule I will be able to be promoted straight away when I return to ERAC which is fantastic."*

"A placement not only allows you to develop professionally but it also helps you to improve personal skills such as time management. Even if you decided on your placement year that this career isn't for you, it is something much better learnt whilst still studying and learning at the University then as a post graduate."

The University of Sheffield's Careers Service provides students the invaluable opportunity to develop skills for success through a variety of careers workshops, placements, internships and part-time jobs. Visit [myVacancies](#), the Careers Service online jobs board to view live vacancies

You can find out more about placement opportunities through the Management School Employability Hub.

mgt.employability@sheffield.ac.uk

↑

Management student Amy Brereton is presented with her award for UK's Best Placement Student at the National Placement and Internship Awards 2013

Management School students compete in the national final to create the UK's best student beer

114 Sheffield Students' Beer made it through to the international finals of the AB InBev Best Beer Competition having won the UK finals held on 20th of March in Luton.

Organised by AB InBev and aimed at students, the objective of the Best Beer Competition is for teams to develop a new beer concept for their respective University. In this case, The University of Sheffield. The beer also has to be sustainable and in line with AB InBev's core values.

AB InBev is a leading global brewer of beer in its industry and is the owner of well-known brands such as Stella Artois and Budweiser.

The University of Sheffield team, made up of Arjun Krishna and Damini Mahajan from Chemical Engineering and Alexandra Nicolau and Martin Fuentes from the Management School, created 114, an outstanding smooth, crisp blonde beer with a refreshing taste and a tinge of honey, as their successful entry into the competition.

Each element of the brand was carefully developed to embed the University's origins and values. The significance of 114 being the number of students enrolled at the time of the University's foundation on 1905 and the honey used to brew the beer is from the University's very own beehives. The white rose of York incorporated in the logo gives a signature of locality to the product and the tagline indicates its origin and destination – by students, for students.

With help from the Student's Union and The Sheffield Brewery Co. Ltd, the team were able to launch an innovative marketing campaign. Graeme Wood, Commercial Operations Manager of the Student's Union, said: "*This has been an amazing project to assist with. The team captured the essence of the University in so many ways from the original student numbers and the links with our bio diversity project and the sampling events allowed Sheffield Students to contribute to the process as well – the end product is stunning – and it is no surprise that they have progressed to the next stage of the competition.*"

The campaign involved 'teaser' posters being strategically placed around the University which built up to the mystery of the posters being unveiled at a taster event a week later at the Interval Café. The event proved to be highly successful and 114 received very positive reactions from both students and staff at the University.

The team also received invaluable help from the Union's president Abdi Suleiman and Interval Cafe Manager Chris Aucott. Proving to be a strong concept and with its bready notes of malt and the sweetness of honey on the nose and palate, the 4.5% ABV beer brewed in Sheffield in partnership with The Sheffield Brewery Co. Ltd, 114



Sheffield Students' Beer headed for the Grand Final of the competition. This was held at AB InBev's headquarters in Brussels, Belgium on the 30th of April and saw the best out of more than 130 universities who entered the competition.

Unfortunately one Belgian Team was stronger than the 114 concept as "La Louve" from the Katholieke Universiteit Leuven won the contest. However, 114 Sheffield Students' Beer did amazingly well at reaching this point of the competition.

The Management School is proud of 114 for getting to the finals and wishes them every success with the future of 114.

114sheffieldstudentsbeer.webs.com

↑

114 Sheffield Team: Martin Fuentes, Alexandra Nicolau, Damini Mahajan and Arjun Krishna

↓

Kate Robbins, Forum's Manager, presents Joel Logue (MBA) with the P&A Prize for Organisational Leadership at the Winter Graduation Ceremony 2013



Winter Graduation celebrations

As well as celebrating all those who successfully graduated at this year's Winter Graduation, the Management School was especially pleased to award the following prizes at a celebration event held in January:

- **The P&A Prizes for Organisational Leadership** for the best overall performances in Experiencing Enterprise, New Venture Planning and the final project on the MBA course, presented by Kate Robbins, Forum's Manager, were awarded to: Peter Clayton, Zahra Alomani, Lyubomir Mishkov, Joel Logue, Xun Zhao.
- **The Chartered Institute of Marketing Prize** for the best MBA Project in the area of Marketing was presented by Professor John Cullen and went to Peter Clayton.

- **The Chartered Institute of Marketing Prizes** for performances on the MSc programmes were presented by Daragh O'Reilly. The best overall performance across Marketing modules for the MSc in International Management and Marketing programme was awarded to Charalambos Charalambous. The best overall performance across Marketing modules on the MSc in Marketing Management Practice programme was awarded to Rodrigo Afonso.
- **The Geoff Sykes Memorial Prize** for best overall performance on the MBA programme was presented by John Cullen and went to Peter Clayton

Congratulations to all our prize winners and to all our Management School graduates this year.

Honorary awards for Management alumni

The Management School is pleased to announce that two of its alumni will be awarded Honorary Degrees at this summer's graduation ceremonies.

Recently Knighted Sir Bernard Hogan-Howe (EMBA 1999) will receive this special honorary award in recognition of his outstanding career in the police force. Although a Management School alumnus, Sir Bernard will receive his honorary award on behalf of the School of Law in acknowledgement of his services to the Metropolitan Police.

Simon Moran, now owner and Managing Director of SJM Concerts, the largest UK based concert promoter, began his entrepreneurial music career at the University of Sheffield where he booked bands for the Students Union whilst studying Business Studies (BA 1987.)

Having produced his first live music event in the Students' Union 30 years ago, his company now operates over 2000 shows per year, including pop and rock music, classical, comedy events and major festivals including V Festival and T In The Park.

An alumnus of the Management School, Simon will receive a DMus from the Music Department at this year's graduation ceremonies because of his achievements in the Music industry.

Congratulations to both Bernard and Simon on their outstanding achievements in each of their professions.

In the Press

Alumni News

IWP graduate wins Practitioner of the Year Award

Congratulations to Kate Bonsall-Clarke, an alumna of the Institute of Work Psychology (IWP), on winning the coveted Practitioner of the Year Award 2012 for Occupational Psychology.

This prestigious award is granted by the British Psychological Society's Division of Occupational Psychology, and is annually awarded to a Chartered Psychologist who demonstrates excellence in the practical application of Occupational Psychology.

Kate received the award for her work with the Rail Safety and Standards Board, where she developed, implemented, and evaluated a programme for non-technical skills training for train drivers in the British rail industry.

Almuth McDowall, Chair-Elect of the Division of Occupational Psychology, commended Kate's work as standing out from others in the shortlist, in that it evaluated its effect at the individual, team and organisational level. Such an evaluation approach was inspired by the work of Dr Kamal Birdi, a researcher at the world-leading IWP, and one of Kate's lecturers during her Masters course.

Mentor rewarded for engagement work in the student community

The Management School was delighted to hear of Richard Bruce's commendation for his role as Residential Mentor in winning this year's ACS People's Award for Services to the Student Community.

Management School Alumnus (MBA 1991) and Advanced Visiting Fellow, Richard has recently taken up the challenge of becoming a Residential Mentor to 155 families and couples living in University accommodation.

On receiving his award, Richard commented: "I feel greatly honoured to be given this award, particularly as the role is such an intrinsically rewarding one anyway. I'm able to help student families and couples with a wide range of issues, from visa problems, schooling for their children and Council Tax to helping them overcome cultural differences and adapt to living in the UK."

The new role of Residential Mentor for couples and families was created within the Accommodation & Commercial Services department this year as a result of feedback indicating that more could be done to further engage with this particular group of residents.

Pat McGrath, Director of Accommodation & Commercial Services said: "Richard has done a fantastic job of supporting the couples and families who live in our accommodation. He really goes out of his way to look after the residents and resolve any issues they might have. He's been an invaluable addition to the Resident Support team and I'm thrilled that we were



able to recognise his commitment with the Services to the Student Community Award." Pat continued: "Although Richard is only required to organise three activities per year, his dedication to his residents and his job has seen him organise regular events and activities to engage with the couples and families and develop a real sense of community."

Last term, Richard arranged for a coach trip to Derbyshire which was a great success in bringing the families' community together.

Vice Chancellor, Professor Sir Keith Burnett, attended the ceremony held on 1st March and presented awards to deserving staff from the departments of Accommodation & Commercial Services and Finance.

<http://www.shef.ac.uk/acs>

↑

Alumnus Richard Bruce (MBA 1991) at the ACS People's Award's ceremony 2013

Alumni profile

Professor Anthony Fretwell-Downing

The challenge was obvious. How could a businessman with a PhD in Chemistry lead 70 academics in business, accounting and economics away from the school's financial cliff edge and restore morale?



Chairman of F. Fretwell-Downing Ltd & Director Fretwell-Downing Hospitality Ltd, Anthony shares with us the history of his family's company from the boom of the catering arm in the 1960s and early '70s to the diversification of the business into computing in the '80s and how his relationship with the University of Sheffield impacted dramatically on his career.

Founded in 1924 based at 27 Rustlings Road, Sheffield 11, F. Fretwell-Downing Ltd was the product of a charismatic young man with a fascination for bakery. Anthony's father Francis Fretwell-Downing, managed to persuade his parents to support his bakery ambition but his father (Anthony's Grandfather) died before it was realised. Despite this set back, at the age of 19, Francis found backing to help finance his bakery concept and F. Fretwell-Downing Ltd (FFD) was born.

'My father left school at 15 with two handicaps, a club foot from polio and an incomplete education,' Anthony told us.

'Having established himself as a Master Baker and extending into haute cuisine, he had very few competitors at a time when clients in the 1920s and '30s were wealthy families who entertained at home. He was known as Frank F-D and soon became a household name,' says Anthony. 'Not just as a baker but as a result of belonging to a group of politically active leftwing friends.'

With a young family (Anthony 1940 and brother Alistair 1942) Anthony's father began looking into outside catering events to expand the business and his political contacts provided access to the Town Hall and the Cutlers' Company decision makers.

'Father's first Cutler's company tender was in 1950 for their first post war official celebrations. The Master Cutler, Sir Wilton Lee, was impressed. And as a result, the

go ahead was given for the nationally recognised Cutlers' Feast the following spring. Sir Winston Churchill was their guest of honour with five hundred male guests dining.'

Having negotiated a wide range of prestigious contracts, FFD grew from strength to strength throughout the '50s into the '70s and the brand was well established at the Cutler's Hall delivering major banquets and events for the Sheffield Chamber of Commerce, the Bankers Association for example and numerous Mayoral entertaining events.

This also saw the beginning of FFD's professional relationship with the University of Sheffield which would later see Anthony as a member of the Political Economy Research Centre (PERC) and of the Advisory Committee of the ESRC Centre for Organisation and Innovation (COIC) at the University. He was also chairman of the Computer Science Industrial Liaison Board and a member of the Career's Advisory Board since 2002. His most challenging role would be Chairman of the Management School from 1991 to 1997.

One of the most spectacular events Anthony recalls was for the Burma Star Association held in the Weston Park Museum for 1,000 guests in 1977:

'The guests were survivors of WWII against the Japanese. The plan was for the thousand veterans to move down to the 210ft x 50ft marquee for dinner. Unfortunately, a force eight gale had built up during the afternoon. By dinner the marquee walls were flapping so dangerously that it was unsafe to use the tables next to them! It was decided to split the guests into two sittings of five hundred'.

'The challenge was to keep the second group from drinking too much whilst they awaited their turn! In true FFD form, we all kept our nerve, completed the first sitting and managed the transfer.'

'Life was chronically busy, challenging but profitable and fun. Our reputation was everything – the show must go on. This sentiment and implied loyalty drove everything,' recalls Anthony.

Outside catering was the main stay of FFD until its decline in the '80s. Other

memorable events included the first of FFD's Royal Opening events, a luncheon on 22nd October 1962 at Llanwern Steel Works for the Queen with 1800 guests supported by 700 auxiliaries.

Anthony continued: *'Eight years later, even though my father was seriously ill, BSC awarded Alistair and me the £1m (in today's prices) contract for the Royal Opening of the Port Talbot Steel Works and Dock Complex, on 12th May 1970. I was a 29 year old Chemist and Alastair a 27 year old Oxford graduate with a degree in Politics Philosophy & Economics. Our Port Talbot challenge was in a different league to Llanwern. We were faced with a site covered in 17ft sand dunes with a catering area the size of a football pitch!'*

Although the day's events proved testing for Anthony and his brother, their success was underpinned by years of shop floor experience and the ability to create an inspiring atmosphere time and time again.

But in the early '70s industrial politics came to a head. Luxury catering was becoming unfashionable. It was then that Anthony decided to turn his computing hobby into a business. FFD made the decision to invest in a number of computer companies including Hallam Computer Systems Ltd, Fretwell-Downing Computer Programmers & Analysis Ltd (FD CPA) and Fretwell-Downing Data Systems Ltd (FDDS). In 1980 Anthony made the decision to join the team alongside his brother fulltime on the demise of the Cutlers' Hall bookings.

By the end of October, having come up with the design of a possible application generator concept that was bought into by the computer professionals, Anthony put together a team of workers. The Micromanager System was born and later trademarked.

'Its first application was a student record system for Granville College, Sheffield. After a mail shot to all UK Further Education Colleges, orders poured in. FFD went from near bankruptcy to rapid expansion.'

Alongside the growth of the computing arm, FFD were outgrowing their premises on Rustlings Road and Westbourne. In 1987 the Brincliffe House office block on Ecclesall became vacant and the Whirlowbrook Hall (WBH) was up for lease and the decision was taken:



'Life was chronically busy, challenging but profitable and fun. Our reputation was everything - the show must go on. This sentiment and implied loyalty drove everything.'

'In a matter of weeks we signed 25 year leases for Brincliffe House and WBH! Today, such a long term decision would be commercial madness,' said Anthony.

The catering and software duality continued throughout the '90s and the FD software companies went on developing and expanding. In stark contrast HCS was decimated. All but a few hardware suppliers went bankrupt. FFD adjusted as best it could to the rapidly changing social circumstances. *'Sheffield had seen the demise of its 19th Century groundbreaking steel and engineering businesses during the industrial and political strife of the '60s, '70s and '80s.'* Anthony explains: *'Now it was the turn of technology companies to adapt or die.'* Alastair and his catering team also struggled to resonate within the IT culture.

The FFD and FDDs response to bank concerns led to the Fretwell-Downing (FD) companies being linked together in a group structure. The holding company was Fretwell-Downing Group Ltd (FDG). It had initially four trading subsidiaries: FD Education Ltd (FDE), FD Informatics Ltd (FDI), FD Hospitality Ltd (FDH) and the original F. Fretwell-Downing Ltd (FFD).

'I chaired FDG. MDs were appointed to head up the individual companies. Brincliffe House was christened with the title The Fretwell-Downing Computer Group.'

It was around this time that Anthony's relationship with the University began to take off. *'In 1989 I was invited to chair the Advisory Board of the University of Sheffield's Management School, soon after I was elected to the University Council. I had zero indication awareness that it would transform my career and open up numerous research opportunities for our computer companies.'*

'The new Vice Chancellor at the time, Professor Gareth Roberts, asked me for my honest views of the Management School's standing in the local business community. My responses led to my being asked to take on the turnaround challenge myself. My appointment took everyone by surprise. The challenge was obvious. How could a businessman with a PhD in Chemistry lead 70 academics in business, accounting and economics away from the school's financial cliff edge and restore morale?'

Anthony's appointment as Chairman of the Management School lasted for six years from 1991 to 1997 and subsequently saw an internal restructure in the department. The experience was a personal revelation and eye opener:

'From the family perspective, my university network turned out to be crucial. The combined reputations of our companies enabled us to raise millions of pounds from UK and EU funds to develop education learning systems (including LearnDirect).'

In the '90s FD Education transferred their Micromanager based Student Record System to Microsoft, becoming the lead player in Further Education. FD Informatics created the worlds Oracle based Library Automation System and it became a global trail blazer. The Catering software gained similar recognition as a supplier to Buckingham Palace. It was awarded their Royal Appointment.

In 1997 disaster loomed again when the family lost the Cutlers' Company catering concession. Fortunately, the WBH lease was updated in 1996 to reflect FFD being allowed to expand the kitchen capacity to support outside catering, funded by the computer profits. A few months later, FFD was re-launched and outside catering continued, putting WBH on the regional map for special venues.

Today, Fretwell-Downing Hospitality exists as a Catering Management Software Provider and Anthony rejoined the Management School Advisory Board three years ago as Chair. Most recently, the Management School was delighted to accept an offer of generosity from Anthony which has been recognised through the naming of one of the lecture theatres at the new premises of Sheffield University Management School. We look forward to hosting expert talks and student lectures in the Fretwell-Downing lecture theatre and are most grateful to Anthony for his continued support of the school and for our students to be able to benefit from such generosity.

The Bigger Issues

What is a sustainable business?

Recently appointed the University's Chair in Environmental Sustainability, Professor David Oglethorpe is an environmental and natural resource economist who has spent over twenty years looking at the sustainability of resource use, operations and supply networks, particularly in the food sector and in land use. He talks to us about the issues of sustainability in business today.

'The breadth of 'sustainability' issues faced by organisations is very broad,' says David. 'It's an agenda that encompasses corporate social responsibility, environmental accounting and regulatory compliance through to operational research, supply chain management and even skills and talent management.'

'A critical focus, however, for many organisations is how we respond to the central notion of sustainability, which is often wrapped up in the 'low carbon' agenda.'

His recent research has revolved around this and has questioned the typical responses that we may expect organisations to take.

'The increasing demand for low carbon production and supply emanates both from an increasingly environmentally conscious, media-driven, consumer and through political will to combat climate change. A central notion behind this rising demand is that organisations and supply chains that are less centralised, that reduce the use of large distribution networks, that involve less processing, that reduce packaging and so forth, are less environmentally damaging.'

'However, basic resource economics and operations management principles tell us that the best way to minimise environmental impact is to reduce the natural resource use per unit of consumption or stock-keeping unit. At an aggregate scale, consumption of most products or services is largely static in the short-run and so the fewer natural resources we can use to supply that aggregate demand, the better.'

This would suggest that the key to securing any environmentally efficient future supply chain is therefore to make the most of resource efficiencies. David explains:

'This may be particularly true for tackling the climate change agenda, where global warming is known to be exacerbated by the generation of greenhouse gases, which in turn are emitted through the direct consumption of natural resources (e.g. fossil fuels and other organic matter, such as those digested by animals or released by crops).'

Climate change targets for the next forty to fifty years are now becoming settled across the world. The UK, for example, is now committed to an 80% reduction in Greenhouse Gas emissions by 2050, which represents a vast step forward to be achieved in a relatively short space of time.

David explains: *'To reduce any externality by such a margin so that only 20% of previous emissions exist within one working lifetime is a huge challenge. School leavers and university graduates emerging today will need to deliver this over their working life and will need to create a brand new production environment. Based on current total emissions in the UK, for example, this challenge will require approximately an extra 7.7 million tonnes of CO₂ equivalents to be removed from the UK system every year against current trends.'*

'Clearly, one way to achieve the targets set out could be to simply curb consumption so that supply is reduced in response to demand, production is reduced and associated emissions cut. However, given a growing global population and increasing westernisation of consumption habits, it is unlikely that any reduction, let alone an 80% reduction in consumption is likely to happen without some catastrophic population-reducing event.'

This suggests the solution will therefore need to be achieved through significant technological change, David says:

'To illustrate the magnitude of the problem, if we were to achieve this reduction by reducing private car fuel consumption, for example, the 7.7m t reduction every year would mean us reducing car mileage across all car owners by about 769 miles per year, every year. This may seem plausible initially, but achieving a further reduction every year would mean we would soon run out of miles, based on average annual car mileage, and there would be no more cars on the road. Therein, we see the scale of the challenge – in a short space of time, we need quite different solutions. Hence the need to have industrial responses that drive technological change.'

'If these targets are to be met, in the order of magnitude required, significant step changes will be needed and this will require different ways of doing things with different technology. However, technology does not just simply arrive and get taken up by industry, it is driven by necessity and demand from industry. The response from industry to the climate change agenda therefore needs to be right in terms of their operations and processes, so that the appropriate technology is delivered, and the correct signals regarding its production and supply behaviour are sent out.'

Perhaps controversially, at least in the face of the popularised notions of downscaling, decentralising and extensifying operations, the evidence presented in some of David's research promotes, rather than discourages larger scale activity where economies of scale lead to 'environments of scale'.

'The evidence reveals the joint positive relationship between economic and environmental efficiency and suggests that 'lean is green,' adds David. 'Indeed, these arguments could be taken further to suggest that environmental efficiency could be achieved wherever economies of scale are available in production, processing, manufacture, preparation, consumption and disposal. As such, managers do not need to scope for 'new' or different resolutions to the climate change agenda; they can continue to pursue strategies that will achieve best resource use and lowest cost. Such strategies will drive the demand for the technological development needed to deliver step-change climate change targets and must be good news at a time when economic instability is rife and where boardrooms are looking for every cent.'

As highly prominent as it is the 'low carbon' agenda is only one dimension of sustainability issues that organisations face. Another is Water. With its own challenges, this is an area where David's research is now focusing and a critical mass of interdisciplinary research at the University of Sheffield is forming.

'The same arguments around the efficiency of water use as a natural resource still hold true, but unlike carbon, which is treated as a negative externality of production arising in the main from the use of non-renewable resources, water is a resource which has a finite capacity to supply but is regenerative and replenishable through natural and human systems. It therefore presents quite different issues, especially with a world population that we expect to reach nine billion by 2050.'

'Part of this challenge is finding efficient and meaningful prices that we should pay for water, reflecting current and future use but also accounting for the market externalities associated with its use.'

Domestically, we tend to pay a price for water that enables water companies to maintain a certain level of serviceability guaranteeing supply. Although that price includes some insurance against future infrastructure replacement needs, such insurance is often planned at a very high risk and over a very long time horizon meaning that society could be at risk from the potential collapse of water mains or sewerage systems. In addition, we often forget the positive benefits that access to clean water brings with it, such as the disease avoided (and associated health costs), the ecosystems protected by sewerage clean-up, or the landscape and amenity value in the rural land managed to collect, store and distribute water. All of these things have social value and so efficient pricing is a major part of what research needs to be done in this area, so that industry, policy and society can be assured of sustainable water supplies in the future.'

The University has recently formed an interdisciplinary centre for Water Research and Innovation (WRAIN) and research such as this, combined with engineering, natural science, sociology, law and others, will pave the way for a better understanding of how water resources should be managed to secure future economies and societies.

'A critical focus, however, for many organisations is how we respond to the central notion of sustainability, which is often wrapped up in the 'low carbon' agenda.'



Professor and Chair of Environmental Sustainability,
David Oglethorpe
Photo by Andy Brown Photography



The Sustainability Leadership Programme

Interested in developing a strategic understanding of sustainability for your business?

This project-based programme from Sheffield University Management School and CO2Sense will equip you with practical skills and knowledge to lead your business through this new business environment.

What does the programme involve?

- Six months project-based learning with six days classroom-based learning covering essential business sustainability themes including:
identifying opportunities, green and motivated employees, planning for severe weather, managing supply chains, resilience and responsiveness.
- Practical consultancy support to manage a real issue that your business faces.
- The opportunity to identify a minimum of £5k extra value within your company.
- Exclusively designed for senior business leaders.

Taking place over six months later this year, the course is designed to compliment your busy schedule as a senior-manager or business leader, looking to move beyond short-term challenges and embed sustainability as a core driver of business success.

What can I expect from the programme?

- To develop a strategic understanding of the main sustainability challenges and opportunities in order to lead your business through the current economic challenges and climate change. Putting you ahead of your peers and reducing the need for external sustainability consultants.
- Receive expert consultancy support to work on the real-life issues that your business faces. Giving you the opportunity to put your knowledge into practice.
- Identify a minimum of £5k extra value within your company. Unlike any other course, the benefits of The Sustainability Leadership Programme will be clear and measurable with almost immediate effect.
- The course has been designed to compliment your busy schedule with just one day each month of classroom-based learning. These sessions will feature presentations from internationally-renowned business leaders and academic experts within this field.

The cost per delegate is £2,750 plus VAT. This includes an opening dinner, all modules plus an additional half day consultancy support.

For more information on the programme, please contact Ian Proctor, Head of External Relations on i.proctor@sheffield.ac.uk

Feature

Research Impact

The BIG energy upgrade

Tackling fuel poverty in deprived areas of Yorkshire and Humber

There is significant scope and opportunities in the way Local authorities stimulate economic growth and their approach to procurement strategies, according to research carried out at the University of Sheffield under the BIG Energy Upgrade Programme.

Energy efficiency improvement in housing stock is high on the agenda as one of the key strategies of the UK's efforts to meet its carbon emissions reduction target. To drive this improvement, several initiatives have been implemented, including the tightening of new-building regulations and energy supplier requirements.

Piloted in the Yorkshire and Humber area, the BIG Energy Upgrade Programme led by Professor Lenny Koh, was the forerunner of the Government's new national Green Deal scheme. Launched in September 2011 by the Secretary of State for Energy and Climate Change, the innovative project installed low carbon measures in homes of some of the most deprived areas in Yorkshire and Humber.

The programme is part of a collaborative £15 million project which the University is working alongside local authorities, housing associations and energy providers to tackle fuel poverty in these deprived areas.



A multidisciplinary team of academics are monitoring the performance of installed energy efficiency measures including:

- looking at behaviour of those living in the newly insulated houses and the overall response from the communities;
- monitoring energy consumption in selected households;
- supporting the supply chain associated with the energy efficiency measures; and studying the material's performance and assessing the environmental impact of the retrofit measures.

To date the BIG Energy Upgrade has installed over 829 measures into homes across the region to cut their energy costs.

www.sheffield.ac.uk/bigenergyupgrade

Clear Ideas

Improving delivery of public services

The public sector is facing unprecedented demands to improve the quality of services while also reducing budgets.

The innovation training model 'CLEAR IDEAS' has been used by public sector organisations to enhance their innovativeness in dealing with these challenges.

Developed by Dr Kamal Birdi of the Institute of Work Psychology at the Management School, the model translates research findings on effective innovation into organisational practice by systematically developing the skills of employees to both better generate (IDEAS) and implement (CLEAR) new ideas in the workplace.

Kamal has run training workshops based on the model with over 200 managers from 18 public sector organisations in the Sheffield City Region since 2010. Quantitative and qualitative evidence shows significant improvements in both the innovation skills and work attitudes of participants, leading to notable innovations of organisational services and processes.

For example, to improve both efficiency and effectiveness of their services, managers from Sheffield City Council have set up a new performance-tracking system and have redesigned the Adult Social Care Services. Likewise, South Yorkshire Fire and Rescue have used the CI techniques to tackle a number of specific problems including reducing the costs of fitting smoke alarms and improving road safety communication across the region.

In the NHS, the application of learning from the CI workshops has improved the quality of a specific medication regime and has led one participant to develop an interactive app that they anticipate will reduce service demand in their area. This year, South Yorkshire Police also decided to widely adopt the CI approach to drive their organisational continuous improvement strategy.

<http://www.shef.ac.uk/management/research/projects/creativity>



Reverse Logistics toolkit

Reducing customer return rates in the UK Retail Sector

Companies can see up to 30% of their products returned by customers and total UK retail returns have been valued at around £6 billion per annum (Beron and Cullen, 2007). Reverse logistics has become an area that retailers and manufacturers cannot ignore.

To confront this issue, Professor John Cullen, together with Mike Beron of Cranfield University, developed a Reverse Logistics toolkit.

The toolkit was developed in collaboration with managers from around 40 companies connected to the UK retail sector.

Retailers, manufacturers and third party logistics providers took part in workshops and industrial forums to help create the toolkit.

This process of co-design was highly significant in terms of the impact arising out of the project. The managers involved in the industrial forums and workshops were taking ideas back to their organisations, sharing good practices, identifying benchmarks, and implementing new processes.

The resultant toolkit enables companies to audit their returns management activities and identify opportunities to reduce costs and waste and improve customer service.

One of the organisations involved in the project was Halfords plc. As a result of making a number of changes to its reverse logistics processes, their returns level was reduced by 40%.

The work was funded by the Department for Transport and was promoted on their Freight Best Practice Site. The Reverse Logistics Toolkit also features on the Chartered Global Management Accountants (CGMA) website.

<http://www.cgma.org/Resources/Tools/Pages/manage-reverse-logistics.aspx>

The SCEnAT tool

Achieving low carbon and energy efficient supply chains

Recent policy debates on climate change have significantly transformed the regulatory environment in which businesses operate. Organisational practices and processes are under increasing scrutiny for their impact on the environment and resources used.

Professor Lenny Koh's research has advanced theory within this field. This balanced, supply chain system approach, improves both the understanding of, and decision making for, carbon accounting across the whole supply chain.

One of the key outcomes from this two year project, funded by Yorkshire Forward, is the powerful new software tool, SCEnAT. This tool allows organisations to analyse their supply chain environment, identify carbon hotspots, and assess potential interventions. Thus improving business productivity and efficiency, and importantly, regulatory compliance.

The tool was developed in collaboration with industry by an interdisciplinary, multi-university research team led by Lenny. A fully functional version of SCEnAT is already deployed on the cloud: www.scenat.com. To date, six organisations have used SCEnAT to inform their supply chain decisions.

Organisations can expect to see the following key benefits of the tool:

- improved efficiency and bottom line costs;
- closer relationship with suppliers, customers and stakeholders;
- cost-effective, informed and quantifiable intervention and innovation strategy in key areas of the supply chain;
- and the ability to balance economic demands with a reduced carbon footprint.

SCEnAT has been endorsed by the Carbon Management Association and has been included as part of the Sheffield City Region Low Carbon Sector strategy plan.

www.sheffield.ac.uk/lscm
www.scenat.com

Tackling undeclared work in the European Union

The effectiveness of policy measures and approaches

Undeclared work, or what is sometimes called the 'cash-in-hand', 'informal' or 'off-the-books' economy, is a growing problem for governments throughout the world. The Cluster for Informal Sector and Policy (CRISP) has been looking at what can be done about it.

Professor Collin Williams' research in the field has advanced understanding both of the nature of undeclared work and what can and should be done to tackle the issue.

In 2007, he was asked by the Eurofoundation based in Dublin to evaluate what could be done to facilitate a joined-up approach towards this issue. This research highlighted the need for a 'knowledge bank' to share good practice. As a first step an online 'knowledge bank' was created, which evaluated the effectiveness of policy measures in five countries and a synthesis report was produced calling for a more coordinated approach.

The knowledge bank of over 100 best practice policy measures is available at:

<http://www.eurofound.europa.eu/areas/labourmarket/tackling/search.php>

The European Parliament then took up this issue, citing his work in a 2008 Resolution to step up the fight to combat undeclared work (A6-0365/2008). The Resolution recommended the development of a more extensive knowledge bank of best practice policy measures as well as investigating the creation of a European platform to join up the fight against undeclared work.

Colin has been directly and centrally involved in the subsequent European-level actions that have arisen out of this resolution of the European Parliament. He was awarded the European Commission contract to evaluate the feasibility of creating a European platform to join up the fight against undeclared work and his recommendation for a European agency for tackling undeclared work is now on the legislative programme of the European Parliament for 2013/14.

The National Infarct Angioplasty Pilot

Improving the treatment of heart attacks in the UK

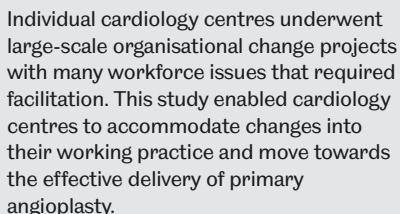
A heart attack is caused by a blood clot blocking one or more arteries supplying the heart. The Pilot, funded by the Department of Health, tested the feasibility of implementing primary angioplasty, using a balloon on a catheter to remove the clot, to treat heart attacks at ten pilot sites in the United Kingdom.

Between 2006 and 2008 Dr Angela Carter from the Institute of Work Psychology was part of a research team, led by Steve Goodacre in the School of Health and Related Research (ScHARR), funded by the National Institute for Health Research to undertake descriptive analysis of data from the pilot sites, cost-effectiveness modelling using data from the ten pilot sites and four control sites, and exploration of staff, patient and carer perspectives.

This treatment would replace the current drug treatment and although it is an acute procedure requiring specialised staff and facilities to be available over a 24 hour period; the recovery time and prognosis are superior. Primary angioplasty is more effective the earlier it is given. Angela's role within the team was to examine the heart attack pathway and assess the organisational and workforce issues that could influence the feasibility and success of implementing primary angioplasty.

The findings of the study led to a substantial change in the National Guidelines for Heart Attack Treatment. Primary angioplasty has replaced thrombolysis (the use of clot-busting drugs) as the standard treatment of heart attacks which has resulted in a reduced risk of death and adverse outcomes.

Angela's organisational evaluation and recommendations enabled the smooth implementation of the new strategy and helped to ensure that time delays in providing primary angioplasty were limited.



Individual cardiology centres underwent large-scale organisational change projects with many workforce issues that required facilitation. This study enabled cardiology centres to accommodate changes into their working practice and move towards the effective delivery of primary angioplasty.

In 2010-11 90% of eligible patients in England, 68% in Wales and 87% in Belfast were treated with primary angioplasty within 90 minutes of arrival at the heart attack centre.

Furthermore, 81% of eligible patients in England, 75% in Wales and 90% in Belfast were treated with primary angioplasty within 150 minutes of calling for professional help.

The results were cited in The Myocardial Ischaemia National Audit Project (MINAP) Tenth Annual Public Report, University College London, 2011 and by the Department of Health in the Impact Assessment of Treatment of Heart Attacks – National Guidance (2008).

An Evaluation of the National Infarct Angioplasty project can be found at

www.netscc.ac.uk/hsdr/projdetails.php?ref=08-1604-120

90% of eligible patients in England were treated with primary angioplasty within 90 minutes

Volunteers in Sport

Improving management practice

Sports clubs in the UK are supported by volunteers in various formal and informal roles. Despite central government in the UK having a commitment to developing volunteering, clubs are having to adjust to new relationships with local government as funding and subsidy of facility use is reduced.

Dr Geoff Nichols' research on volunteering in sports clubs and the volunteering legacy of mega-sports events has impacted both policy and practice.

Geoff's 2003 report *Citizenship in Action* was presented in evidence to a House of Commons committee in 2005 and was used by the Central Council for Physical Recreation (CCPR) to help convince government ministers of the importance of sports clubs and to persuade them to promote an amendment to the 2006 Charities Act.

This amendment allowed clubs to retain the status of Community Amateur Sports Clubs (CASC) without having to apply for full charitable status. CASC status provides many of the same financial benefits as charitable status but involves less paperwork and is much easier to apply for.

By October 2012, 6268 clubs had CASC status.

Similarly, collaborative research with Rita Ralston (Manchester Metropolitan University) into how and why the volunteer broker organisation Manchester Event Volunteers (MEV) contributed to a long-term volunteering legacy after the 2002 Commonwealth Games, which helped Manchester City Council staff argue the case for retaining the MEV initiative within the council in a time of great change.

An academic paper based on this research (Nichols and Ralston, 2012) is also cited in the Scottish Government's (2012) review of the evidence of volunteer legacies from previous events, which was drafted in preparation for the 2014 Commonwealth Games.

Work Roles in Organisations

Anticipating, planning and designing

When implementing change, organisations can focus too much on the technology or structural aspects, and risk neglecting the human or social impact. This can lead to sub-optimal use of the new technology and jobs which are boring, repetitive and detrimental to wellbeing.

Based on a long-running stream of research conducted by several academics within the Institute of Work Psychology at the Management School including Dr Carolyn Axtell, the Scenarios tool was developed to help organisations make changes to how work is organised and processed, especially in times of change or when new technology is being introduced.

The tool helps managers to consider the human and organisational implications of change. Through a series of workshops with stakeholders and front-line employee, participants describe how work is currently done and consider a range of future scenarios for how the work could be done.

These scenarios are rated against different job design criteria (like control, skill-use) and outcomes (like performance and wellbeing).

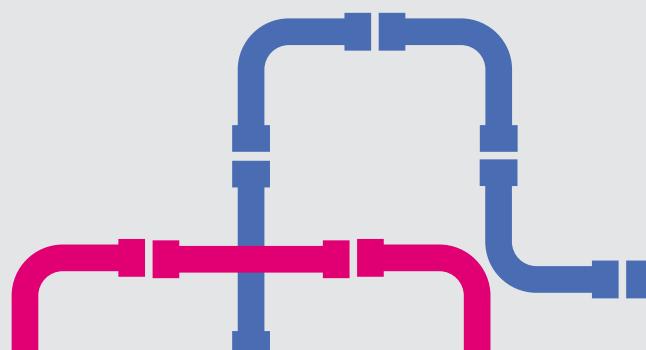
By understanding the theoretical relationships between job design and outcomes and comparing ratings across scenarios, stakeholders can make decisions about which changes are likely to have the most beneficial impact.

The stream of research related to the scenarios tool itself has evolved from the 1990's and has since involved several organisations including Rolls Royce, Allied Lyons, Royal Mail, Driving Services Agency, and BUPA. It has affected large numbers of people at various levels in these organisations, but particularly those working directly with technology and their supervisors.

Post 2008, impacts have mainly been in call and contact centres and have produced improvements in:

- staff absence;
- motivation;
- quick resolution of problems at source;
- improved communications between managers and workers;
- and better change management processes.

These changes are significant as they have implications for cost reduction and improved employee engagement in a challenging service-based industry.



Alumni profile

We caught up with Jonathan Bye



My advice is join a sports club – be a winner, realise the real world is competitive, learn how to get the best from teams, but have fun at the same time.

Jonathan Bye graduated with a BA in Business Studies in 1985 from the Management School. He talks to us about his career in the FMCG business sector and tell us his three top tips for a Management School Student today.

Tell us a little bit about your current job.

I'm the CEO for Seabrook Crisps Ltd. A Family owned crisp business, started in 1945 and still based in Bradford. I have overall responsibility for the business, the P&L performance and the 150 employees.

What attracted you to study at the University of Sheffield Management School?

I'm from Yorkshire, wanted to study and live in the north and loved Sheffield as a place.

Also, the University of Sheffield is a top university and at the time I was deciding where to go, it was one of the earlier adopters of business studies degrees.

From your experience at Sheffield, what three pieces of advice would you give to a first-year Management student today?

1. Do as broad a range of topics as you can but get good at finance and the numbers!
2. Join a sports club – be a winner, realise the real world is competitive, learn how to get the best from teams, but have fun at the same time.
3. Try to get practical work experience to compliment the academic studies.

What do you remember most about your time at Sheffield?

Cheap buses, walking miles up hills, the Notty, finally beating Loughborough University at UAU hockey and meeting Amanda Hitchborn, my future wife. Oh yes, and getting a top degree of course!

What are the highlights of your career so far?

Patak's – taking a small family branded business and turning it into the Number 1 ambient Indian brand.

Vimto – grew it from £30m to £60m in four years, doubling profits and trebling the share price.

Seabrook – early days but the signs are good. Watch this space!

Helping to recruit, train and develop some fantastic people who have all played leading roles in the above successes.

Did your degree help you with your career?

Yes, in that many of the topics studied are directly relevant to working in an FMCG business e.g. Finance, Market research. But it could have been better with a year's placement in industry. So the more real experience you can get during your studies, the better.

What are your plans for the future?

To take Seabrook Crisps from a small, regional brand and turn it into a £50m national brand. To take on some Non-Executive Director roles. To find time to travel and enjoy the world.

As an alumnus of the Management School and University, do you think that it is important for us to keep in touch with you as a former student?

Yes. It's great to see (and help) the Management School in any way we can by bringing real life business and management experience to the academic world.

'It's great to see (and help) the Management School in any way we can by bringing real life business and management experience to the academic world'.

What do you like to do in your spare time?

Travel and holiday in Orlando. Watch Middlesbrough FC, the only north-east team to win a trophy in the last 40 years! Relax with friends over a good meal and bottle of red – but not posh food!

And finally, is there anything else you would like to tell us about yourself or your time at Sheffield?

I am a Vice President of the Food and Drink Federation, the trade association for the industry. The role involves lobbying government, Defra etc to help SME businesses succeed. It's also a great networking role.



Sheffield Alumni

PwC

PricewaterhouseCoopers LLP (PwC) is a professional services firm delivering global services in accounting, consulting and corporate finance to public sector and human resource services. The Management School and University has a well established relationship with PwC. A large number of our graduates consistently go on to take up positions within the organisations, both regionally and nationally. We spoke to three University of Sheffield alumni about how their careers have led them to PwC.



Jo Allen graduated in Business Studies in 1998 and works at the Sheffield branch of PwC. We talked to Jo about her time at Sheffield and how her degree impacted on her career.

Tell us a little bit about your current job at PwC.

I am a Director in our Assurance practice and have a portfolio of audit clients across industry sectors with a focus on industrial manufacturing and specialist engineering. I also lead the Transaction Services team here at the Sheffield branch.

What attracted you to study at the University of Sheffield Management School?

The feel of the city and the flexibility in the modules that were offered both appealed to me - particularly those that were project or coursework focused rather than pure exams, as this learning style suited me more. I also played hockey and being active part of the active intra-mural sports team was important to me.

From your experience at Sheffield, what three pieces of advice would you give to a first-year Management student today?

1. To get involved in extra-curricular activities and make an effort to use third party involvement in modules to aid your future career choices.
2. Choose modules that you enjoy and reflect your style of learning to give you the best chance of success.
3. Make an effort to get to know your tutors and use their experience and advice – particularly with regard to coursework.

What do you remember most about your time at Sheffield and the Management School?

I remember the friends I made and the success of the intra-mural hockey team. Having an activity outside of your studies helps takes your mind off of your work! I also particularly remember taking part in a group project studying the Royal Armouries in Leeds.

What are the highlights of your career so far?

Succeeding in a smaller office and making the most of opportunities to work overseas and within a varied number of businesses – no day is the same which is both challenging and interesting.

Would you say your degree helped you with your career?

Yes and no – it was not directly related and the study style at University could have better prepared me for the ACA exams but the project work and choice of modules has benefited me most post qualification within PwC.

What attracted you to PwC and how did you come to being based at the Sheffield office?

There were two main aspects that attracted me to PwC. The people focus and importantly the chance to study for the ACA qualification, which helped set me apart from other graduates. I love the family feel at the Sheffield Office which reflects the culture of the city itself.

What do you enjoy most about your job? And is there anything you don't enjoy?

The hours can sometimes be long and it definitely isn't a 9 to 5 job! But this is outweighed by the rewards of working with so many fantastic people and variety of business.

What are your plans for the future?

I have a young family so for me the future is most definitely to stay with PwC as they offer a flexible way of working that suits my family. I can work part-time but still do a job I love working with many people and businesses.

→

Images courtesy of PwC

Left: PwC Sheffield Office.
Right: More London

As an alumnus of the Management School and University, do you think that it is important for us to keep in touch with you as a former student?

Yes I do. As alumni, we may be able to offer support to current students or get involved in lecturing and tutoring for example. Having been a student at the Management School we can relate to what students will be going through and share our experiences with them.

What do you like to do in your spare time?

Spend time with my family. I have two girls both under 4 so the other passions of cooking and exercise take a backseat at the moment.



Andy Ward is an alumnus of the University from the Mathematics department. He graduated in 1996 with a BSc in Mathematics. Andy sits on the Management School Advisory Board.

Tell us a little bit about your current job at PwC.

I am the office managing partner for the Sheffield Office and responsible for the overall service of PwC to clients in the

local marketplace. I am an assurance partner working with a portfolio of clients based principally in South Yorkshire working with businesses in the manufacturing, construction, and retail sectors. I get to work with some amazing businesses and I am always impressed with how committed to their work our teams are and the overall quality of service we deliver.

From your experience at Sheffield, what three pieces of advice would you give to a first-year Management student today?

1. Embrace fully the opportunity to study and enjoy yourself. It is increasingly hard for graduates to get work so make the most of your opportunity.
2. I would encourage getting to know businesses for real, in a real-life working and environment. So going to see them to understand how the business world works at a practical level would help prepare a student for working life after studying.
3. Challenge the accepted and be confident to find your voice and give an opinion.

What do you remember most about your time at Sheffield?

I spent three great years at the University and the memories have stayed with me. I had great fun getting to know lots of new people, cultures, and being responsible for my own destiny.

What are the highlights of your career so far?

I would have to say working on the successful US stock exchange listing of an oil and gas company whilst being on secondment to the Houston office.

Would you say your degree helped you with your career?

I haven't applied any learning directly but the time at university definitely broadened my horizons, matured my thinking, and set me up for the working world.

What attracted you to PwC and how did you come to being based at the Sheffield office?

I needed a job! I knew I wanted to work in business and PwC seemed the best place to start with a strong graduate recruitment structure and qualification as a chartered accountant. It was a fluke to be in Sheffield as a place appeared last minute following a drop out and I swapped my initial choice so I could stay in the city.

What do you enjoy most about your job? And is there anything you don't enjoy?

I enjoy the everyday challenges that I work on. No day is the same and it is very rewarding to work with clients to get to solutions. There are days that can be very stretching but the Firm is great at supporting you.

What are your plans for the future?

I would love to continue to grow the PwC business in South Yorkshire and develop and nurture the next generation to take over when I am ready for a new challenge.

As an alumnus of the University, do you think that it is important for us to keep in touch with you as a former student?

Yes I do. It is great to still hear from your university as it is often a really important stage of your life. It was for me.

What do you like to do in your spare time?

I spend time with my family, run the occasional half marathon, and play golf (badly!).



Ashley Unwin graduated with a BA Hons in Business Studies in 1991 from the Management School and is based at PwC's London office. He talks about his memories of studying at Sheffield.

Tell us a little bit about your current job at PwC.

I am a member of the UK Executive Board and the UK & Central Cluster Consulting Business Leader.

What attracted you to study at the University of Sheffield Management School?

Sheffield was my home town and I was still heavily involved with football. The Management School had a great reputation and the University was known to have a great student nightlife.

From your experience at Sheffield, what three pieces of advice would you give to a first-year Management student today?

1. Select a broad mix of subjects if you can.
2. Try and apply the concepts you learn externally in the business world, even if only by reading the business press.
3. Make friends quickly on your course. The ones I met early on are still some of my closest friends.

What do you remember most about your time at Sheffield and the Management School?

I will never forget the theory of the Firm by COASE 1973 from the 'The Nature of the Firm.'

What are the highlights of your career so far?

Making partner with Andersen and also meeting my wife whilst at Andersen too. Other highlights would have to be running a music company and joining the Executive Board of PwC.

Would you say your degree helped you with your career?

Yes, it gave me a lot of content which I could draw upon in a real working environment.

What attracted you to PwC?

Their leadership ethos and the fact that they are the world's leading professional services firm.

What do you enjoy most about your job? And is there anything you don't enjoy?

Motivating teams and building a compelling vision of the future is what I enjoy most. If there's anything I don't enjoy it would be the amount of travel!

What are your plans for the future?

To take each day as it comes, to stay fit and enjoy my family.

As an alumnus of the Management School and University, do you think that it is important for us to keep in touch with you as a former student?

Yes, I think it is very important.

What do you like to do in your spare time?

Spending time with my family, I enjoy good food and wine, design and sport.

Anything else you would like to tell us about yourself, PwC or your time at Sheffield?

I had a great time! And I got to see The Stone Roses before they released their first album!

Alumni profile

We caught up with Nigel Turner

Nigel Turner graduated with a BA in Business Studies in 1980 from the Management School. He went on to become the CEO of British Midland Airways. We caught up with Nigel to find out what else he has been up to since his time at Sheffield.

Tell us about your current role?

Currently I am a Non-Executive Director and Deputy Chairman for Jetscape and the Airline Group, and a Non-Executive Director and the Main Board Director for NATS plc. NATS provides effective and expert business solutions and advice to services in the aviation industry.

What attracted you to study at the University of Sheffield Management School?

The reputation of the University attracted me initially to Sheffield as I thought a Russell Group University was important for my CV.

Secondly, the University worked very hard to welcome potential new students and the friendliness and professionalism of the institution was a constant theme for the whole of my time here.

Thirdly, I knew I would be stretched academically and that is important as you enter the commercial world. Sheffield was able to provide me with the likelihood of a thorough grounding and education in this area. It wasn't just a vocational course.

From your experience at Sheffield, what three pieces of advice would you give to a first-year Management student today?

1. That a minimum of a 2:1 degree is required.
2. Relationships matter in business as much as raw talent
3. Be demanding of your lecturers and fellow students, requiring high standards in your professional interactions. Treat your time at University as a young professional as much as a student.

What do you remember most about your time at Sheffield?

It was a fun time to be a student in the late 70s, definitely the best years of my life. I was a member of the Sheffield Rag committee which was a big social event at the time.

Crookesmoor was a new facility at the time and people were rightly proud of it. Staff and students were fiercely loyal to the University.

What are the highlights of your career so far?

My career highlight was becoming the CEO of British Midland Airways and running it for five years. BMI was a billion pound turnover company operating in the hyper-competitive aviation sector. It allowed me to do business in many different parts of the world; this stretched me to the limits.

Running the company I was involved in several M&A activities whereby I bought and sold companies to enhance the prospects on the company. Particular highlights were launching services to the USA, Saudi Arabia, Russia and Iran to name a few. Finding different ways to do business in different cultural environments was both a challenge and very stimulating.

Also being part of the consortium to purchase NATS from HMG in 2001 and to successfully turn that into a highly effective commercial company operating in a safety critical industry was very fulfilling and something I am still involved in as a NATS Board member.

Did your degree help you with your career?

First and foremost it opened doors for interviews. Had I not had a good quality degree from a reputable institution a career in management would have been unthinkable.

Secondly, it gave me the confidence to operate in what is often a very highly charged atmosphere, to hold my own intellectually with contemporaries and to argue my points cogently and coherently.

What are your plans for the future?

I am focused on my NED career for the foreseeable future but I am excited to be part of the Management School Advisory Board as we seek to improve the quality and the reputation of the school going forward and it would be a fabulous position if we were to achieve the status of one of the top Management Schools not only in the UK but also in Europe.

As an alumnus of the Management School and University, do you think that it is important for us to keep in touch with you as a former student?

Always important to keep in touch, people benefit from feeling they still belong to an institution, long after they have left in a formal sense.

And finally, what do you like to do in your spare time?

Cycling, running reading and music.



Sheffield
University
Management
School.

The Arts Economy Conference: **New directions in an age of austerity**

*9th and 10th September at Sheffield
University Management School*

Organised on behalf of the Research Committee for the Sociology of the Arts of the International Sociological Association (RC 37), this conference will explore the key factors that have influenced the funding and support of arts and cultural organisations and activities.

Looking to bring together an international audience of academics, practitioners, independent researchers and policy makers, the conference aims to debate how the arts sector can move forward in the midst of austerity measures.

The conference will be formally opened by Professor Sir Keith Burnett, Vice-Chancellor of the University of Sheffield.

Keynote speakers include:

- Professor Michael Hutter, Director at the Social Science Research Center Berlin, WZB and Professor at Technische Universität Berlin;
- Professor Susanne Janssen from Erasmus University, Rotterdam, Netherlands;
- Professor Angela McRobbie, Goldsmiths University of London, and;
- Professor Andy Pratt, King's College, London.

For further information:

Visit: www.sheffield.ac.uk/management/events/artseconomy-2013

Email: theartseconomy@sheffield.ac.uk



Get Involved

Here are just some of the ways that you become involved at the Management School:

- **Attend an event:** this may be an alumni reunion or networking event near you, or there may be an expert lecture that you are interested attending to help develop your business knowledge.
- **Host an event:** you may be in contact with a group of alumni from your course, or want to get back in touch with friends through hosting your own alumni event. You may be a leading expert in your field and wish to share your expertise by delivering an expert lecture at the University.
- **Access our students:** our talented students could help you solve a business issue by working on a company-based project at your organisation. You may even be able to supply a placement opportunity.
- **Become a Mentor:** having been through University and having made the transition from student life to a professional career, you can enhance our student's learning experience through sharing your experience and knowledge. We are currently seeking alumni who would be able to mentor students at Sheffield over the next 12 months. If you are interested in mentoring , would be able to meet your mentee in Sheffield over the next 12 months and have five or more years professional working experience, we would like to hear from you.

Do you work or live in London and graduate from the Management School from 2000?

We'd like to hear from you! You can be a part of our new Young Professional's London Alumni Networking group.

If you are interested in getting involved with the Management School or would like more information about any of the activities mentioned above email mgtalumni@sheffield.ac.uk or visit www.sheffield.ac.uk/management/alumni

Keep in touch

You can keep in touch by joining our online alumni network on LinkedIn at:

www.shef.ac.uk/management/linkedin



Sheffield
University
Management
School.

To ensure you receive up-to-date communications and invitations about alumni events and activity at the Management School, register your details at:

www.sheffield.ac.uk/management/alumni/invite

If you have an idea for an article for a future issue of Catalyst or ways in which you would like to be involved email:

mgtalumni@sheffield.ac.uk

