



**Corporate Social Responsibility: Strategic Integration and Competitiveness**

ESADE Business School - Stanford Graduate School of Business  
April 22-24, 2009 - Barcelona, Spain

April 22 Wednesday	April 23 Thursday	April 24 Friday
8:30 - 9:00 Registration - Room 1016 [1st Floor]	8:15 - 9:00 Study Groups Breakout rooms [1st Floor]*	8:15 - 9:00 Study Groups Breakout rooms [1st Floor]*
9:00 - 9:15 Welcome	9:00 - 10:20	10:50 - 12:10
9:15-10:35 Session 1 [Room 1016] Introduction: CSR and Stakeholder Management Daniel Arenas (ESADE)	Session 1 [Room 1016] Environmental Sustainability as a Market Strategy I Jesper Sorensen (Stanford GSB)	Session 1 [Room 1016] Responsible Leadership Nicola Pless (ESADE) & Thomas Maak (Visiting Professor)
Coffee Break	Coffee Break	Coffee Break
10:55 - 12:15 Session 2 [Room 1016] Integrating Social Responsibility: from Strategy to Mission Redefinition Xavier Mendoza (ESADE)	10:40 - 12:00 Session 2 [Room 1016] Environmental Sustainability as a Market Strategy II Jesper Sorensen (Stanford GSB)	9:00 - 10:00 Session 2 [Room 1016] Social Responsibility and Strategic Leadership Jesper Sorensen (Stanford GSB)
12:15 - 13:45 Study Groups Breakout rooms [1st Floor]*	12:00 - 13:00 Study Groups Breakout rooms [1st Floor]*	12:10 - 13:45 Peer Discussion II Breakout rooms [1st Floor]*
	13:00 - 13:15 - Group photo **	
13:45 - 14:45 Lunch [Restaurant on 2nd Floor]	13:15 - 14:00 Lunch [Restaurant on 2nd Floor]	13:45 - 14:45 Lunch [Restaurant on 2nd Floor]
14:45 - 16:05 Session 3 [Room 1016] Building a Sustainable Supply Chain Hau Lee (Stanford GSB)	14:00 - 15:30 Session 3 [Room 1016] NGO-Business: Confrontation vs. Collaboration Ignasi Carreras (ESADE)	14:45 - 16:15 Session 3 [Room 1016] Results of Peer Consultation Daniel Arenas (ESADE) & Jesper Sorensen (Stanford GSB)
Coffee Break	Coffee Break	
16:25 - 17:45 Session 4 [Room 1016] How Agility, Adaptability and Alignment affect Sustainability Hau Lee (Stanford GSB)	15:50 - 17:20 Session 4 [Room 1016] Competitive Advantage and Responsible Competitiveness Daniel Arenas & Marc Vilanova (ESADE)	16:15 - 17:15 Session 4 [Room 1016] Providing CSR leadership for a major enterprise Susanne Stormer Vice President, Global TBL Management (Novo Nordisk)
17:45 - 19:30 Peer Discussion I Breakout rooms [1st Floor]*	17:20 - 19:00 Session 5 [Room 1016] Speaker Panel	17:15 - 17:30 Closing Remarks
19:30 Cocktail [Terrace on 2nd Floor]	Free Evening  Enjoy the unique Catalan holiday of Sant Jordi in the center of the city! See St. Jordi information sheet.	

Breakout rooms on 1st Floor: 1014A, 1014D, 1018A, 1018B, 1018C, 1018D, 1020  
Group photo\*\*: Terrace on the 2nd Floor close to Executive Education Restaurant