

Sharing Information of Progress (SIP) Report

July 2019 – July 2021





**LAGOS
BUSINESS
SCHOOL**

PAN-ATLANTIC UNIVERSITY

Sharing Information of Progress (SIP) Report

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Renewal of Commitment to the UN Principles of Responsible Management Education

The past two years have been quite eventful for Lagos Business School. With the pandemic ravaging the world and leaving nations scrambling for solutions, we had to innovate not just to survive but to thrive in these unprecedented times. As a leading business school in Africa, we are even more resolute in our commitment to the UN Principles of Responsible Management Education as they align with our mission and strategy focus on impact.

It is our goal as an institution to develop responsible business leaders for Africa and the world. Our commitment to the UN PRME Principles is demonstrated through several improvements and accomplishments in student activities, partnerships, dialogue, faculty engagements, research and curriculum development. This report provides details of various programmes and news from LBS in the period since our last report July 2019 to July 2021.

In the period under review, LBS was recognized by the 2020 AMBA & BGA Excellence Awards for the Best Sustainability and CSR initiative exemplified through our LBS Sustainability Centre and MBA Entrepreneur of the Year for Oluwatobi Ajayi, CEO, Nord Automobiles Limited. Our students and alumni continue to practice the values of leadership and service to the community through their personal social responsibility (PSR) projects. Uniquely, our alumni have demonstrated the outcomes of responsible management education they receive from us, by coming together to carry out several social and sustainability projects to benefit the less privileged in our society especially during the challenging time of the COVID-19 Pandemic.

LBS Teams also came tops at the GBSN Africa Business Challenge, sponsored by AACSB International and Stanford Seed, supported by Peaqs, Emlyon Business School and Localized. Our teams developed and illustrated business concepts that addressed locally relevant challenges related to Sustainable Development Goals and Agenda 2063. Our faculty and research centres continue to churn out relevant case studies, journal articles and industry reports which feed into our impact-focused programmes and curricula. The school has developed and maintained partnerships with companies and various organisations to deliver new and innovative programmes, which build capacity in key areas of social and economic development in our emerging market context.

Professor Chris Ogbechie
Professor of Strategic Management
and Dean, Lagos Business School

The LBS Sustainability Centre delivered several cycles of certificate programmes including the Nonprofit Leadership and Management Programmes (NPLM) and a new Nonprofit Programme for Senior Executives (NPMfEX), these impacted over 100 NGOs and are supported by Ford Foundation West Africa. The Centre also trained over 80 young Nigerians to become circular economy leaders through the Leadership Programme for Sustainable Waste Management supported by the Aspire Coronation Trust (ACT) Foundation and the Sustainable Flex-Plastic Waste Management supported by the Dow Impact Fund.

The Centre also partnered with Nestle Nigeria to train a cohort of journalists through the Advancing Nutrition, Health and Environmental Awareness Reporting Programme. We introduced a new modular programme for business executives known as the Corporate Sustainability Programme and delivered the Global MBA course 'Business as a Force for Good: Sustainability and Sustainable Development in Africa'. The Centre convened major forums aiding constructive dialogues and collaborations among business, government, civil society and academia to explore solutions to critical sustainability challenges. These included our first virtual International Sustainability Conference and Chief Executive Forum on Sustainability which recorded active participation of top business, nonprofit and government leaders.

We recognise the importance of sustainability, responsible leadership and ethics in building successful businesses and sustainable economies and our institution is committed to driving this through our institution. The body of this report details our implementation of the UN PRME Principles from July 2019 to July 2021.



Principle 1 – Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.



Over 1000 families in Lagos benefit from LBS Alumni CSR projects

The global pandemic and its attendant effects on Nigeria's economy and subsequently, its citizens have necessitated a shift in the corporate social responsibility (CSR) focus of Lagos Business School alumni. At Lagos Business School, past and current classes are making efforts to alleviate the effects of the pandemic on vulnerable and less privileged members of various communities across Lagos. Although the Alumni community had made a commitment to focus its activities for the year on healthcare, youth empowerment and governance, current happenings and societal needs necessitated a deviation from these focus areas. Below is a list of relief activities carried out by past Executive MBA and Executive Education classes:

Agribusiness Management Programme AGMP 13	In what is to be the first phase of food distribution to several communities, the Agribusiness Management Programme (AgMP 13) delivered packages containing food items to 50 families in Bariga, Lagos. The initiative targets 150 families within and outside Lagos. In addition, 30 bags of rice produced by an AgMP 13 alumnus was donated to another 30 families.
Chief Executive Programme CEP 22	Members of the Chief Executive Programme (CEP 22) provided food items to 450 families including security officials in parts of Lagos Mainland and Island. According to the class, the decision to include security officials in the outreach was intentional as this category of essential workers has been instrumental in keeping communities safe for all during the lockdown and especially in the brief period of unrest experienced in parts of Lagos.
Executive MBA EMBA 4	Executive MBA (EMBA 4) alumni provided food items and educated the Sarkis (leaders) of the destitute/beggar community in Ebute Metta on the COVID-19 pandemic and the importance of proper handwashing/ respiratory hygiene. The goal was to educate the leaders so that they can pass the preventive message on to the women, men and children in the community. To ensure that the message was clearly communicated, a Hausa language translator was part of the entourage.
The Executive MBA EMBA 12	The Executive MBA (EMBA 12) class distributed food items and soaps to 70 families in the Ajah area. The class said it realised less privileged families will only be able to comply with the demands of the new reality, for example; the lockdown, if they have access to basic food items. The persistent call for handwashing as a means of preventing the coronavirus can only be heeded if there is access to soap and clean water hence, the focus on its relief efforts.
Executive MBA EMBA 15	Executive MBA (EMBA 15) alumni visited the Egbeda/Idimu area with food items for widows and single mothers including 100 families. "It was a delight to put smiles on the faces of families, especially the women in these communities through the outreach. Service to society can be expressed in several ways and the effects of the COVID-19 pandemic on Nigeria gave us, as a class, a channel to give back. It was also an opportunity for us to reunite after several years of graduating from Lagos Business School", according to a statement by the class.
Executive MBA EMBA 16	Executive MBA (EMBA 16) carried out a food drive, twice in April. In the first part, 340 family packs of food items were distributed to Lekki/Ajah residents, and 85 of such packs were handed to residents of Oworo, Ifako-Soluyi, Anthony-Mende and Ketu. In the second part which took place on Easter Sunday, 500 cooked meals were presented to Lekki/Ajah residents, while 100 family packs of food items were distributed on the mainland.
Executive MBA EMBA 17	As a means of bolstering the Lagos state government's efforts in preventing the spread of COVID-19 in the state, the Executive MBA (EMBA 17) class donated 2400 bottles of 100ml hand sanitizers. The sanitizers were presented by the class president, Oluwafemi Adeniba and ex-officio, Osagie Esangbedo to the state's Ministry of Health's Permanent Secretary, Dr Olusegun Ogboye, Director of Pharmaceutical Services, Dr Moyosore Adejumo, among other principal officers.
Executive MBA EMBA 22	Executive MBA (EMBA 22) embarked on a food drive in association with the AuntLanda Bethel Foundation in response to distress calls. The Distribution Route focused on Barracks, Ojuelegba and surrounding communities.
Owner-Manager Programme OMP 17	Members of the Owner-Manager Programme (OMP 17) class distributed food items to 200 families in Bariga, Itedo, Makoko & Boundary-Ajegunle communities. Learnings from the Owner-Manager Programme stress the importance of social impact and as business owners who have imbibed this culture in our operations, members of the class said it was only right to extend a hand to communities that need it the most at this critical time.

These efforts were in addition to [an initiative launched by the current Executive MBA class \(EMBA 24\) which provided relief materials to 200 families](#) in Ikota and Yaba areas of Lagos. Lagos Business School has a mission to provide education that emphasizes service to the community, and in its teachings, harps on the need for social responsibility.

LBS alumnus, Oluwatobi Ajayi emerges Best Entrepreneur at 2021 AMBA & BGA Excellence Awards

Lagos Business School's Modular Executive MBA (MEMBA 6) alumnus, Oluwatobi Ajayi emerged winner of the Best Entrepreneur Award at The AMBA & BGA Excellence Awards 2021 held on Friday, January 29, 2021. Organized by the Association of MBAs. The AMBA & BGA Excellence Awards brings together leading lights from the global business education community to celebrate excellence and commend achievement among AMBA-accredited and Business Graduate Association (BGA) business schools, MBA students and graduates, suppliers and employers. Ajayi, who is the CEO of a homegrown automotive manufacturing company, Nord Automobiles, was nominated in the Best Entrepreneur Award category alongside entrepreneurs from top business schools such as Cranfield School of Management, UK; Graduate School of Management, Saint Petersburg State University, Russia; and Kent Business School, UK.



Oluwatobi Ajayi

The category celebrated the achievements of successful alumni in innovative world-class business strategy and showcased business schools that are nurturing a spirit of enterprise and ambition. Lagos Business School's MBA Director, Dr Henrietta Onwuegbuzie expressing her delight for the school's victory at the awards said, "Coming on the heels of our recent achievement on The Economist ranking table, it has become apparent that the quality of business education offered at Lagos Business School is globally recognized and fit to compete with any other in the world. Our victory at The AMBA & BGA Awards charges us to continue to impact lives and societies, and we look forward to reaping more benefits from this in 2021". Held virtually for the first time, the 2021 edition of the event is the AMBA's biggest ever celebration of business schools and their graduates.

LBS Teams Lead at GBSN Inaugural Africa Business Challenge

Two LBS teams emerged winners as GBSN hosted its first regionally focused virtual student competition, the GBSN Africa Business Challenge, sponsored by AACSB International and Stanford Seed. Over the course of 6 weeks, student teams across the African continent worked hard to develop and illustrate a business concept that addressed a locally-relevant challenge or problem related to sustainable development and Agenda 2063. Over 80 teams from 15 countries registered to compete for a chance to win the \$5,000 cash prize, sponsored by AACSB International and Stanford Seed. The goal was to not only deliver a meaningful learning experience to students, but also to crowdsource business solutions to some of Africa's complex development and societal challenges. Out of the 80+ teams who registered, only 52 teams successfully completed Round 1. After scores were submitted from the investor experts, five teams advanced to the Finals Round, where they faced the international panel of judges in a LIVE pitch presentation. Two out of the five teams were from LBS; Team Aquatrac and Thinkshifts Group.



LBS 18th MBA Talent Forum emphasizes the need to embrace change

The 18th edition of the biannual MBA Talent Forum held virtually on Thursday, November 5, 2020 with 28 top Nigerian companies and Students of the Lagos Business School Full-time MBA 18 and 19 classes. Themed Embracing Change and Transformation, the Talent Forum aimed at providing a recruitment interaction platform for full-time MBA students and top companies across industries. Managing Director, Guinness Nigeria, Baker Magunda who was the keynote speaker at the event addressed the theme using his organisation as a case study. Magunda noted the importance of understanding organisational purpose and using it to inspire employees to remain enthused about the organisation's operations and service to the community. Split into groups, the MBA 18 students delivered detailed presentations on previously chosen topics to the recruiters.

The topics ranged from The Global Economy, Challenges and Opportunities in the Oil and Gas Industry, Insights into the ICT Industry among others. MBA Director, Dr Henrietta Onwuegbuzie said the theme of the event is relevant because, the global health pandemic has changed the way companies work and LBS MBA students have also been imparted with skills that will help them stay agile and adapt to unfamiliar demands wherever they find themselves.

Some of the 28 participating companies at this edition of the event include: Nigerian Breweries, International Finance Corporation (IFC), Nigerian Bottling Company, Nestle, UAC, Maersk, Interswitch, Ernst & Young, MTN, Lafarge, Konga and IHS Towers



Baker Magunda
Managing Director,
Guinness Nigeria

LBS alumnus, Mike Ewewie is solving Nigeria's poverty problem through shoes

Mike Ewewie comes from a family that has been involved in the shoemaking business for 25 years but on a subsistence level. He got inspired to transform the family shoe business during the Owner Manager Programme (OMP 29) class, through "impact investing", a concept that is a significant part of the OMP module. Mike learnt that "business should not only be about making money, but creating value for all stakeholders, which includes ensuring the sustainability of the environment in which we do business". Armed with this knowledge, Mike set out to bridge a gap by mass-producing school shoes for children whose parents could not afford them. This idea would be solving multiple problems, the two core ones being: low and middle-class parents could divert their meagre funds to other pressing needs, and schools could boast of properly dressed students.



Mike Ewewie

The National Bureau of Statistics in a 2020 report about poverty and inequality, states that more than 82 million Nigerians live on \$1 per day. While the government is tackling Nigeria's poverty challenge with several policy interventions, Mike believes impact investing has the potential to move a lot of Nigerians out of poverty. He acknowledges that impact investing may be unattractive because of its delayed gratification, but he is not discouraged. "At the moment, I do not draw a dime from Elit Shoes, I am not discouraged that I may not earn from there for a year or two, but I am happy that the business can now pay the salaries of the workers and they are happy", Mike says. Mike advised that entrepreneurs should consider impact investing as it is one of the ways to create fortune at the bottom of the pyramid. Handouts cannot solve the problem of poverty in Nigeria. When people are helped to be self-sustaining, they can become huge consumers of the products of our primary businesses, when they become financially capable.

Ifedolapo Abijo-Peters wins grand prize at MBA Fellowship Contest

MBA Fellowship Contest held at Lagos Business School (LBS) on Monday, November 18 2019, as MBA 17 student, Ifedolapo Abijo-Peters emerged winner of the grand prize of N100,000. The MBA Fellowship Contest is an annual event held upon the return of the full-time MBA students from their fellowship placements. Its objective is to establish an attitude of commitment towards the Fellowship by students, reward projects that added value to organisations and encourage more robust fellowship projects from organisations. Six students presented their Fellowship projects before a three-person panel including LBS faculty members, Uche Attoh and Dr Ogechi Adeola, and Head, Corporate Communications, Interswitch, Tomi Ogunlesi. Each student, through their 15-minute presentations, attempted to convince the judges of the key learning points of their Fellowship, while also detailing the steps they took in achieving these.



Ifedolapo
Abijo-Peters

LBS AMBA Award for best CSR initiative by a business school for the LBS Sustainability Centre

LBS won in the Best Corporate Social Responsibility category for its initiative, LBS Sustainability Centre through which it is "creating a sustainable future and teaching students about social values; as well as making a positive impact in practical and measurable ways." The school is passionate about sustainability and good governance. The commitment to sustainability of its continuous improvement policies is achieved through its established centre, the LBS Sustainability Centre (LBSSC). A core pillar of the LBS MBA experience is building professional ethics and community service. In line with this, MBA participants take part in activities that involve both corporate and personal social responsibilities, geared towards developing sustainable solutions to specific social problems faced by target communities.



Lagos Business School ranked among top 40 on 2020 Better World MBA ranking

LBS won in the Best Corporate Social Responsibility category for its initiative, LBS Sustainability Centre through which it is "creating a sustainable future and teaching students about social values; as well as making a positive impact in practical and measurable ways." The school is passionate about sustainability and good governance. The commitment to sustainability of its continuous improvement policies is achieved through its established centre, the LBS Sustainability Centre (LBSSC). A core pillar of the LBS MBA experience is building professional ethics and community service. In line with this, MBA participants take part in activities that involve both corporate and personal social responsibilities, geared towards developing sustainable solutions to specific social problems faced by target communities.



Principle 2 – Value

LBS will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.



Sustainability and Personal Social Responsibility (PSR) 2019, 2020 projects by students

A core pillar of the LBS MBA experience is building professional ethics and community service. In line with this, the PSR Project affords MBAs the opportunities to develop sustainable solutions to specific social problems faced by target communities and also to serve as management consultants on the various projects that they develop and implement. The PSR project creates an opportunity for future business leaders and managers to work with youth in the nonprofit space by investing their time, talent and resources in a cause for the well-being of others and the community.

- Teacher's Workshop on Improving STEM Knowledge Transfer Through Virtual Environments**

In light of the Covid-19 pandemic, the workshop provided integrative training to STEM educators at the primary and secondary level. The aim was to improve the capacity of the educators to deliver STEM lessons in virtual environments. Overall, the STEM Tutors project was aimed at introducing quality STEM education into the Primary and Secondary school curriculum; providing students and teachers with adequate STEM training, materials and tools with the aim of positioning African graduates in the next six years to compete globally as Innovators.



- Look Again Campaign - Improving early detection of childhood cancers in Nigeria**

Look Again Campaign is designed to engage, enlighten and empower community-level health care professionals and workers, community leaders, members and stakeholders to create awareness, education, and enlightenment about childhood cancers in the state. The project was designed to engage and educate lower-cadre health care workers to increase awareness and treatment of childhood cancers. The project encouraged a model of collaboration between the Health workers, community members to facilitate early detection, effective referral systems for diagnosis and treatment, reducing delays in the diagnosis to the treatment process and ultimately increasing childhood cancer survival.



- Empowering Rural Women through Arts and Crafts**

This project equipped women and youths in underserved communities to be skilled textile artisans, able to produce the best quality indigenous prints by providing them with the skills necessary to tackle unemployment and revive the dying heritage of indigenous textile prints. This program equipped fifteen (15) women and youths in Eti-Osa local government area, Lagos state. The beneficiaries consisted of women who were either unemployed or students between the age of 19-40 years. The skills transmitted, set the foundation to tackle unemployment and revive the dying heritage of indigenous textile prints.



- Boychild Mentorship Program**

The project empowered teenage boys (13-19) socially and emotionally, as they developed into full adulthood. The project supports a mentorship community where teenage boys are able to openly speak with grown men who have been able to successfully navigate their teenage years, thereby equipping the young boys with a healthy set of emotional and mental resources to face the ups and downs of life. Project's expected outcomes include Life skills empowerment and an increase in the number of male teens who develop into well-rounded men with the capacity to navigate the pressures of life, Decrease in social vices and a more inclusive culture in work and society; increase in the engagement of boys and young men in the promotion of gender equality.



• **iRead Initiative**

A book donation initiative aimed at improving the accessibility of reading materials to pupils attending primary schools. The project is geared towards transferring books from families who have no need for them to pupils and schools who need them.



• **LBS Plastic Free Day:**

An awareness- building project to educate everyone on the LBS campus about plastic pollution and encourage them to reduce the use of plastics where possible, recycle, reuse and properly dispose of plastic items.



- FAT SMEs (Financial Advisory and Training SMEs):**
To render free advisory services to small scale businesses across various business segments. The project aims to provide financial empowerment through Education.



- Come Alive Initiative:**
To educate youth on the dangers, myth, identification and solutions to mental health conditions within their society. The aim is to reduce and/or eliminate the occurrence of depression by creating channels through which people can reach out and get help.



GNAM Course on Business as a Force for Good in Africa

The course "Business as a Force for Good: Sustainability and Sustainable Development in Africa", is a collaborative offering across schools of the Global Network for Advanced Management (GNAM) and it draws together cases, readings and perspectives of practitioners from business, academia, government and civil society on the topic of sustainable development and sustainability. The course explores new and innovative ideas on how businesses can address complex socio-environmental issues—such as poverty, inequality, climate change, natural resource constraints – and create positive value in society while remaining profitable. It also seeks to better understand in a very human and pragmatic way, the contours of the challenges around sustainable development faced by societies across Africa.



International EMBA week exposed us to innovative ways of addressing social challenges

Participants of the second edition of the International Executive MBA week organised by Lagos Business School (LBS), commended the school for delivering a programme that exposed them to the immense opportunities that exist for business people in Nigeria and Africa. Themed 'Playing to Win in Africa: Exploring business opportunities in Nigeria', the 2019 International EMBA week was designed to help participants on the LBS EMBA programme build their personal and business thinking agility, through critically analysing and reflecting on immersive experiences in Nigeria's commercial nerve centre, Lagos. Joined by counterparts from several business schools across the region, including University of Stellenbosch Business School, South Africa, the participants were able to identify growing market opportunities and nuances of Nigeria's business environment, through classroom lessons, case discussions and experiential tours. From WACOT to Eko Atlantic, SLOT Nigeria and Balogun Business Association, the participants gained first-hand experience of the peculiarities of Nigeria's growing markets while also exploring business practices within the various distinct contexts. Speaking of his experience, Seana Nkhahle from the University of Stellenbosch Business School, expressed his admiration for Nigerians and their resilience. Nkhahle said, "What I have found particularly inspiring and humbling is the resilience of the people of Nigeria. Regardless of the adversities in the operating environment, each individual is making ends meet, overcoming hurdles, and making a success of their enterprises, big or small, formal or informal".



The LBS Young Talents Programme, attracts over 1000 applications

The sixth edition of the annual Young Talents Programme (YTP) was held at Lagos Business School on August 9 and 10, 2019, with nearly 60 young graduates experiencing life at the school in a two-day immersion session. The YTP is a platform for engaging with bright and talented university students, opening them up to possibilities in the MBA and PhD programmes and shortlisting a select few for the Management Scholarship Academy. It is a two-year programme expected to prepare them for doctoral degrees. YTP alumni who are currently on the LBS Management Scholars Academy also shared their experience in a session facilitated by LBS Marketing faculty, Dr Tayo Otubanjo. 2016 YTP fellow, Ifeanyi Nweke who won a fully-funded award for an MSc in International Accounting and Finance at the EDHEC Business School France, also encouraged the participants to take advantage of the immense benefits that the programme offers. This year's edition of the YTP attracted over 1000 applications, a significant increase on the 250 applications that were received last year.



Venture in Management Programme 2019 and 2020

LBS in partnership with Junior Achievement Nigeria (JAN) hosted members of the National Youth Service Corps (NYSC) in the 2020 and 2021 Venture in Management Programme (ViMP) as part of measures to prepare them for the corporate world. Speaking at the event, the Executive Director, Junior Achievement Nigeria (JAN), Mrs. Simi Nwogugu, said the programme is designed for outstanding youth corpsers, who have gone through an extensive application process. 50 top youth corp members were selected and trained by LBS for a full week in a mini-MBA programme. The programme has been running for the past 20 years and some of the alumni are business leaders today.



Principle 3 – Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



New Coaching Service for LBS Executive Participants

LBS introduced an Executive Coaching service for participants on its Executive Education, Executive MBA and Modular Executive MBA programmes. The Executive Coaching Service is an inquiry-based approach to personal and professional development that is aimed at creating awareness, generating action, and facilitating learning and growth. Through one-on-one interactions with coaches, participants will improve their performances at work by developing and sustaining new perspectives, attitudes, skills and behaviours. MBA Director, Uchenna Uzo spoke on behalf of the LBS Management Board, following the finalization of the decision to kickstart the service. He said, "We have introduced the Executive Coaching Service to improve the overall leadership and management effectiveness of our executive participants and we will be engaging coaches certified by the International Coach Federation (ICF) to achieve this". In April 2019, LBS launched the Executive-in-Residence Scheme, a volunteer programme that sought to provide an opportunity for executives of leading Nigerian corporations and multinationals to share their vast knowledge and experience with participants on LBS C-suite executive programmes. The coaching service officially kicked off in April 2020 and ran for a duration of six months to one year for each participant.

Experiential Learning for Adoption of Responsible Business Practices

Lagos Business School has continued its use of 'experiential learning' as a means of teaching and influencing managers to adopt a sustainability mindset. In the past our executive participants have taken trips to business sites to learn firsthand and ponder on the processes and challenges of embedding sustainable business practices. We have been able to achieve this by working collaboratively with the Lafarge Geocycle, Tolaram Group's Lagos Free Trade Zone, Guinness Nigeria and the Dangote Group. In the past year however, we have resorted to a virtual experience due to the Covid restrictions. At the closing session of our Leadership Programme for Sustainable Waste Management, Mr Daniel Adedokun, Head, Lafarge Geocycle Waste Management Services, gave the participants a virtual experience of how his organisation geocycles waste.

Lagos Business School MBA students shine at 2020 Africa Business Ethics Conference

First-year students of the Lagos Business School Full-time MBA (MBA 19) took the lead at the 2020 Africa Business Ethics Conference pitch awards by emerging in the 1st, 2nd, 4th and 5th positions.

The Africa Business Ethics Conference (ABEC) is a business-community-led global forum for convening a broad stakeholder group, that for the first time includes the private sector in Africa to address the complex and peculiar challenges posed by corruption in the host country and in the region. Themed "Tackling Corruption to Reduce Poverty, Unemployment and Insecurity in Africa: A Necessity for Building Resilience", the 2020 edition of the conference held in Lagos, Nigeria from December 7 – 9. The pitch awards of the conference required participants to pitch innovative ideas to mitigate corruption in Nigeria. The 3-minute visual pitch was to articulate the problem, discuss the proposed solution, and analyse the anticipated results. Out of the 84 entries received, the Lagos Business School MBA students clinched the leading positions.

Case Studies on Responsible Leadership, Ethics & Sustainability

The following are the cases published by LBS on Responsible leadership, ethics and sustainability;

- Ojadi, F. (2019). Axiom SARL: Social Entrepreneurship - The Ivorian Oyster Mushrooms (Pleurotes). The Case Centre. The Case Centre.
- Onwuegbuzie, H. N., Chinewubeze, O., & Orighoyegha, E. (2020). Auldon Toys: Putting Value First, The Case Centre (pp. 21). The Case Centre.
- Onwuegbuzie, H. N., Afam-Anadu, F., & Orighoyegha, E. (2020). Innoson Group, The Case Centre. The Case Centre.
- Onukwuba, H. O. (2020). Ole Gunnar Solskjaer and Manchester United F.C. The Case Centre (pp. 5). The Case Centre.
- Amah, O. E. (2020). Abiodun Chukwu: Managing Organisational Politics. The Case Centre (pp. 5). The Case Centre.
- Amah, O. E. (2020). Al Dorado Group Limited: Building a pipeline of leaders. The Case Centre (pp. 6). The Case Centre.
- Mumin. A., David-West, O. O. (2020) BudgIT: Promoting Inclusive Governance with Big Data. The Case Centre. The Case Centre.

- Rose, O. (2021). Nestle Nigeria Ltd: Doing Business the Right Way. The Case Centre. The Case Centre.
- Ogbechie, R. (2020). Jero Oloye and Sunrise Consulting Ltd. The Case Centre.
- Attoh, U. (2020). Bayo and Tayo. The Case Centre (pp. 8). The Case Centre.
- Uzo, U. (2019). Assist-2-Sell Properties Limited: Indigenous Marketing Strategies, The Case Centre. The Case Centre.
- Anibaba, Y. (2021). NCDC: On the Cusp of Change. The Case Centre.
- Nwagwu, I., Atanya, O. & Onuzo, N. (2021) Partnering for Social Good: Creating Value from Waste: The Wecyclers Model of Social Entrepreneurship. Emerald Publishing
- Nwagwu, I., & Obidiagha, J. (2019) Junior Achievement Nigeria. Sage Publishing



Short Courses and Custom Programmes on Responsible Leadership, Ethics & Sustainability

- Nonprofit Management for Senior Executives (NPMfEx Certificate Course): The Nonprofit Management Programme for Senior Executives is designed to strengthen the leadership, governance and management capacity of senior executives (with over 5 years experience) working in or with nonprofit organisations. The programme aims to equip senior executives with the necessary skills to deal strategically with the complex challenges and opportunities in their organisations and communities. In response to the COVID-19 pandemic, the course has been restructured into a 5-week online programme delivered via LBS' LMS and live zoom class sessions.
- Nonprofit Leadership and Management Programme (NPLM Certificate Course): Supported by the Ford Foundation, NPLM provides a deep understanding of nonprofit leadership, including how to define strong mission statements, manage operational and financial controls, improve organisational capacity, strengthen fundraising and revenue-generation efforts, marketing, volunteer management, governance and sustainability. NPLM participants develop leadership abilities required to advance their nonprofit organisations and establish new relationships, groups, and networks in the nonprofit ecosystem. In response to the COVID-19 pandemic, the course has been restructured into an 8-week online programme, delivered via LBS' LMS and live zoom class sessions.
- Social Impact and Sustainability Reporting (Open Programme): The programme is for individuals from organizations that are looking at building competency in social impact as part of business

strategy as it concerns social impact assessment, and sustainability reporting. The programme will address why companies should seek profit from a value creation perspective. This course introduced credible and international standards by which professionals working in Africa can assess their social impact of their organisations holistically.

- **Advancing Nutrition, Health and Environmental Awareness through the Media (Customized Programme):** This programme is developed to equip media professionals to create and disseminate accurate news and stories on key issues in nutrition, health, environment and climate change. Designed by LBS Sustainability Centre and Nestlé Nigeria, the course was delivered by a faculty made up of LBS, Nestlé, SMC, Media and Industry experts. This year the programme was designed to cater for the specific needs of journalists writing on Nutrition, Environment and Business.
- **Sustainable Business Models for Financial Inclusion Certificate Programme (Open Programme):** The Sustainable and Inclusive Digital Financial Services initiative designed and delivered the certificate course titled Building and Enhancing Sustainable Business Models for Financial Inclusion (BESBM). This 5-week certificate programme is designed for professionals in the financial service industry interested in designing and building contextual and data-driven business models to serve diverse customer segments, particularly low-income citizens.
- **Corporate Sustainability Programme (Open Programme):** A modular (online) executive open-enrollment Programme designed by the LBS Sustainability Centre. The programme is tailored to meet the learning needs of professionals driving sustainability strategies, initiatives and projects in Africa. It provides a self-paced learning option for busy professionals to learn and understand the business case for sustainable development and deliver on their objectives as sustainability managers.
- **Dow Sustainable Flex-Plastic Waste Management (Customized Programme):** This is an online programme designed to build the capacity of plastic-focused SMEs and social enterprises in Nigeria. This programme is designed for youths (within the age bracket of 18 to 40 years) working in the plastic waste management industry. These participants are looking to build business and leadership skills to effectively manage the peculiar technicalities and the business aspects (finance, technology and human resources) in the sector. The programme should also facilitate entry of informal youth-led waste management businesses into the formal economy in a manner that improves their business reputation and potential for expansion and growth.
- **Leadership Programme for Sustainable Waste Management (Certificate Course):** A certificate programme designed for youths (within the age bracket of 18-40) working in the waste management industry. This demographic of participants is looking to build leadership and business skills to effectively manage the unique technicalities and business aspects (finance, technology and human resources) in the sector. The programme also aims to facilitate the entry of informal and youth-led waste management businesses into the formal economy in a manner that improves their business reputation and potential for expansion and growth.



Webinars on Responsible Leadership, Ethics & Sustainability

- Planning and Leading in Uncertainty
- Principled Entrepreneurship and the Essential Role of Reward in Business
- The Role of Leadership in Advancing Diversity
- Intellectual Property and the Protection of Business Ideas
- Dynamic Self Understanding; Pursuing Personal Excellence
- The Role of Private Sector Leaders in Irregular Migration & Reintegration of Returnees
- Living Wage in Africa: Reality or Fiction?
- Leading for Impact
- Stakeholder Engagement for Sustainable Social Investments
- Positioning Your Non-profit Global Perspective, Local Action
- Managing Your Nonprofit Finances
- Nonprofit Legal Matters
- Leveraging Technology To Advance Your Social Mission
- Starting the Year Right: Tips to Better Position Your Nonprofit
- A Force for Good in Africa: Sustainable Development and Responsible Business
- Growing as a Leader: Personal and Professional Development in the Nonprofit Sector
- Innovating through a Crisis: CSOs, Funding & Rights-based Development In the Era of COVID-19.
- Building High-Impact Partnerships – Opportunities & Risks of Collaboration
- Solutions from the Value Chain - Circular Economy in Plastic Waste Management
- Harnessing the Potential of Public-Private Partnership (PPP) for a more Sustainable Plastic Waste Management in Nigeria
- Strategies for Donor Engagement & Retention
- The Art of Storytelling for Impact
- Sustainable Food Systems & Nutrition: Integrating Nutrition-Sensitive Food Systems into Long-term Policies, Investments & Programmes
- Business and Job Opportunities in E-Waste Management in Nigeria

Principle 4 – Research

LBS will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



LBS Faculty, Chris Ogbechie joins the Research Area of the Financial Centre for Sustainability

Then Strategy Faculty and Director, LBS Sustainability Centre, Professor Chris Ogbechie joined the Research, Education and Engagements (REE) Thematic Area of the Financial Centre for Sustainability, Lagos, a platform that aims to accelerate the expansion of green/sustainable finance in Nigeria. Launched in 2019 by the FMDQ Securities Exchange, the mission of the Financial Centre for Sustainability (FC4S Lagos) is to position Nigeria as a leading market in sustainability principles through investments, innovation, partnerships and capacity development. The admission of LBS' representative into the REE Thematic Area of the FC4S Lagos would support in providing insights and thought leadership on local sustainability issues, enhance key research and data building capabilities critical to resolving complex climate change related challenges. It will also provide an opportunity for knowledge-sharing and building capacity among stakeholders in the Nigerian financial markets. Speaking on the achievement, Professor Ogbechie said, "It is deeply important for us at Lagos Business School that we provide support to initiatives such as the Financial Centre for Sustainability especially in the area of research. Through our Sustainability Centre, we proffer solutions to critical sustainable business challenges and this provides us yet another platform to do this". LBS Sustainability Centre supports businesses and organisations in mainstreaming, integrating and assessing their sustainability strategies and initiatives, based on cutting-edge sustainability thinking and Centre-led research findings.



Covid and Sustainability Practices of Business Research Project on African countries

Lagos Business School (LBS) received a research award to conduct an international study on sustainability for companies in selected parts of Africa. The study, which was carried out by the LBS Sustainability Centre, focuses on how businesses in Africa are responding to long-term development aspirations in the light of the COVID-19 pandemic. Funding for the study was provided by a consortium of international organisations who share common goals of advancing sustainable development and using business as a force for good. The organisations include B Lab, Sistema B, B Academic, and the International Development Research Centre (IDRC). The project explored how companies in Nigeria, Mauritius and South Africa are integrating longer-term sustainable development objectives and targets into their strategies, and whether the United Nations Sustainable Development Goals (SDGs) provide a helpful framework for this integration process. It further examined how the companies studied are working to achieve these strategies, in addition to the role played by the Covid-19 pandemic. Principal investigators on the project included Professor Chris Ogbechie, Lagos Business School; Professor Ralph Hamann, Graduate School of Business, University of Cape Town; Professor Kenneth Amaeshi, Business School, University of Edinburgh; Dr Ijeoma Nwagwu, Lagos Business School; Neeveditah Pariag-Maraye, University of Mauritius; and Dr Judy Muthuri, Nottingham University Business School.



Sustainable and Inclusive Digital Financial Services Reports 2019 and 2020



The LBS and BMGF initiative -Sustainable and Inclusive Digital Financial Services launched the annual Digital Financial Services in Nigeria: State of Market Report. The 2020 State of Market report digs into the state of product development in Nigeria. The Consumer Insights section focuses on 3 consumer segments (Rural Dwellers, Women and Youths) and highlights product development opportunities for providers. The Supply-side section explores FSP product development practices, identifying the gaps and enablers in the industry, along with best practices from the FMCG sector which FSPs can glean from. The Policy Insights section examines the regulatory landscape, identifying enabling and inhibitive policies and regulations as well as their impact on product development and innovation. The State of Market Reports are stacked with insights on product development practices, gaps & opportunities in the Nigerian market. The hope is that it will challenge your thinking about financial products & services, and spur new approaches to addressing our financial inclusion gaps.

LBS Faculty, Eugene Ohu wins \$234,000 grant for Virtual Reality research

Dr Eugene Ohu, a faculty at Lagos Business School (LBS), won a grant of \$234,000 from *Templeton World Charity Foundation, Inc (TWCF)* to conduct a two-year virtual reality research. The research project titled "*Teaching Children Empathy and Compassion through Virtual Reality Games*" will explore the potentials of virtual reality (VR) for character development. The grant was awarded under TWCF's *Global Innovations for Character Development (GICD)* initiative. Dr Ohu runs a Human-Computer Interaction (HCI) Lab at Lagos Business School, where he explores the implications of the immersive, interactive and perspective-taking characteristics of technologies like computers, mobile devices and virtual reality (VR) for character development, learning, behaviour modification, wellbeing and productivity. The TWCF funded two-year intervention and research project seeks ways to grow the character traits of empathy and compassion in a diverse society like Nigeria, where there are multiple expressions of religious, cultural, social and economic identities. Targeting an initial group of teenagers, who make up more than 60 percent of Nigeria's population, the study hopes to explore the perspective-taking capabilities of VR to increase understanding for the identities of others different from ourselves.



LBSSC Report on Agro service providers (Zero Hunger, Food Security)

LBSS Sustainability Centre partnered with SAFIN, IFAD and AFEX to map the Agro-service providers. The study explored and documented the current state of the Agro- Service Providers (ASPs) in Nigeria and it covered the ASPs' size, activities, targeted value chains and key risk factors. The baseline for bankability of the six identified ASP categories as well as technical assistance required for bankability and scaling are also identified. The study concludes with projections of the expected growth of the ASP models and recommendations of the type(s) and levels of financing and technical assistance needed by bankable ASPs, over the next five years.

LBSSC Report – Business and Sustainable Development in Nigerian Industry Report – The Banking Industry

The main objective of this report is to present a business-relevant resource on corporate sustainability in Nigeria's banking sector. The report provides information on sustainability trends, efforts to address sustainable development in the banking industry, as well as related challenges and opportunities. This edition of the study looks at the sustainability trajectory of Nigeria's Deposit Money Banks (DMBs), otherwise known as the commercial banks, from the introduction of the Nigerian Sustainable Banking Principles (NSBPs) in 2012 until 2019.



CKCRLE Report on the Ethical Portrait of the Nigerian Health Sector

The Christopher Kolade Centre for Research in Leadership and Ethics (CKCRLE) commissioned the study on the 'Ethical Portrait of the Nigerian Health Sector'. Through a survey of both health care professionals and health care users, the researchers aimed to ascertain just how well these ethical principles are upheld by medical practitioners in Nigeria. It thus seems that given the apparent absence of checks and balances of medical professionals in Nigeria it becomes imperative for consumers (patients) to be armed with knowledge as regards their rights in health situations, that is, their interactions with the health system.

LBS Faculty, Henry Onukwuba's article makes BizEd's Top 10 Most Read list

An article, 'Teaching Students to be Authentic Leaders in a Volatile World' written by Lagos Business School faculty, Henry Onukwuba has earned a place on BizEd's 10 Most Read articles list in 2019. BizEd is the bi-monthly magazine published by the Association to Advance Collegiate Schools of Business (AACSB) – the world's leading membership association for educational institutions with business programmes and organisations devoted to advancing business education. AACSB is the premier accrediting body for collegiate business and accounting programs worldwide. Onukwuba who teaches Human Resource Management and Organisational Behaviour at LBS was one of four educators who were invited by the magazine, to discourse around how business school graduates can lead in turbulent times. While the other contributors approached the conversation from the perspective of the countries where they practice – Venezuela, New Zealand, and the United States, Onukwuba explored the volatility of the Nigerian business environment using LBS as a case study.



The following are other publications by LBS Faculty, centres and affiliates in the period under review:

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- Onwuegbuzie, H. N., Esho, E., Bosco, N., & Mafimisebi, O. (2020). Creating the Future We Want,

Solving Africa's Wicked Problems Through Social and Indigenous Entrepreneurship.

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Insight Articles

- Ethical Portrait of the Nigerian Health Sector: An opinion piece by Rukayat Baderinwa, published Tuesday, September 22, 2020, in Business Day newspaper;
- Principled Entrepreneurship and the Essential Role of Reward in Business compiled by Ekene Okafor, published Wednesday, October 28, 2020 in Business Day newspaper;
- Covid 19 as an Occupational Hazard by Ronke Ojesebholo, Business Day November 23, 2020;
- The Role of Leadership in Advancing Diversity compiled by Amaka Anozie, Business Day, January 25, 2021;
- Ethical Fashion: Need for Regulation in the Second-hand Clothing Industry by Ruqayyah Baderinwa, Business Day, February 24, 2021;
- Strategic Planning and Healthcare Services adapted by Akunna, Business Day, March 17, 2021;
- Dynamic Self Understanding: Pursuing Personal Excellence by Ayo Ayeni, Business Day, April 20, 2021;
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- Intellectual Property and the Protection of Business Ideas by Ekene Okafor, Business Day, May 18, 2021;

Principle 5 – Partnerships

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



Lagos Business School joins Cambridge University's global COVID-19 FinTech initiative

The Sustainable and Inclusion Digital Financial Services (SIDFS) of Lagos Business School has been chosen to participate as a survey partner in the Global COVID-19 Fintech Market Rapid Assessment Survey. Organised by the Cambridge Centre for Alternative Finance (CCAF) at the University of Cambridge, in partnership with the World Bank Group and the World Economic Forum, the survey will collect and analyse timely data related to the impact that the COVID-19 pandemic is having on the FinTech Industry. The assessment survey will help to understand which fintech companies are able to adapt to the pandemic and which are under threat. According to CCAF, it will "capture responses from 15,000 FinTech firms in over 190 countries around the world with the support of over 150 industry associations and FinTech ecosystem partners." LBS Faculty and SIDFS Team Lead, Professor Olayinka David-West will be steering the course of the research in Nigeria. She has led several research projects, conferences and discussions on technology, digital payments and other critical aspects of the Financial Services ecosystem in Nigeria and Africa.



Lagos Business School partners with Nestlé Nigeria to prepare its sales managers for leadership

Lagos Business School (LBS) has graduated the first set of participants from the Aspiring for Sales Leadership Programme (ASLP), run in collaboration with Nestlé Nigeria. The objective of the programme is to prepare Regional Sales Managers and other Support Managers at Nestlé Nigeria for strategic leadership roles – developing sales management and leadership competencies. The programme is designed to transform sales managers into sales leaders, equipping participants with proven tools and methodologies to maximise their potential and those of their team members. The three phases – the Sales College, Aspiring for Sales Leadership Diploma, and Leading in Sales Strategy, delivered over the course of



12 months, through classroom sessions, activity-based learning, and a final capstone project, helped Nestle employees improve on their sales capabilities. Speaking at the graduation, LBS Sales and Marketing Faculty and Academic Director of the programme, Dr Ogechi Adeola said, "The programme aligns with the LBS Sales Academy which was set up in November 2017 to address challenges in the Sales and Marketing industries by providing world-class practice-focused programmes with business experts and trainers through teaching, mentoring and experiential learning." Dr Adeola added, "The collaboration between Nestlé Nigeria and Lagos Business School – industry and academia – is important for the enhancement of professional competence"

LBSSC and DOW – Capacity Building for Flexi-plastic Waste Management

BS Sustainability Centre and Dow Chemical partnered to deliver an outstanding online programme on Sustainable Flex-Plastic Waste Management. The programme was designed to build the capacity of plastic-focused SMEs and social enterprises in Nigeria. It was targeted at youths (within the age bracket of 18 to 40 years) working in the plastic waste management industry. These participants were those looking to build business and leadership skills to effectively manage the peculiar technicalities and the business aspects (finance, technology and human resources) in the sector. The programme also sought to facilitate entry of informal youth-led waste management businesses into the formal economy in a manner that improves their business reputation and potential for expansion and growth.



LBSSC and Ford Foundation – Nonprofit Programmes

BS Sustainability Centre with the support of the Ford Foundation West Africa developed and implemented the project 'Support Capacity Building for Young Feminist Leaders through the Non-Profit Leadership and Management Programme'. The project began in June 2017 and has led to the development of certificate programmes for youth and executives in the sector. All activities on the project inspire and empower young women and men to apply leadership skills inspired by feminist values and principles to grow their organisations and movements, build purposeful careers in the nonprofit sector and lead important social innovation initiatives with refined tools and greater confidence. In response to the COVID-19 pandemic, the courses were restructured into full online programmes delivered via LBS' LMS and live zoom class



LBSSC and ACT Foundation – Waste Management and Youth

BS Sustainability Centre and the Aspire Coronation Trust (ACT) Foundation partnered together to deliver the Leadership Programme for Sustainability Waste Management Programme. The programme was designed for youths (within the age bracket of 18-40) working in the waste management industry. The demographic of participants were those looking to build leadership and business skills to effectively manage the unique technicalities and business aspects (finance, technology and human resources) in the sector. Supported by a grant from the ACT Foundation, the programme has become a platform for sustainability and entrepreneurship for youth to take actions to mitigate the environmental and health implications of improper waste management.



LBSSC Supports, EDC and OxfamNovib – Circularity for SMES

The partnership between the PAU Enterprise Development Centre and Oxfam Work-in-progress project is currently in its fifth year. The LBS Sustainability Centre supported the initiative with curriculum development and consulting for SMEs in Nigeria to integrate circular economy principles in their processes and operations. The objective of the Oxfam programme is to build the institutional capacity of selected businesses with high social impact, especially those in the agriculture and light manufacturing sectors, amongst others.



LBSSC and Nestle – Media programme

BS Sustainability Centre and Nestle Nigeria developed a programme to equip media professionals to create and disseminate accurate news and stories on key issues in nutrition, health, environment and climate change. This programme was developed in line with Nestlé's commitment to advance nutrition, reduce the impact of climate change, enhance environmental awareness and sustainable consumption among the populace. The programme started in 2019 and has run for three consecutive years.



Good Food, Good Life

LBSSC, IFAD and SAFIN, AFEX Ng

BS Sustainability Centre partnered with IFAD, SAFIN and Afex Nigeria to conduct Sector mapping and Support Modeling for Agro-Service Providers (ASPs) in Nigeria. The study explored and documented the current state of the Agro- Service Providers (ASPs) in Nigeria and it covered the ASPs' size, activities, targeted value chains and key risk factors. The baseline for bankability of the six identified ASP categories as well as technical assistance required for bankability and scaling are also identified. The study concludes with projections of the expected growth of the ASP models and recommendations of the type(s) and levels of financing and technical assistance needed by bankable ASPs, over the next five years.



IFAD
INTERNATIONAL
FUND FOR
AGRICULTURAL
DEVELOPMENT



AFEX
AFEX COMMODITIES EXCHANGE LTD

LBSSC and Coca Cola to Impact Assessment of Community Projects

LBS Sustainability Centre partnered with Coca Cola to conduct an Impact Assessment Study of Coca Cola Community Projects in Nigeria. The report articulated the findings of the impact of the systems community investments, projects and initiatives over the four years of 2016 to 2019. The Coca Cola System in Nigeria consists of Coca-Cola Nigeria Limited and the Nigerian Bottling Company. The system is committed to building sustainable communities, this commitment is exemplified in the company's vast economic and social investment in the country.



Bill and Melinda Gates Foundation for Sustainable DFS

Lagos Business School with support from Bill and Melinda Gates Foundation launched the Sustainable Digital Financial Services Project in Nigeria in 2015. The goals of the initiative are (1) To better understand the delivery and access constraints of digital financial services in the country. (2) To present sustainable business models for delivering digital financial services to lower income, unbanked citizens of the country. The Sustainable and Inclusive Digital Financial Services initiative works with the government and policy makers, financial services regulators, donors and the private sector to drive financial inclusion in Nigeria. Access to financial services is a critical factor in the transition out of poverty—and while we have made significant progress in driving financial inclusion around the world, globally two billion people remain unbanked. In Nigeria, 4 out of every 10 adult Nigerians are financially excluded—and there is still much work to be done to reach the nation's goal of 80% financial inclusion by 2020.



LBS and Chevron Partner to Advance STEM Education in Nigeria

LBS and Chevron Partnered to Advance STEM Education in Nigeria. Working with Chevron Nigeria and the Agbami Parties, LBS runs an annual programme to engage teachers and students in developing innovative techniques to improve the teaching, learning and operationalisation of STEM subjects in Nigeria. The goal of the programme is to provide STEM educators and students with the opportunity to develop innovative ideas using STEM subjects to solve social and development challenges in Nigeria. Through this programme, we hope to stimulate an innovation culture in Nigeria which empowers educators and students to use STEM in addressing social and development challenges, making the study of STEM



subjects more practical and fun. The programme has been held annually since 2016. The theme of 2019's AGBAMI STEM Education Symposium was "Advancing Innovation and Sustainable Development through STEM." The symposium aimed to provide a platform to share innovative teaching techniques and solutions that address access to quality education, particularly in rural areas; to expose teachers and students to the realistic world of fast-paced pitches and "under pressure" innovative thinking, and to celebrate innovative and passionate STEM teachers. The symposium also featured the finals of a STEM Project competition for secondary school students, who were asked to come up with innovative solutions to local problems based on the UN Sustainable Development Goals.

Principle 5 – Dialogue

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



Lagos Business School hosts over 150 delegates at 2020 Africa Academy of Management Conference

On January 8, 2020, Lagos Business School opened its doors to over 150 management scholars, academics and other delegates from across the continent who will be participating in the 2020 Africa Academy of Management conference (AFAM). The 5th edition of the biennial conference is themed, 'Globalisation, Pan-Africanism and the African Business Climate' and features multiple paper sessions, symposia and professional development workshops that explore two distinct aspects of the newly emerging African business environment: how external actors invest, relocate, and interact with indigenous African businesses, and how internal African businesses move across national boundaries and explore the Pan-African environment.

At the opening ceremony of the conference, then Lagos Business School Dean, Professor Enase Okonedo welcomed the delegates to the school and to Lagos, iterating the importance of hosting the event in the city considering it is one of the most populous in the world and plays a salient role in the economic growth of Nigeria and Africa. According to her, the conference theme is reflective of what Lagos symbolises. Speaking further, Professor Okonedo said, "Over a decade ago, our focus at Lagos Business School expanded from developing competent and responsible managers for Nigeria to impacting the workplace and industries across Africa and the world. Therefore, our research agenda and programme structure have equally been altered to ensure that the managers we raise here are able to function effectively in other parts of the continent. It is with this consciousness that we play host to the AFAM conference where conversations that will move Africa to the next level will be held."



The opening ceremony was preceded by a Junior Faculty and Doctoral Students Consortium that explored topics such as the Challenges of Ethical Research, High Impact Research in Africa, Knowledge Sharing and Scholarship in Africa among many others that are geared towards developing and maintaining high-performance scholarship in Africa. As part of the opening day activities, a workshop organised by the Global Business Schools Network (GBSN) in partnership with the LBS Sustainability Centre and AFAM also brought together management and research scholars to discuss sustainable development in Africa and the role of business schools in this.

Yale President, Peter Salovey discusses Emotional Intelligence at Lagos Business School



On Friday, January 17, 2020, Lagos Business School (LBS) hosted Yale President, Peter Salovey who discussed emotional intelligence in leadership and business with students, alumni and staff of the school. Salovey's trip to Nigeria is in line with his commitment to developing greater partnership with centres of research and academic excellence through the Yale Africa Initiative, a long-term university-wide commitment to enhance Yale's ongoing bilateral engagement with African institutions and to bring African scholarship, research, and education at Yale into sharper focus. In his presentation, Salovey highlighted the four skills of Emotional Intelligence as "the ability to perceive emotions in oneself and other people, the ability to use one's emotions as data for decision making and creativity, the ability to understand emotions, and the ability to manage one's emotions and those of others". In an interesting revelation, Salovey disclosed that an academic

paper he wrote on Emotional Intelligence was what informed the title of the widely read 1995 book by Daniel Goleman, *Emotional Intelligence: Why It Can Matter More Than IQ*, thus making him a pioneering researcher on the concept. Closing his presentation, the Yale President touched on the willingness of young Nigerians to use their skills and talents in moving the country forward. He then went on to declare openness to a long relationship with LBS to improve education, research and scholarships that will advance the community and the world through the Yale Africa Initiative.

Salovey's visit is well-timed in the light of Lagos Business School's membership in Global Network for Advanced Management (GNAM), a collaboration of 30 graduate schools of business that seeks to foster intellectual ties among business schools, students and deans. Also, on account of its membership in GNAM, LBS hosts the annual Global Network Week, where it exposes participants from international business schools and their LBS counterparts to the current strategies and trends that drive selling in consumer markets within Africa's largest economy. In a similar vein, two of LBS' faculty members, Professor Olawale Ajai and Dr Henrietta Onwuegbuzie, in 2019, became the first Africans to be awarded the Global Network Africa Faculty Fellowship Programme at Yale School of Management, New Haven.

LBS Conversation – Insights and Knowledge Sharing in the face of COVID-19

LBS Conversations is a series of webinars where our faculty are joined by industry experts to discuss the challenges that arise from the pandemic and proffer recommendations on navigating the new reality that it presents us. The webinars were conducted over the course of eight days, discussing topics on, Leadership, Organisational Agility and Resilience post Covid-19, COVID-19 in Africa – Business Risks and Mitigation Strategies, Finance – the Good, the Bad, and the Ugly, Maintaining Supply Flows through Disruption, Customer Engagement in a Pandemic: Needs, Tools and Channels, How to position organisations to manage employees remotely, Meeting Stakeholders Expectations – COVID 19 and My Workforce: What to Do? and LBS Conversations: How Entrepreneurs can survive and thrive through COVID 19 and beyond.

International Sustainability Conference 2019, 2020

The International Sustainability Conference (ISC) is an annual dialogue-to-action forum hosted by Lagos Business School Sustainability Centre that brings various stakeholders together to advance sustainable development through business. This conference is a platform to inspire business leaders to embed sustainability and responsible business practices in their strategy and operations to result in positive impact not only on business performance but on the society as well. In 2019 the conference was themed 'Innovating for Inclusive and Sustainable Growth'. The conference featured a sustainability exhibition and case presentations from businesses on the topic, Disruption for Impact. The 2020 International Sustainability Conference was themed 'Strategies for Sustainable Economic Recovery.' This year's forum was a virtual event which featured a panel session on the topic 'Sustainable Recovery from Covid 19: Policy and Business Solutions for Job creation in Emerging Markets' and an interactive case discussion with the theme, Food Security: Eliminating Bottlenecks in Achieving Zero Hunger.



Africa Responsible Business Forum 2019 and 2021

The Africa Responsible Business Forum aims to highlight the role of the private sector and considerations of how it can work with the public sector and civil society to contribute to the sustainable development of Africa. The 2019 edition of the ARB Forum was held in Nairobi, Kenya on October 10-11, 2019 in partnership with the Riara University School of Business. That year's forum brought together participants from Nigeria and Kenya to discuss the ways that responsible business practices can improve the lives of consumers, centred on the theme "Economic Empowerment Through Responsible Business Practices." The theme of the 2021 Forum, 'Driving Africa's Recovery and Growth with Responsible Business', clearly spelt out the ambit of discussions, suggestions and solutions having Covid-19, with its

massive disruptions to the economy and way of life as stark background. Keynote address, fireside chat, panel discussions and case presentations at the forum focused on the following key areas: A) Private Sector responsibility in financing Sustainable Recovery; B) Is Sustainable Recovery a pipe dream or a reality? C) Gender Parity Best Practice; D) The importance of Gender Parity in the workplace E) Leveraging the African Continental Free Trade Agreement (AfCFTA) for Sustainable Development; F) Strong Institution, SDG, Shared Value and Responsible Business.



Chief Executive Forum 2019, 2020

The CEO Forum is an ideation platform of the LBS Sustainability Centre where business leaders engage themselves and experts on discussions related to sustainability and the socioeconomic impact of Business. This unique forum highlights the means and opportunities for sustainable business practices to a select audience of c-suite executives, business leaders and stakeholders. In 2019, the forum was focused on collaborative action to mitigate plastic pollution in Nigeria and was hosted in partnership with Guinness Nigeria Plc, and Nestlé Nigeria. In line with the 'new normal', the 2020 Chief Executive Forum on Sustainability was a well-attended virtual event which had the resonant theme, Sustainable Action for Recovery and Growth: People, Planet and Profit. Dr Franklin Ngwu kicked off the event by revealing what to expect. He then invited the then Dean of Lagos Business School, Professor Enase Okonedo to give the welcome address, which turned out to be an agenda-setter for the event. Thereafter, Professor Kenneth Amaeshi, Chair in Business and Sustainable Development of the University of Edinburgh Business School, delivered the keynote address on the event theme. It was an interactive session that drew enthusiastic participation from attendees. The session was followed by a fireside chat with private sector veteran, Carl Raymond Cruz, Managing Director of Unilever Nigeria and Ghana who explained his sustainability journey with copious references to the Unilever experience after the company elected to toe the sustainability path. The question-and-answer session that followed threw more light on the practice of sustainability and how it can best be approached, then it was the turn of Pearl Uzokwe, Director, Governance and Sustainability for Sahara Group, who also sits on the board of the PSAG Board, to discuss Harnessing Partnerships for Sustainable Impact. The ensuing question-and-answer session was again moderated by Dr Franklin Ngwu who did the call to action for participants to explore the possibility of being part of the UNGC and the PSAG, platforms for business leaders to immediately implement their takeaways from the Forum.



Annual Financial Inclusion Conference 2019, 2020

Organised in 2019 by the Sustainable and Inclusive Digital Financial Services (SIDFS), one of LBS' three research centres, the Conference provides a space for ecosystem stakeholders to congregate and share knowledge, as well as discuss latest research frontiers and findings. At this edition, stakeholders at a panel session moderated by Business Law Faculty at LBS, Professor Olawale Ajai, addressed non-consumption of financial services and innovations that can address this situation from the perspective of the industries they play in. Using Nigeria's market-dominating product, Indomie Instant Noodles as case study, a fireside chat between CEO, Lagos Free Trade Zone, Tolaram Group, Dinesh Rathi and SIDFS Team Lead, Professor Olayinka David-West, provided a conclusion on the crucial factors to be considered when building a financial product. The factors include availability, affordability and acceptability. The Conference rounded off with the launch of the State of the Market Report 2019 which is the fourth in the series and presents consumer and gender profiles with more contextual relevance and linkages. It contains insights from analysis of disaggregated data on banked, under-banked and unbanked adult Nigerians.

Gender Inclusion Web-Forum 2020

LBS organised the Gender Equity and Transformational Leadership Forum which was themed 'Towards Gender Equity: Transforming Institutions, Systems & Cultures as a Route to Impact'. This live interactive webinar was hosted by LBS Sustainability Centre in partnership with Women in Successful Careers (WISCAR). There is a growing consensus across the world, that to make a significant impact on gender inequity, we must change institutions and transform cultures. The transformation of institutions is central to the goal of translating this vision of development into concrete policies, programmes and practices.

Green Economy Insight Web-Series

The Green economy insight series is a knowledge sharing event which brought stakeholders from various fields to discuss and share knowledge about the Green Economy and how it can be sustainably achieved in Africa. The inaugural session of the series focused on the topic of Clean Energy. The theme was 'Clean Energy and all its innovative possibilities'. The Series was held jointly by the LBS Sustainability Centre and the Nigerian Climate Innovation Centre in March 2020.

Public Sector Dialogue – National Sustainable Development 2021

LBS and partners hosted a two-day Public Sector Dialogue to discuss action points to reverse the negative trends and harness the significant opportunities for Nigeria to reinvent itself through strategic thinking and collective action. The theme of the dialogue was 'Nigeria in challenging times: imperatives for a cohesive national development agenda'. This marked the commencement of the Lagos Business School Public Sector Initiative under the LBS Sustainability Centre. The discussion was a platform for open and honest dialogue about Nigeria's Sustainable Development in light of the issues and challenges facing us as a society and economy, this dialogue could not have been a better time. The discourse explained some of the strategies the government has implemented in tackling the pressing development challenges into solution and action points for all sectors of Nigeria to take on in reversing the negative trends today. The theme of the dialogue 'Nigeria in Challenging Times: Imperatives for a Cohesive National Development Agenda', clearly spelt out the ambit of discussions in states, local governments and communities, across the country, regarding the pervasive sense of foreboding amongst citizens of all ages because of rising insecurity, unemployment, inflation, poverty, hunger, inequality and the proliferation of ethnic militia and separatist agitations. The forum featured keynote addresses and panel discussions.



Nigeria Pharmaceuticals Market Value Chain Study Launch 2021

The Lagos Business School Sustainability Centre hosted stakeholders in a launch meeting for the new research study titled 'Nigeria Pharmaceutical Manufacturing Value Chain Mapping.' The study is an initiative of the LBSSC and Bloom Public Health in partnership with the Pharmacists Council of Nigeria (PCN), National Institute for Pharmaceutical Research and Development (NIPRD) and PharmaAccess Group. The meeting was held on Thursday, June 17, 2021, as a hybrid event with speakers and participants at the Lagos Business School and online. Speaking on the importance of the study, Dr Franklin Ngwu, Director, LBS Sustainability Centre remarked that it is so important that our local industries are empowered to deliver value to the citizens and the larger African Market. He emphasized that the study will provide evidence-based information and recommendations to drive the much-needed growth in the Nigerian Pharmaceutical Sector. According to Prof. Chimezie Anyakora, CEO of Bloom Public Health, the study comes at a critical time in Nigeria when the pharmaceutical sector is going through suppression. The pharmaceutical manufacturing ecosystem in Nigeria is currently constrained by a vicious cycle of poor demand and poor supply, which creates an obstacle to boosting the local manufacture of pharmaceutical products. This study is therefore necessary because the pharmaceutical sector is changing, the regulatory landscape is changing, there is an untapped market segment and a need to drive down cost. The study is important because we need to bring to the fore the economic importance of investing in the pharmaceutical sector in Nigeria. There is a potential for Nigeria to provide and control over 60% of health products consumed in the Economic Community of West African States (ECOWAS) region if the manufacturing capacity in the pharmaceutical industry is strengthened.



COVID and Sustainability Study Forum with United Nations Global Compact Africa 2021

The UN Global Compact Networks in Kenya, Mauritius, Nigeria and South Africa, partnered with the "Business, the SDGs, and COVID-19 in Africa" research team to co-host a virtual dialogue, which sought to highlight emerging research findings across the countries and provide a platform for engaging more broadly with UN Global Compact participants and other stakeholders to share the initial findings and gain further input and insights. The research team was made up of principal researchers from Lagos Business School, University of Mauritius, University of Nottingham Business School, and University of Cape Town Graduate School of Business. Key objectives of the workshop included enhancing awareness and understanding of the UN Global Compact's strategic direction on the continent, stimulating the conversation on what the SDGs mean for business and how to integrate them into strategy and operations, bridging the gap between researchers and practitioners through sharing emerging research findings with a broad audience and generate feedback and input on the emerging research findings to inform and enhance the analysis.



LBS Centres & Initiatives



LBS Sustainability Centre

The LBS Sustainability Centre is the first of its kind in Nigeria. It is designed to refocus the relationship between businesses and their stakeholders by contributing to the development of responsible business leaders. They work with organisations to help them incorporate sustainable practices in their operations and develop innovative products and services that transform their communities and simultaneously generate economic value. This enables businesses to sustain livelihoods, reduce poverty, and contribute to national development as well as the achievement of the Sustainable Development Goals (SDGs).

Objectives:

- Knowledge creation through industry and action research in the areas of responsible business, corporate sustainability, corporate governance, corporate social responsibility, business ethics, nonprofit management, and social entrepreneurship.
- Knowledge dissemination through customised executive training programmes, seminars and workshops, LBS MBA and executive programmes, forums and conferences.
- Knowledge application through collaboration with businesses, government agencies, academic institutions and civil society organisations.

The centre's work is focused on four thematic areas:

- Sustainable Development & Corporate Sustainability
- Responsible Business & Leadership
- Nonprofit Management & Social Entrepreneurship, and
- Circular Economy

Through its courses, conferences, industry projects and research, the LBS Sustainability Centre reaches thousands of individuals and organisations in Africa and beyond. This is achieved through the Centre's targeted knowledge-sharing initiatives and strategic partner engagement. Working with their committed team members and fellows, LBS' faculty, expert facilitators and key partners, they design and deliver projects and programmes to advance sustainability and responsible management in Africa.

Past reports

2018 drive.google.com/file/d/1N9rsb9RESbmCx7hdvLgwJ5emxas5KfFU/view

2019 drive.google.com/file/d/1ifd1vIRtbQEUJqtO_8_fN5Exic8tp9uJ/view

2020 drive.google.com/file/d/1wUxpZgUxe9QYudMBdKMnoNKzpHwgfp7b/view



Christopher Kolade Centre for Research in Leadership and Ethics (CKCRLE)

The Christopher Kolade Centre for Research in Leadership and Ethics seeks to create and share knowledge that improves the way managers lead and live in Africa and the world. The centre was launched in October 2013 with the primary aim of positively influencing the Nigerian and African environment through research in the area of leadership and ethics. Lagos Business School seeks to develop leaders with high professional and ethical standards and a strong spirit of service to the community. CRLE contributes to this transformation through knowledge creation (research) and the dissemination of research findings. The Centre meets its objectives through:

- Research Creation
- Industry reporting
- Research Dissemination
- Capacity Building:
- Industry Engagement and Initiatives



www.lbs.edu.ng/ckcrle/



Sustainable & Inclusive Digital Financial Services

The Sustainable and Inclusive Digital Financial Services (SIDFS) initiative of the Lagos Business School engages in research and advocacy projects with the goal of creating an inclusive ecosystem for financial services.







The initiative seeks to gain an in-depth understanding of the digital financial services and financial inclusion landscape while providing thought leadership on sustainable business models to deliver digital financial services to the unbanked poor. Our overall objective is to support the development and promotion of sustainable solutions to Nigeria's financial inclusion challenges and help more Nigerians access the financial services they need to improve their lives.







Founded in 2015, the initiative combines rigorous research which informs a pragmatic approach to responsible market development, with an evidence-based advocacy platform to inform policy and influence key decision makers in the industry.






Visit the website: www.sustainabledfs.lbs.edu.ng



Report Sustainable Development Goals (SDGs) Index

SDG		REPORT SECTION
	GOAL 1: NO POVERTY Economic growth must be inclusive to provide sustainable jobs and promote equality.	<ul style="list-style-type: none"> Over 1000 families in Lagos benefit from LBS Alumni CSR projects International Sustainability Conference Africa Responsible Business Forum
	GOAL 2: ZERO HUNGER The food and agriculture sector offers key solutions for development, and is central for hunger and poverty eradication.	<ul style="list-style-type: none"> International Sustainability Conference LBSSC Report on Agro service providers Advancing Nutrition, Health and Environmental Awareness through the Media Over 1000 families in Lagos benefit from LBS Alumni CSR projects
	GOAL 3: GOOD HEALTH AND WELL-BEING Ensuring healthy lives and promoting well-being for all at all ages is essential to sustainable development.	<ul style="list-style-type: none"> CKCRLE Report on the Ethical Portrait of the Nigerian Health Sector Nigeria Pharmaceuticals Market Value Chain Study Launch 2021 Over 1000 families in Lagos benefit from LBS Alumni CSR projects Sustainability and Personal Social Responsibility (PSR) 2019, 2020 projects by students Advancing Nutrition, Health and Environmental Awareness through the Media
	GOAL 4: QUALITY EDUCATION Obtaining a quality education is the foundation to improving people's lives and sustainable development.	<ul style="list-style-type: none"> LBS and Chevron Partner to Advance STEM Education in Nigeria Sustainability and Personal Social Responsibility Projects
	GOAL 5: GENDER EQUALITY Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.	<ul style="list-style-type: none"> Gender Inclusion Web-Forum Sustainable and Inclusive Digital Financial Services Sustainability and Personal Social Responsibility Projects LBSSC and Ford Foundation - Nonprofit Programmes
	GOAL 6: CLEAN WATER AND SANITATION Clean, accessible water for all is an essential part of the world we want to live in.	<ul style="list-style-type: none"> International Sustainability Conference LBSSC and Coca Cola to Impact Assessment of Community Projects

	<p>GOAL 7: AFFORDABLE AND CLEAN ENERGY Energy is central to nearly every major challenge and opportunity.</p>	<ul style="list-style-type: none"> • Green Economy Insight Series • LBSSC and ACT Foundation - Waste Management and Youth
	<p>GOAL 8: DECENT WORK AND ECONOMIC GROWTH Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs.</p>	<ul style="list-style-type: none"> • International Sustainability Conference • Africa Responsible Business Forum • Chief Executive Forum on Sustainability • Sustainability and Personal Social Responsibility Projects
	<p>GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE Investments in infrastructure are crucial to achieving sustainable development.</p>	<ul style="list-style-type: none"> • Research Journal Articles
	<p>GOAL 10: REDUCED INEQUALITIES To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.</p>	<ul style="list-style-type: none"> • International Sustainability Conference • Africa Responsible Business Forum • Chief Executive Forum on Sustainability • Sustainable and Inclusive Digital Financial Services • Sustainability and Personal Social Responsibility Projects • LBSSC and Ford Foundation - Nonprofit Programmes
	<p>GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES There needs to be a future in which cities provide opportunities for all, with access to basic services, energy, housing, transportation and more.</p>	<ul style="list-style-type: none"> • Sustainability and Personal Social Responsibility Projects • LBSSC, IFAD and SAFIN, AFEX Ng • LBSSC and ACT Foundation - Waste Management and Youth • LBSSC and DOW - Capacity Building for Flexi-plastic Waste Management
	<p>GOAL 12: RESPONSIBLE PRODUCTION AND CONSUMPTION Responsible Production and Consumption</p>	<ul style="list-style-type: none"> • LBSSC Supports, EDC and OxfamNovib - Circularity for SMES • LBSSC and DOW - Capacity Building for Flexi-plastic Waste Management

	<p>GOAL 13: CLIMATE ACTION Climate change is a global challenge that affects everyone, everywhere.</p>	<ul style="list-style-type: none"> • LBSSC and DOW - Capacity Building for Flexi-plastic Waste Management • Green Economy Insight Series • LBSSC and ACT Foundation - Waste Management and Youth
	<p>GOAL 14: LIFE BELOW WATER Careful management of this essential global resource is a key feature of a sustainable future</p>	<ul style="list-style-type: none"> • LBSSC and DOW - Capacity Building for Flexi-plastic Waste Management • LBSSC and ACT Foundation - Waste Management and Youth
	<p>GOAL 15: LIFE ON LAND Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</p>	<ul style="list-style-type: none"> • LBSSC and DOW - Capacity Building for Flexi-plastic Waste Management • LBSSC and ACT Foundation - Waste Management and Youth
	<p>GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS Access to justice for all, and building effective, accountable institutions at all levels.</p>	<ul style="list-style-type: none"> • Public Sector Dialogue - National Sustainable Development 2021 • Research Journal Articles
	<p>GOAL 17: PARTNERSHIPS FOR THE GOALS Revitalize the global partnership for sustainable development</p>	<ul style="list-style-type: none"> • Lagos Business School joins Cambridge University's global COVID-19 FinTech initiative • Lagos Business School partners Nestlé Nigeria to prepare its sales managers for leadership • LBSSC and DOW - Capacity Building plastic • LBSSC and Ford Foundation - Nonprofit programme • LBSSC and ACT Foundation - Waste Management and youth • LBSSC Supports, EDC and OxfamNovib - Circularity for SMES • LBSSC and Nestle - Media programme • LBSSC, IFAD and SAFIN, AFEX Ng • LBSSC and Coca Cola to access the impact of community projects • Bill and Melinda Gates Foundation for Sustainable DFS • LBS and Chevron Partner to Advance STEM Education in Nigeria



**LAGOS
BUSINESS
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PAN-ATLANTIC UNIVERSITY

234-(0)-8058097448, +234-(0)-8058048473
+234-(0)-8058058091, +234-(0)-8025014623
Lekki - Epe Expressway Ajah, Lagos, Nigeria.