

# Advisory Board Meeting November 2011



**Lord Digby Jones with members of the Board 2011**

This year's Annual Advisory Board Guest Lecture was given by Jane Lodge. The talk entitled "Deloitte: Building the Brand", took the audience on a journey from 1976 when Jane joined Touche Ross – considered to be 8<sup>th</sup> of what was then the "Big 8" – to 2010 when the amalgamated Deloitte became the largest of the "Big 4". Jane, herself, was a key stakeholder and decision-maker in this phenomenal growth period, having become a partner in the firm in 1986 and remaining so until July 2011. Drawing upon her unique perspective, Jane gave our students and guests alike, an insight into how the firm grew exponentially in critical mass, through mergers and acquisitions, and how it strategically unified globally under the brand name Deloitte: a name intentionally singled out to stand alone, in comparison to the initials (PwC, KPMG) or combined names (Ernst and Young) of the other major firms. Jane explained what it took to achieve this across their different legal structures and local identities globally. She then used the example of Andersen, one of the oldest and best-known accountants in the world, which was brought to its knees because of the Enron scandal, to make the point that it takes years to build a brand but just one day to destroy it if the brand values are not intact and fully understood throughout the whole company.

The talk, introduced by Sir Dominic Cadbury, also highlighted how technology and attitudes to women in the workplace changed radically between the 70's and the new millennium, totally revolutionising, in such a short space of time, how we work today. Jane talked of producing full audit reports on electric typewriters with no means of going back on mistakes, and of a time when there were no formal maternity rights and how she worked at home throughout her pregnancy, making assurances to the firm that she would be back in person just months later to chair up-and-coming audit committees.

The talk generated an enthusiastic stream of questions from the audience, many of whom were inspired by Jane's rise in the company which began in a period when the CEO vowed there would never be a female partner in the firm!

After the talk, our Board members joined staff of the University, in the Great Hall, for the Lord Stafford Awards, at which the University had been shortlisted for innovation, and business and industry collaborations.

The Board meeting, the following morning, covered the Business School's new degree collaboration with KPMG, discussion with one of our MBA graduates on differentiating the MBA, our new professorial appointments in entrepreneurship and the inception of the Women's Enterprise and Leadership Centre, which was previously put to the Board as a concept the year before. The Board congratulated the School on winning its bid to the Midlands Excellence Foundation, which has brought in considerable funding to allow the Business School to work closer with business in the region. Gisela Stuart MP and Lord Digby Jones were thanked for their support with the bid. Finally the strategy to headhunt a new School Director for 2013 was announced, and Lord Karan Bilimoria, Andraea Dawson-Shepherd and Angela Maxwell agreed to sit on the School's search committee.



**Board members:**

**Sir Dominic Cadbury, Jane Lodge, Lord Karan Bilimoria and Baroness Rita Donaghy**





**This year's meeting in full flow.**



**Mushtaq Kazi with Andraea Dawson Shepherd**