

ISM

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University of Applied Sciences

ISM Research Report 2024



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Foreword

The past reporting year was particularly characterised by the successful AACSB accreditation in April 2024. This success makes ISM one of currently 16 universities in Germany with this internationally renowned seal. The acronym stands for Association to Advance Collegiate Schools of Business. It has earned a reputation as the world's leading accreditation organisation. The AACSB seal certifies ISM's excellence in research and teaching. The entire organisation of the ISM as well as the research performance of the professors and the mid-level faculty have been reviewed over several years. ISM's research infrastructure has also successfully demonstrated that it fulfils demanding standards. The award of this seal opens up additional options for ISM in international research and the intensification of its doctoral programmes.

The current research report begins with an interview with Jan Mangold, Managing Brand Director of the premium brand Windsor at the HOLY FASHION GROUP. Mr Mangold is an ISM alumnus and a well-known example of a successful management career. The other chapters present developments in the reporting year. This is followed by reports from ISM's promotional programmes and an overview of the research-related achievements of the professors with a brief profile and nine offers from the ISM library.

We would like to thank all professors and staff for their contributions to the current research report. Special thanks are due to all staff who contributed to the editorial work on the research report.

Dortmund in November 2024



Prof. Dr. Ingo Böckenholt
President



Prof. Dr. Kai Rommel
Vice-President for Research

I Development in the Reporting Year

The successful AACSB accreditation process has sustainably improved and strengthened ISM's research infrastructure. In this process, the research infrastructure has proven its worth in supporting researchers with their publications in peer-reviewed journals. This has resulted in numerous contributions on practice-relevant topics with a high impact factor. The AACSB seal is therefore an important driver for future research activities, and the research co-operations will also benefit from this upgrade.

The research structures established over the last few years have been further expanded and stabilised through the accreditation process. The focus here is on various areas of expertise. The **institutes** and **departments** with which cross-location research projects are carried out and networks in scientific practice are expanded and established. The expansion of **third-party funding** is another focus and will be strengthened by the expanded research infrastructure. The **doctoral programmes** in cooperation with international partner universities form the third key area of expertise and were further expanded in the reporting year. Some highlights are briefly presented here as examples.

The **ISM institutes** work in various areas of application-oriented research, three of which are shown here as examples: With the EXIST project, the *Entrepreneurship Institute @ ISM* in Cologne has been establishing a sustainable start-up culture at ISM since 2020. This four-year project, which is funded by the Federal Ministry of Education and Research, has allowed the expansion of start-up support structures to be further developed since the start of the project following the successful implementation of the concept phase. For example, the *Kienbaum Institute @ ISM* has developed the Kienbaum Leadership Compass as a digital survey solution. This is based on the Kienbaum and StepStone Leadership Survey and provides managers with individual feedback on their leadership behaviour. The Institute for *Sustainable Transformation @ ISM* works at the interface between business, ecology and society. In cooperation with *econsense* – Forum Nachhaltige Entwicklung der deutschen Wirtschaft e.V. and *better earth* – Partners for Business Transformation GmbH, the Institute is conducting a quantitative and qualitative study on the sustainable competence profiles of individual functional areas in SMEs. The complete activities of the six ISM institutes are presented in Chapter II.

The **doctoral co-operation** with European, US and an Australian partner university began in 2014 and has been steadily expanded. Partners are the Bond Business School (BBS) at Bond University in Australia, Ramon Lull University in Barcelona, Strathclyde Business School (SBS) at Strathclyde University in Glasgow, Edinburgh Napier University and Westcliff University in California. All partner universities are AACSB-accredited. In addition, there are ongoing individual co-operations with various chairs, such as the University of Twente in Enschede in the field of marketing and the Universitat Polytechnica de Valencia.

Table 1 provides an overview of ISM's main research activities in the reporting year.

Table 1: Research Activities at ISM

Research Activities	Period 1.9.2023 – 31.8.2024
Third-party funds raised by the ISM and within the association*	approx. 0,92 mio. Euro
Research projects	7 ongoing + 10 completed
Current publications	110
Of which published in peer reviewed journals	30
Ongoing doctoral supervisions	21

* Projects started, ongoing and completed in the reporting period.

Source: ISM 2024

As part of the doctoral programmes, ISM takes over the second supervision. This supervision includes regular meetings between the ISM professors and the doctoral candidates and an annual seminar week in Dortmund. This is also offered as a hybrid event and is harmonised with the doctoral regulations of the partner universities. During these five days, methodological skills are deepened and the respective procedure is presented and discussed in the group. In addition, the ISM supports interested parties in the application process and in the preparation of a research proposal and assists interested parties and doctoral candidates with various questions. The 21 doctoral procedures shown in Table 2 began at different times and most of them run for five to six years alongside work. Six doctoral candidates have now successfully completed their doctorates.

Table 2: Overview of Doctoral Supervision at the ISM (Second Supervisions)

ISM-Betreuer/in	Kandidat/in: Titel	Programm
Prof. Dr. Becker	<i>Fronapfel, Felix</i> : Artificial intelligence and the transformation of business models	SBS – PhD
Prof. Dr. Brickau	<i>Beiermann, Klaus</i> : The Use of Corporate Political Advocacy to Secure Trust in Brands	BBS – PhD
Prof. Dr. Finken	<i>Münster, Florian</i> : The relevance of risk management in the cash and carry wholesale industry	SBS – PhD
Prof. Dr. Groher	<i>Köster, Svenja</i> : Supplier Relationship Management: A trans-disciplinary approach to leverage the innovation potential for financial service companies	NBS – DBA
Prof. Dr. Groher	<i>Turinsky, Richard</i> : Artificial Intelligence in Procurement	SBS – PhD
Prof. Dr. Kamran	<i>Tian, Yating</i> : The Role of Retail Organic Brands for Brand Equity in Perspective of Consumers' Purchase Intention and its Marketing Effects	Uni Twente – PhD
Prof. Dr. Kattenbach	<i>Horn, Andreas</i> : Leadership and their impact on corporate culture and performance applied through an extension of the JD-R-Model	SBS – PhD
Prof. Dr. Lütke Entrup	<i>Stüve, David</i> : Supply chain analytics in the food industry: Utilization, challenges and best practices	SBS – PhD
Prof. Dr. Mehn	<i>Schuck, Katharina</i> : Sustainable luxury fashion consumption: Evaluation of decision parameter and strategic implications for brands	IQS – PhD
Prof. Dr. Meitner	<i>Franz, Simon</i> : Discovering fundamental data valuation approaches to support the accurate determination of the true value of data as an asset	BBS – PhD
Prof. Dr. Meitner	<i>Pröckl, Christoph</i> : Key Success Factors of Young Companies and Their Implications on Value and Valuation	SBS – PhD
Prof. Dr. Michel	<i>Kiessling, Benedikt</i> : Analysis of the relationship between employee engagement and the neurochemistry of human behaviour as well as the mediating role of leadership in the context	BBS – PhD
Prof. Dr. Moss	<i>Grimm, Nils</i> : Newsroomness in Corporate Communication	Uni Twente – PhD
Prof. Dr. Moring	<i>Dohrmann, Marcel</i> : Sustainable Urban Development – Measurement and control methods for urban sustainability	IQS – PhD
Prof. Dr. Rommel	<i>Dohmen, Victoria</i> : Successful development and establishment of a scoring model to evaluate influencer collaborations in the premium segment	UPV – PhD
Prof. Dr. Rommel	<i>Ihlbrock, Lara</i> : Successfully establish and foster sustainable innovation in large multinational companies within the Metaverse developing implementation methods using GenAI	UPV – PhD

Prof. Dr. Rommel	<i>Mull, Sascha</i> : Impacts on digitalization on the energy market: Business model innovation for the transforming energy and utility sector	SBS – PhD
Prof. Dr. Schabbing	<i>Franek von Schumann, Uta Sonja</i> : In-between children’s family tourism experiences: practices, embodiment and relational agency	NBS – PhD
Prof. Dr. Tomanek	<i>Hafenrichter, Dennis</i> : Taking a ride to through a city: Developing a model to compare public transport and mobility service costs with costs of private cars	BBS – PhD
Prof. Dr. Westermann	<i>Forthmann, Jörg</i> : A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional market Research	Uni Twente – DBA
Prof. Dr. Westermann	<i>Ghorbani, Mijka</i> : My brands and my self – Understanding the influence of personality traits on why and how consumers build relationships with brands	SBS – PhD

Source: ISM 2024

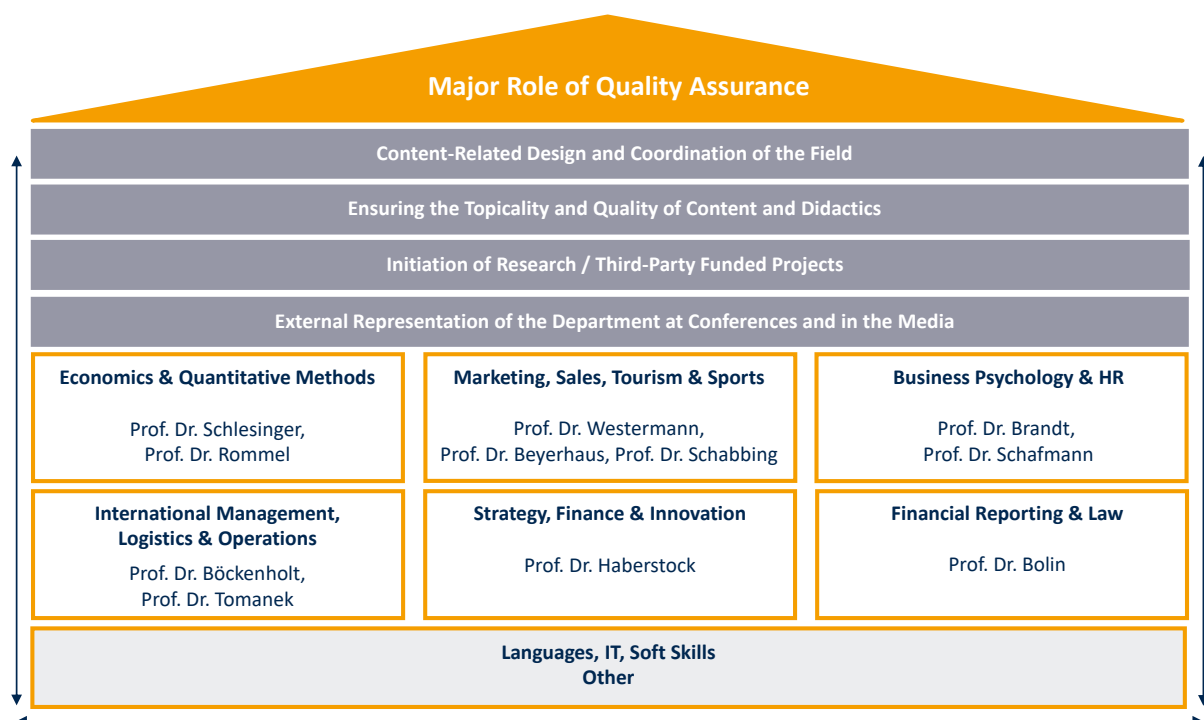


Figure 1: Department Structure of the ISM

Source: ISM 2024

The structure of the **ISM publication** series „Research Journal for Applied Management“ (RJAM) and „ISM Working Paper“ was continued unchanged in the reporting year. The articles in RJAM are selected using a double-blind peer review process and present practice-oriented topics based on scientific findings. The 2023 edition is available here: <https://ism.de/images/downloads/research-journal-2023.pdf>. After ten years of successful publication of practice-oriented research in RJAM and until 2019 in the predecessor version „ISM Journal for Applied Management“, it has become clear that it is more attractive for many authors to publish in renowned publishing houses, as many of the journals published there have an impact factor and the publications are therefore cited more frequently. For this reason, the RJAM will no longer be published from 2024, and we would like to thank all authors for the trust they have placed in us.

The ISM's focus is on application-oriented research. The ISM's high-calibre Board of Trustees forms an important content-related bridge to industry and its associations. It is therefore a good tradition to conduct a specialised interview with a member of the Board of Trustees on a selected current topic in the ISM Research Report.

Interview with Jan Mangold, Managing Brand Director of the premium brand Windsor at the HOLY FASHION GROUP

Jan Mangold's impressive career in the fashion and lifestyle industry began in the 1990s with an internship at Hugo Boss in New York. After graduating with a degree in business administration (FH; ISM), he gained valuable experience at renowned brands such as Joop, René Lezard Mode, Mustang Jeans and Reima, where he developed shop-in-shops, implemented travel retail stores, developed new wholesale strategies and successfully introduced premium brands to the market. Since 2016, he has been Managing Brand Director at Strellson AG, where he manages the Swiss luxury fashion brand Windsor. Here he is characterised by his expertise in the management and development of luxury brands and the development of new markets in around 30 countries. With a career spanning more than 18 years in sales, marketing and business management, he is equipped with an international education and mentality and maintains an excellent network in the fashion and lifestyle industry in the GAS markets. A staunch advocate of innovation and continuous process improvement with a strong focus on digitalisation, he is a dedicated team founder and leader with high integrity and a passion for lifestyle and luxury brands.

Mr Mangold, you are Managing Director of the premium brand Windsor at Holy Fashion Group. What are your responsibilities and what issues are you most concerned with?

As Managing Director of the Windsor brand, my primary responsibility is sales and, as part of this, the continuous development of the brand. This includes topics such as collection development, marketing, global sales and everything that goes with it. These are the primary tasks of the great teams that I lead and myself. There is also another issue: with Windsor, we are part of the Holy Fashion Group, which owns the Strellson, Windsor and JOOP! brands. As Managing Director of the Windsor brand, I am a member of the overall management of the Holy Fashion Group, which gives rise to additional topics and tasks.

The topics that currently occupy me the most are, on the one hand, very topical. On the other hand, they result in strategic corrections and realignments. Since 2020, i.e. since the start of the coronavirus pandemic, we have been in a permanent crisis mode of inflation and cost explosions in a wide range of areas such as production, labour costs, energy, logistics and procurement. Even if this has normalised somewhat in some areas, we still have significantly higher prices compared to the time before coronavirus. The situation is currently being exacerbated by the war in Ukraine, which - regardless of the human tragedy - has not only made markets and business areas virtually impossible, but has also had a major impact on costs and international logistics chains. This is now being met with a relatively high level of consumer restraint, especially in the fashion sector. We are noticing that a lot of money is being spent on travelling and restaurants, i.e. on the „experience“ segment. Due to the significant rise in prices in the private sector too, people are looking more closely at their money when it comes to clothing. This is the environment in which we are currently operating and from which many of the issues that concern us emerge.

What about groups of buyers who are very affluent but come from Russia or China, for example, do they still play a role in compensation or has that also disappeared?

It's very different: Russia has always been volatile, but now we have an environment in which, on the one hand, the economy in the country is difficult because people have other worries or problems than buying clothing due to the war economy. On the other hand, market access is also difficult in our sector, both morally and due to sanctions. Russia is a country that has contributed a lot to sales and is basically no longer there.

The Chinese population's interest in travelling to Europe has not yet returned to its previous level after the coronavirus pandemic and we still do three quarters of our business in this area. In this respect, these are two solvent markets that have been lost. The question is when and how they will come back, and unfortunately I can't answer that either.

The Holy Fashion Group is focussing strongly on sustainability and social responsibility - very much in line with the trend. Its website lists an extensive catalogue of sustainability goals to be achieved by 2030. How much progress has the Holy Fashion Group made in 2024 or even before with the implementation of the goals, what challenges have there been and what successes have already been achieved?

The topics of sustainability and corporate social responsibility are an incredibly large field, and the legal requirements are changing at a rapid pace. But basically, it has to be said that I work in an industry that – depending on how you measure and look at it – is the largest or second-largest CO₂ emitter in the world and also contributes to the largest amounts of waste. It helps to be aware of this. For this reason alone, we have a responsibility to improve wherever we see it and wherever we have opportunities to become more sustainable, greener and less CO₂-emitting.

In this respect, we have two sides to the issue: One is, as they say, the path of 1000 steps, where it helps to separate waste ourselves – a small trivial step that has nothing at all to do with our fashion production. On the other hand, we have initiated many initiatives and specific measures on our product and in production that are also having an impact. As one example of many, we switched our jackets completely from regular down to sustainable down five years ago. This is a very concrete and major step that has other effects. There are many certificates that you can earn as a company. We've been fur-free for ages, that's the minimum standard. As far as our leather production is concerned, we are a member of the Leather Working Group. This is an organisation that acts according to international standards and is committed to animal welfare, both in terms of husbandry and in the production process, but also for less environmental pollution. Every season, we try to find and improve further milestones for our core competence of clothing.

However, the whole issue is much more complex: around 70% of our products are sustainable, i.e. they have a sustainability criterion such as the Responsible Down Standard for down. In the eyes of our industry, this qualifies them as a sustainable product. However, this has absolutely nothing to do with how it was produced and if you take a critical look at the matter, you realise that ultimately this is not a criterion for how far we have come. That's why we have also sought and implemented membership of several associations and organisations that push, commit and advise us from the outside. In 2021, for example, we joined Sustainable Textiles Switzerland 2030 because this is an organisation that has set itself the goal of significantly reducing greenhouse gases for the textile industry, improving and increasing working conditions and wages in production countries, significantly promoting the circular economy and making the whole thing as transparent as possible

These are four points on which we are being advised and monitored and on which we are in dialogue. We know that a lot more needs to happen, but ultimately everything we do costs money and the consumer has to be prepared to pay for it.

Does the trend towards fast fashion have an influence on your company's product range and pricing? Do you resist such trends or how do you deal with the tension between luxury and fast fashion?

The fast fashion trend on the one hand (i.e. ever cheaper) and the luxury trend on the other (i.e. ever more expensive) are the two areas that are winning. The middle, the so-called premium market, is already struggling and is slowly disappearing because people are either buying luxury products or opting for cheaper, more readily available products. At the same time, global spending on fashion has remained relatively stable for around 20 years. However, the number of products has increased and, as a result, the average price we pay for clothing has become much cheaper. This has also increased the willingness to dispose of things quickly and buy something new.

This is, of course, a story that runs counter to all sustainability endeavours. In order to remain competitive, we have clearly opted for the „flight to the top“ and orientated ourselves more and more towards the luxury segment. In the middle, you will be squeezed out at some point. At the bottom, we are not in a position to produce at the necessary speed. What's more, we wouldn't be able to reconcile the quality used there with our conscience and our brand. In the end, we try to focus on the quality and durability of our products, to go our own way and not to look too closely at the competition in terms of price or product range.

There are very strong growth markets in Asia in particular, Vietnam for example, and to some extent also in South America and Africa. Do you see opportunities there to siphon off the willingness to pay or to buy up fast fashion providers in order to profit from their labels and the opportunities in the fast fashion sector, or is that not possible?

We are driving internationalisation. We now have worldwide distribution with showrooms and subsidiaries in the major strong markets or agencies and partner companies. So you can sell Windsor anywhere. But there are definitely different climatic conditions, different tastes and different price opportunities in the countries. Vietnam, for example, is a completely different country in terms of culture and climate, where customs conditions and import options are also very different, but as a global brand you have to have the ambition to be present there at some point. We have easier options in Spain and England, for example, or in Canada, Low Hanging Fruits, which we utilise before turning to exotic markets. Acquiring brands is certainly an option, but for us, vertical integration is more relevant, i.e. buying suppliers or retailers in order to be able to sell our own products plus X there.

In the course of digitalisation, online retail is becoming increasingly widespread. Will there soon be no more stores in the future and what opportunities and challenges do you see for yourself and for the fashion industry?

I don't think there will be no more stores in the future. If we've had a coexistence of brick and mortar retail stores on the one hand and e-commerce on the other for 20 or 25 years now, then the question for the future is the mix of these two concepts. This varies greatly depending on the sector and brand. There are purely online-driven D2C brands that do not have a store and are not planning to set one up. Then there are other traditional retailers that focus on the in-store experience. I believe there will always be a mix between online and offline for us. Of course, online offers convenience and speed. On the other hand, today you have many more opportunities to experience brands and products in stores.

This will continue to be the case. What will disappear or keep coming back and then disappear again and again are poor or interchangeable or inauthentic retail concepts. But ultimately, this also applies to the website: if you have an uninspired website or a bad Instagram account, you won't get many followers - this applies to both online and offline. For the more classic fashion labels like us, you need both to reach a large audience, and an incredible amount of investment is required in both areas. The biggest challenge is to find an authentic mix and implement it without jeopardising the company with all the necessary investments.

As an ISM graduate and member of the Board of Trustees, to what extent is the topic of knowledge transfer and the link between research at universities and practice relevant to you? In your opinion, how can the transfer and link between research at universities and practice in companies be promoted more strongly? Which innovations and practice-orientated research topics are you currently most interested in?

As a university graduate and member of the Board of Trustees, I have insights into everyday university life that enable me to assess the potential that lies in the symbiosis of research and practice. There are many opportunities to develop something for the benefit of both sides and ideally also for the benefit of the general public. But there are also limits to this co-operation. On the one hand, you naturally encounter a greater distance to the practical topic at the university and, on the other hand, you have someone who comes from practice and who is perhaps too involved in his topics and has too little distance, is quasi blind to the business. On the other hand, when the two of them meet and clearly identify a problem, a challenge or a goal together and realistically assess the opportunities that arise from this, it is of course a totally exciting and great thing. In my experience, in theory there are difficulties on the one hand when problems and goals are not defined well enough in advance or when the prospect of familiarising oneself with a topic is overestimated. On the other hand, in practice there is the problem that the ability to devote time to a topic and the willingness to be really open to new solutions are overestimated. And, of course, both sides sometimes have different interests.

How can cooperation be promoted more strongly? I believe that everyday links and fundamental contact, as well as the ties that are established between the graduate and the university, the company and the university, are the basis for this. Be it through partnerships or cooperation projects, internships, joint platforms or industry meetings in which universities also participate. There are so many areas where you can and must be in regular dialogue in order not to miss the right moment when both sides have the interest, the opportunities and the time to tackle a certain topic. I believe that research is probably more challenged in the first step – in finding ideas, willingness or time investment - because in practice the time in advance and the travel budgets have become less and less and people are under more pressure. In practice, there must be an openness to new proposals and a willingness to invest time.

With regard to innovations and practical research topics, there are of course already many starting points in my industry, for example in the area of sustainability. This is about how to further develop a fibre so that it becomes more sustainable, i.e. the topic of smart or performance textiles, where a lot is being invested. A second topic is the digital transformation of companies and a very big topic is, of course, AI. But the topics of personalisation, mass customisation and the logistics supply chain are also very important to us. I realise that there is not enough innovation coming from within our industry and that we also need help from outside. In this respect, I see a lot of opportunities for cooperation between companies and research or practical universities such as the ISM in order to improve ourselves.

Thank you very much Mr Mangold for this interesting interview.

II Institute Reports

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a Presentation of the Institute

Founded in early summer 2016, the Brand & Retail Management Institute @ ISM focuses on current trends and developments in the field of brand management and retail. The focus is on combining scientific expertise and findings with the interests and needs of business practice. To this end, the Institute carries out applied research projects and publishes the results for both a scientific and an application-oriented audience in specialised media and industry publications. In addition, it offers companies a portfolio of market research and consultancy services tailored to the needs of brand owners and retailers. In doing so, it draws on the specific expertise of the professors teaching in the field of marketing.

In the medium term, the institute aims to become a central competence centre in the German-speaking world in its key areas, to help shape the discourse of applied science and to be the first point of contact for companies with questions in this area. In the long term, this range of activities is also to be extended to the international arena.

In concrete terms, the research areas and topics listed in the following diagram will initially take centre stage. The Institute's projects focus primarily on the areas of retail, brand management, marketing & communication and consumer behaviour, covering both the corporate and stakeholder perspective under the umbrella of the megatrends of sustainability and digitalisation. It also takes into account current topics that affect the industry and cause changes on the corporate and customer side, such as the Covid-19 pandemic in recent years.

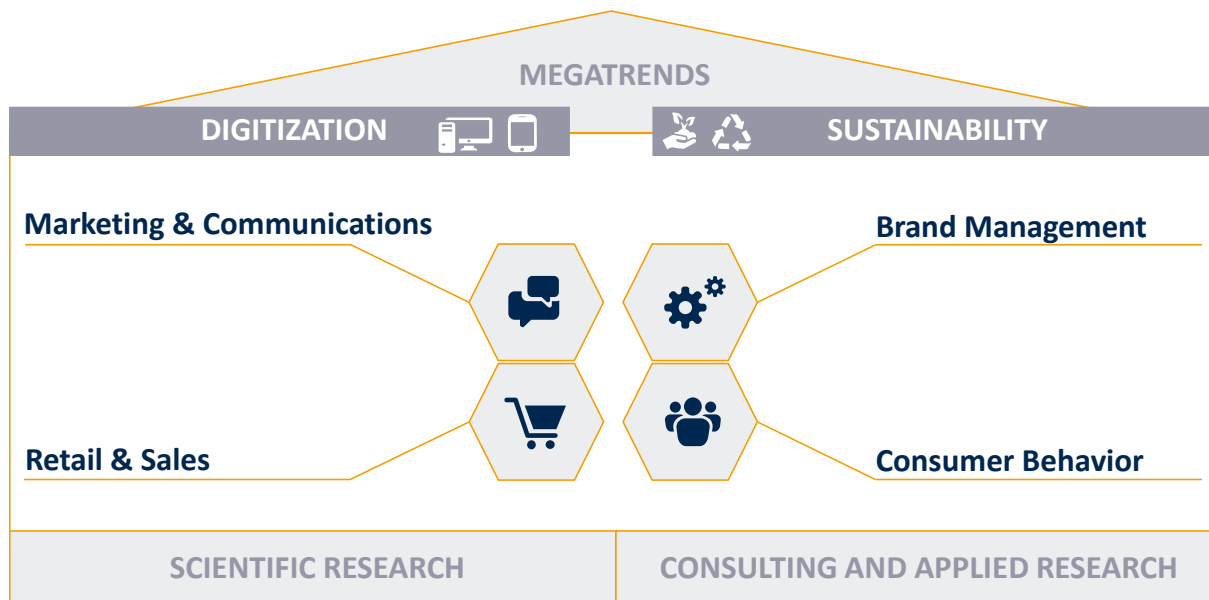


Figure 2: Main topics at the Brand & Retail Management Institute @ ISM

Source: Own representation

As in previous years, in the 2023/2024 reporting period, the BRMI also methodically explored the **use of artificial intelligence in the context of communication evaluation and monitoring, known as Social Listening**, with one project focussing on the significance of sustainability on the perception of corporate social responsibility (CSR image). As part of the research project on the **platform economy**, the publication of an anthology was initiated, which will combine the theoretical level of the topic with empirical findings and practical examples.

A survey of parents of pupils in Baden-Württemberg was newly designed for the „movers“ project of the state of Baden-Württemberg. The aim of the project is to motivate schoolchildren to take an active role in travelling to school and to encourage their parents to do the same

b Main Research Projects

Platform economy

Whether in the B2C, C2C or B2B sector – in the course of digitalisation, platforms have become an integral part of everyday life and have revolutionised the world of business and social life. The focus is on connecting people and bringing providers and consumers together, making them the central hubs of the internet. Accordingly, a wide variety of platforms have established themselves in almost all sectors in recent years. In retail in particular, the „platform economy“ is considered a game changer and is redefining the rules of the game: if you want to be part of the game, you have to stay on the ball and adapt to the new circumstances.

For this reason, the topic is also of great interest to BRMI for future research, with the following research questions likely to take centre stage:

1. What are the success factors, business models, strategies, potentials and challenges of high-revenue platform providers?
2. What are the antecedents of trust from the customer and provider perspective and how is it constituted?
3. What are the trends and developments across industries, product categories and consumer behaviour in the platform economy?

Against this background and taking these questions into account, work was carried out in 2024 on the realisation of an anthology on the topic of the platform economy, which will be published by Springer Gabler Verlag. The anthology examines the topic from both a scientific-theoretical and a practical perspective, with the scientific-theoretical perspective comprising a series of essays by various authors, each of which is dedicated to individual areas of the phenomenon.

c Third-Party Funded Projects

movers

„Parent taxis“ are a normal morning sight outside many primary and secondary schools in German cities of all sizes. This situation has long been the subject of critical observation and discussion from various angles by both the (media) public and politicians. For example, the sometimes chaotic situation in front of schools caused by the number of cars arriving at the same time regularly poses a danger to pupils. From an educational point of view, parents bringing their children to school also appears to be critical, as walking to school independently is an important building block on the way to a self-active and responsible life. Finally, the volume of traffic caused by „parent taxis“ must also be viewed critically from an ecological point of view.

The „movers“ project of the state of Baden-Württemberg is trying to counteract this. The aim of the project is to motivate schoolchildren to take an active role in travelling to and from school and to encourage their parents to do the same.

However, apart from unsystematic observations of the morning and afternoon situation outside schools, there is hardly any reliable data on the extent of the phenomenon, i.e. how high the proportion of pupils in the various age groups who are brought to school in the morning really is. Nor have the specific reasons for bringing children and young people to school been empirically recorded to date. This applies both to Germany as a whole and even more so to the state of Baden-Württemberg with its combination of (large) urban and rural structures. Against this background, the BRMI @ ISM was commissioned to close this knowledge gap.

The aims of the planned survey are:

- to close these knowledge gaps and identify specific levers for the MOVERS state programme
- measure the effectiveness (indirectly) and awareness of the programme

Against this background, parents of pupils in Baden-Württemberg are to be surveyed in the further course of 2024.

The following topics are of central interest here:

- Relevance of the topic of „self-active travel to school / self-active mobility“ for parents
- Awareness of the state programme MOVERS – Active to School
- Current status: choice of transport, frequency, (obstacle) reasons

Kienbaum Institute @ ISM

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a Presentation of the Institute

The Kienbaum Institute @ ISM for Leadership & Transformation is a research and competence centre that researches and develops practical solutions for trend topics in human resources management – particularly in the areas of leadership, transformation & change management, demographics and human resources. The institute was founded in November 2014 as a joint venture between HR and management consultancy Kienbaum and the International School of Management (ISM). In addition to application-oriented research and the publication of research results for a broad audience in science and practice, it also offers individual qualification solutions and specialised consulting services for companies.

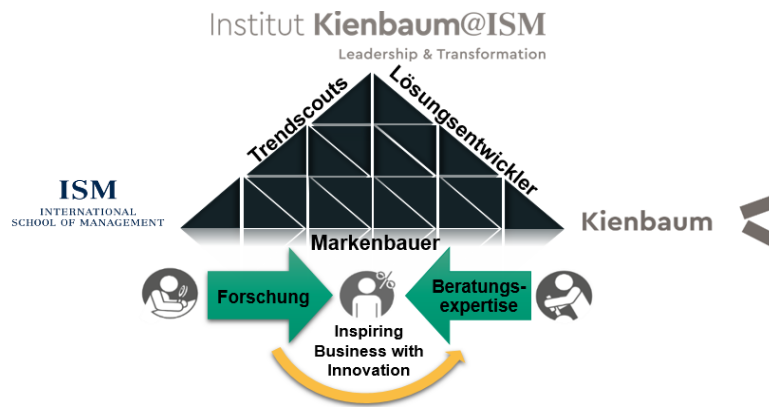


Figure 3: Organisation of the Institute

Source: Own representation

The range of tasks, competences and services of the Kienbaum Institute @ ISM can therefore be described as follows:

1. The institute combines scientific competences with consulting expertise. The declared aim of the institute is to gain insights into the more efficient and effective use of an organisation's resources and to develop management approaches, models and methods. This also includes a review of effectiveness and the formulation of specific recommendations for action for companies and HR managers.
2. The institute supports companies in developing the skills of their employees and managers. In order to create a truly promising and sustainable change, the institute develops customised and practical qualification solutions for companies. This is done on the basis of proven methods and strategies and across all sectors and functions. When designing qualification solutions, the institute not only draws on its wealth of experience in the field of skills development for employees and managers, but also liaises closely with its partners at Kienbaum and ISM. As part of its coaching training programme in particular, the institute imparts the knowledge and skills that are relevant to success in order to be able to confidently design and implement consulting and change processes with individuals and teams.
3. In addition to continuously researching future topics in human resource management and developing customised qualification solutions for companies, the Kienbaum Institute offers selected consulting services. In doing so, it concentrates on issues and problem areas that are optimally based on the results of our studies and research work. Various individual customer projects round off the portfolio.

b Digital Survey Solutions

1) Leadership Compass (LC)

In 2018, the Kienbaum Institute @ ISM developed the Kienbaum Leadership Compass as a digital survey solution. This survey solution is based on the Kienbaum and StepStone Leadership Survey („The Art of Leadership in the Digital Revolution“; 2018) and provides managers with individual feedback on their leadership behaviour. A new version has been available since November 2019. Among other things, the items were randomised and statistical adjustments were made to the

test. A 360-degree approach was also established, which takes into account the external perception of leadership from the employees' perspective. The Leadership Compass is used very frequently in the development area at Kienbaum. Examples include various consultancy projects in the DACH region, particularly in the areas of diagnostics, training and coaching.

2) Digital Readiness Check (DRC)

Checking the digital skills of employees and organisations is at the heart of the Digital Readiness Check. We were able to place an article on the tool and its relevance in the magazine *Personalführung* back in April 2021. Since then, the tool has been used by many customers.

3) Change Capability Profile (CCP)

In order to meet contemporary market requirements and respond to increasing demand for topics such as transformation and agility, the Kienbaum Institute @ ISM has revised and scientifically substantiated the Change Agility Profile. With the help of the new CCP, the probability of success of change projects is increased in terms of their speed and effective achievement of objectives. To this end, the status quo of the individual or team is analysed with regard to their mindset towards change, their skillset and their toolset for initiating, designing and successfully completing change, taking contextual factors into account. Unconscious attitudes are also recorded and thus information far beyond the self-report. In this way, levers are identified in order to derive measures for shaping a successful transformation. The new CCP has been in use for consulting projects since February 2022.

4) Kienbaum Personality Inventory (KPI)

The existing Kienbaum Management Questionnaire was revised in autumn 2021 in order to offer a fully comprehensive personality instrument in the work context. The questionnaire was designed for managers and executives and tested, validated and standardised in several studies. The KPI was fully rolled out in Q1 2023 and has since been used in various consulting projects in diagnostics, training and coaching.

5) Organization Compass (OC)

In addition to the digital survey solutions mentioned so far, which are primarily used in individual diagnostics, the Kienbaum Institute @ ISM has also developed a questionnaire for organisational diagnostics. This records the determinants of an organisation that are relevant to organisational effectiveness from the perspective of top management and employees, thus enabling a data-based status quo analysis of the organisation. The questionnaire has already been used in several consulting projects on transformation and strategy.

c Executive Programms

1) Business Coaching Education

The business coaching training programme has been an important cornerstone of the activities of the Kienbaum Institute @ ISM for many years. Content and organisational aspects are constantly

updated and adapted to current challenges. In autumn 2023 and spring 2024, a total of 20 new participants started the training. A wide range of activities are undertaken to secure this level in the long term. Of particular note is a self-organised network meeting with 30 alumni in the Rheingau on 8 June 2024 with specialist lectures, a wine hike and dinner together, which also focused on strengthening networking with the HR Excellence workshop series mentioned below (cross-selling). There is also close cooperation with ISM Communications, e.g. with regard to video testimonials from graduates, LinkedIn posts and content for the alumni platform. There is also an ongoing dialogue with the ISM Academy.

2) HR-Exzellenz

In order to meet the new challenges posed by social developments, the Kienbaum Institute @ ISM, in collaboration with Dr Hermann Troger, has developed a series of seminars entitled „Excellence in Human Resources – Answers to Current Challenges“. The specialisation is aimed at both experienced and new HR managers at medium-sized companies who are looking for a proactive approach to shaping the world of work. In total, there are six modules of 1,5 days each with keynote speeches, discussions, simulation games and expert panels, e.g. with renowned labour lawyers, as well as evening events. Each module focuses on different topics and moments. Speakers provide impulses and space for discussion at each moment based on practical projects from the participants' companies. Each participant is encouraged to bring in problems from their HR company practice, for which solutions are developed in the course of the specialisation. This ensures the transfer of knowledge into practice.

The seminar series was successfully launched for the second time in the reporting period. A total of 9 participants met for the six modules at different, sometimes very inspiring locations, all of which have a different connection to the topic of work (e.g. coworking space, monastery). The offerings were further professionalised and new, high-calibre speakers were recruited. Among other things, a contact including an interview with Managermagazin was established. Presentations were also given at the Frankfurt ISM Business Breakfast and to the ISM Board of Trustees. A continuation is planned.

d Third-Party Funded Projects

The institute is continuously involved in current application processes with internal and external partners. Close communication with the Vice President for Research at ISM, Prof. Dr. Kai Rommel, is ensured.

e Peer Reviewed Studies

Publications in peer-reviewed journals represent another important building block in the activities of the Kienbaum Institute @ ISM. Research projects are currently underway on the topics of self-regulated learning, dark informal learning, the interaction of metacognitions and social support, self-related learning orientation as a personality trait, and socially sustainable behavior among employees.

Regular presentations at scientific conferences are an important prerequisite for successful publications and networking with co-authors. The next presentations will take place in September 2024

at the autumn workshop of the Personnel Commission of the Association of University Professors of Business Administration in Hanover.

f Publications in Reference Journals

Knowing your own expertise and making the knowledge available to others is seen as an important part of the research and teaching mission at the Kienbaum Institute. In the reporting year, specialist articles in the *Personalmagazin* (in cooperation with the Federal Association of Human Resources Managers and another on the *Organization Compass*) and in the *Harvard Business Manager* (on AI and leadership) are worth highlighting. A specialist article on social sustainability and Net Promoter Scores can be written at Resources.

g Research Topic Sustainability

One of the institute's current research topics is organizational sustainability. Despite the growing relevance of all three pillars of sustainability (ecological, social, economic), there is no consensus on the pillar of social sustainability either in science or in practice. For companies, socially sustainable processes in the context of HR management and the long-term maintenance of a healthy workforce play a major role. Lea Marie Dreifert's research is dedicated to the questions of what exactly social sustainability is, how socially sustainable behavior can be promoted, and how social sustainability can be measured.

Current developments and publications:

1. First paper as part of the doctorate: The first paper as part of the doctorate is currently in the publication process for the *German Journal of Human Resource Management*.
2. Second paper and data collection: Data collection for the second paper is underway. Michael Knappstein will contribute as co-author for the second publication.
3. Article for scientific journal: Data for a further publication – not peer-reviewed, but in a scientific journal – are available. An article could be written if the opportunity arises.

h Organization and Structure

The managing directors of the institute are Prof. Dr. Walter Jochmann, member of the management board of Kienbaum Consultants International, and the President of the ISM, Prof. Dr. Ingo Böckenholt. The academic director for research is Prof. Dr. Michael Knappstein, professor of international HR management & digital transformation at the ISM. Lukas Maximilian Fastenroth is the academic director for consulting/doctoral student. Lea Marie Dreifert, Hannah Winter and Johanna Vastag are research assistants/doctoral students. The core team is supported from time to time by students who complete their two to three-month compulsory internships at the institute.

Real Estate Research Institute RERI @ ISM

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a Presentation of the Institute

RERI @ ISM is the organisational basis of the ISM professors with a focus on the real estate industry. The institute pools the teaching and research activities of the professors at the Hamburg, Munich, Berlin, Dortmund and Frankfurt locations, enabling them to exchange ideas with each other and with external partners.

In particular, RERI coordinates contract and accompanying research. The RERI serves as a central point of contact for third parties and cooperates with the other ISM research institutes. There is close collaboration with the Institute for Sustainable Transformation @ ISM.

b Main Research Projects

1) Development of Sustainable Properties

Triggered by the EU's Green Deal and the EU taxonomy based on it, the property industry in Europe is undergoing a transformation that is taking on disruptive characteristics after a decade of almost unlimited growth. The RERI deals with the question of how this change can be shaped and how the property industry can participate economically. In terms of the sustainable development of existing buildings, the issues of energy and resource consumption are seen as equally important as social concerns. Building in existing buildings, renewable energies and demographic change play a central role here.

2) Digitalisation of Processes

The digitalisation of real estate management processes is still lagging behind the technical possibilities. However, digital transformation does not mean simply transferring existing processes online, but rather using BIM and AI to enable completely new concepts that need to be developed, tested and evaluated.

3) Office and Working Environments of the Future

To ensure that New Work, Remote Work and FlexOffice are not just buzzwords, these concepts need to be conceptualised and tested for their practicality. This task goes far beyond property management issues, but concerns the future of office properties at its core. Here, RERI is working together with labour science institutes to develop solutions.

4) Promotion of the Housing Industry and Land Management

The influx into urban centres presents them with enormous challenges. The new designation of building land is to be reduced to net zero by 2050, so that the affected municipalities will be restricted in their ability to create living space. At the same time, buildings in the surrounding area are empty and are neither utilised nor maintained. New concepts such as municipal land management, the earmarked allocation of heritable building rights and the targeted promotion of infrastructure measures could point the way out of housing shortages and towards a better distribution of housing supply. The RERI develops concepts and evaluates existing solutions.

c Other Projects (completed)

1) ISM Students organise Guided Tours at the Real Estate Arena 2024 in Hannover

Students from the International School of Management (ISM) have developed new guided tours on the topics of digital real estate, climate change and ESG criteria for sustainable growth (ESG) as well as future of residential real estate for the Real Estate Arena property fair. Young talents met with experienced industry experts. The concept and realisation of the Guided Tours are exemplary of the practical orientation of the private business school ISM.

2) Summit with Property Experts on 14. November 2023

ESG strategies for Sustainable Neighbourhood Development

Many provisions for sustainability and the implementation of ESG strategies cannot be realised on an individual property level, or only to a limited extent. Approaches are required here that go far beyond the individual property and take the neighbourhood or district into consideration.

Programme with Keynote Speeches and Expert Discussion

- Andreas Helferich, ISM Stuttgart: Mobility
- Moritz Marx, Agradblue: Energy
- Lukas Schilling, Rockethome: Digitalization
- Anne Vogelpohl, Freie und Hansestadt Hamburg: Social Affaires
- Sören Senkfeil, Architekten Venus: ESG-Project Development
- Sebastian Spitra, Bohnzirlewagen: Revitalization

d Organization and Structure

Currently exist the institute management, the professors involved and a few student assistants.

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a Presentation of the Institute

The Entrepreneurship Institute @ ISM (EPR @ ISM) bundles entrepreneurship know-how, research results and current trends in a competence centre. Findings from research projects are transferred to science and practice, e.g. current research topics are incorporated into teaching. The institute is located on the ISM Campus in Cologne. The **Research, Education and Consulting** divisions form the three central pillars of the institute (see Fig. 4). Research includes both internal research projects and „Thought Leadership“ as well as co-operation projects and contract research. In the context of entrepreneurship education, a distinction can be made between courses at ISM and the organisation of entrepreneurship events for students and professionals. The third area, counselling, is aimed in particular at students, employees and alumni interested in founding a company, as well as external founders and established companies.

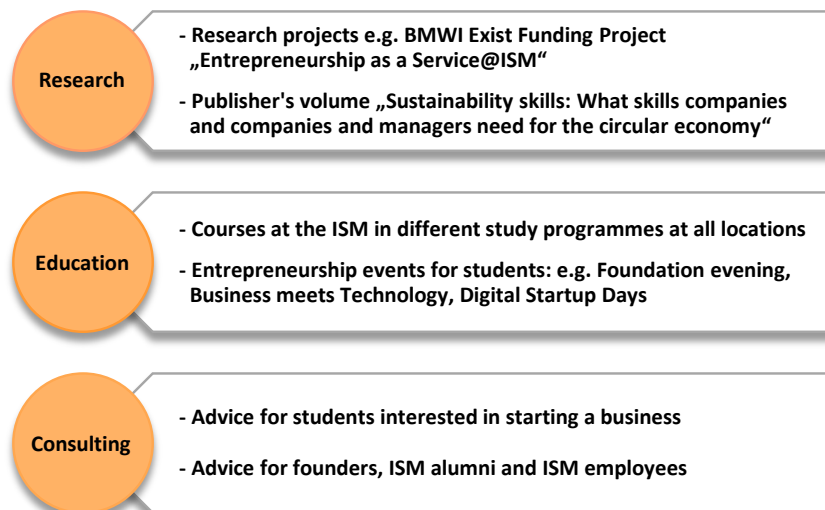


Figure 4: Central Pillars of the Institute

Source: Own representation

b Staff Member at the Entrepreneurship Institute @ ISM

The EPR @ ISM team currently consists of the Institute Director, represented by Prof Dr Ingo Böckenholt, and Prof Dr Ulrich Lichtenthaler, as well as research assistants Sarah M. Siepelmeyer and Felix Fronapfel. Until April 2024, Christina Vlachantonis also worked at the Institute as a parental leave replacement for Marlén Firmont.

Prof Dr Böckenholt has been President and Managing Director of ISM since 2013 and has worked at ISM since 2008. Prior to his teaching activities, Prof Dr Böckenholt was part of the management of various renowned large corporations.

Prof Dr Lichtenthaler is Professor of Management and Entrepreneurship at ISM in Cologne. He is also a speaker, executive coach and freelance consultant and holds training courses on innovation, sustainability, entrepreneurship, digital transformation and artificial intelligence. He holds a doctorate from WHU – Otto Beisheim School of Management and worked as a top management consultant for several years before joining ISM.

Ms Siepelmeyer has been employed at the institute as a research assistant (75%) since April 2021. As part of her studies, she obtained degrees specialising in Communication Science & Change Management (B. A.), Psychology & Management (M. Sc.) and Project Management & Project Communication (M. Sc.). She has been conducting research in the field of increasing efficiency and effectiveness in communication in the healthcare sector for several years and is doing her doctorate at the Institute of Human Movement Sciences and Rehabilitation Research at the German Sport University.

Mr Fronapfel has been a research assistant at the Entrepreneurship Institute of the ISM in Cologne since October 2020. He holds a Master's double degree in „Entrepreneurship“ from Edinburgh Napier University and also completed the „International Management“ programme at ISM. He has project experience in innovation and sustainability as a former employee of a corporate innovation hub in the automotive industry, as well as through various consulting projects in the areas of digitalisation, business model development and Industry 4.0. Mr Fronapfel is 50% responsible for the EaaS @ ISM project and 50% for other projects at the institute.

c Research

1) Projekt EXIST-Potentiale

The EXIST funding application „Entrepreneurship as a Service“ (EaaS @ ISM) submitted by EPR @ ISM as part of the „EXIST Potentials“ funding measure was proposed for funding by the expert committee in December 2019 and includes a current project volume of over 600,000 euros. The four-year project aims, among other things, to establish a perceptible and activating start-up culture at the ISM and to create ideal conditions for the emergence of innovative start-ups from the university. The project started on October 1, 2020 under the direction of Prof. Dr. Horst Kutsch. Prof. Dr. Ulrich Lichtenthaler has taken over the project management since January 2021. Mr. Fronapfel has been working 50% on the project since January 1, 2021. Ms. Firmont, Ms. Siepelmeyer and Ms. Vlachantonis were hired on the project at 75% on March 1, 2021, April 1, 2021 and January 1, 2023 respectively. Ms. Firmont is on parental leave until the end of the project in 2023. Ms. Vlachantonis left ISM at the end of March 2024.

The first goal of EaaS @ ISM is to build and sustainably consolidate a university-wide start-up culture. The aim is to establish the ISM as a start-up university in its cultural essence and uniqueness in the future. As part of this, a digital solution was established with Microsoft Teams that students can use to network and exchange ideas with each other and with their start-up advisors. This solution offers cross-location, sustainable scaling options. In addition, the online platform Moodle has been used since September 2022, which has also been part of the ISM's digital offering since the winter semester of 2022 and is available to students. On the platform, students can find out about the topic of start-ups, get to know local networks for their location and use work materials. In addition, the institute's advisors can be contacted directly via the contact details on Moodle. Students with start-up ambitions can thus contact the start-up advisors Ms. Siepelmeyer or Mr. Fronapfel directly. The advice focuses on everything from team building to market research to questions about financing and professional start-ups. In addition, awareness-raising events were held during the reporting period as part of the Startup Days in the winter semester and the Startup Days in person in the summer semester at the Dortmund, Berlin and Hamburg locations.

Another goal concerns the classic basic promotion of start-up-oriented thinking and action across all target groups (professors, academic staff, students, administrative staff) and across all locations. To this end, the cooperation with the so-called Entrepreneurs in Residence was continued at five ISM locations, who are available for events and advice and support for those interested in starting a business.

A third goal focuses on the special promotion of research institutes in the direction of start-up-oriented thinking and action. The ISM research institutes demonstrate the claim to be particularly good not only in the application- and practice-related teaching that characterizes a university of applied sciences, but also in research. To achieve this, the institutes must be made capable of innovation on the one hand, and on the other hand, a targeted search must be carried out for research results that have the potential to be converted into innovations and start-ups. The analysis together with the service provider Atrineo based on the „Enabling Innovation“ concept had shown that the start-up dynamic develops independently of the institutes and that a wider circle of teachers must therefore be involved. As a result, a concept for lecturer workshops was developed, which is presented in more detail under Education and Events. As part of this, seven workshops for lecturers were held. The last workshop on the topic of „Science Communication“ to date took place in November 2023.

2) Start-up Research

In 2022, Prof. Dr. Ulrich Lichtenthaler and Sarah Siepelmeyer prepared an analysis of company start-ups by ISM alumni based on data from the ISM Career Center. The study provides an overview of start-up behavior depending on location, industry, gender and other criteria. For the study, over 500 companies founded by ISM alumni were examined, which were founded over a period of 26 years. The study showed that the proportion of female students at ISM (23%) is above average compared to Germany (16%). Many start-ups by ISM alumni are in growth sectors such as IT, Internet and telecommunications, but also in the consumer goods & retail sector and in other service sectors. Bachelor's graduates (52%) are responsible for slightly more start-ups than Master's and diploma graduates (48% together). 45% of ISM alumni who found companies found one or two companies. Over 75% of the companies exist long-term and usually have 2-50 employees. Overall, the number of start-ups recorded by ISM alumni is increasing over time. In addition, the results of the study were presented at the G-Forum in Darmstadt in September 2023 by Sarah Siepelmeyer and Felix Fronapfel.

3) Skills for Sustainability Management

As part of a research project on skills for successful sustainability management, Prof. Dr. Lichtenthaler has developed a maturity model for sustainability management and, based on this, a reference framework for relevant skills in sustainability management. Based on a sustainability-based understanding of corporate success, different aspects of sustainability are taken into account, not only in an analogue context, but also in the context of digital transformation. In particular, it shows how activities to strengthen sustainability can lead not only to efficiency improvements, but also to completely new solutions.

4) Innovation and Sustainability

Prof Dr Lichtenthaler and Felix Fronapfel will publish another edited volume on sustainability in 2024 with Haufe Verlag entitled "Sustainability Skills: What skills companies and managers need for the circular economy". Renowned authors from numerous companies in various industries have been recruited for this publication.

d Education and Events

1) Supervision of Bachelor's and Master's theses

Furthermore, numerous ISM theses (Bachelor's and Master's) in the field of entrepreneurship are continuously supervised by Institute staff as first or second supervisors.

2) Events

Startup Days Sommersemester 2024

On 14 May 2020, the Startup Day and the ISM summer party took place at the Dortmund location. With two workshops, networking activities and an inspiring keynote speech by ISM alumnus Björn Kemper, the event attracted 164 students and employees. In cooperation with the ISM Summer Festival, the project activities were specifically expanded into an event day. The Startup Day was one of the major final events of the project in order to maximise its reach on campus. The next Startup Days are also planned as an in-person event for the 2024/25 winter semester in Cologne.

Startup Competition 2024

The cross-campus competition was first launched by the Entrepreneurship Institute @ ISM in 2018 and aims to discover new, innovative start-up ideas, reward successful founders, consolidate the start-up culture at ISM and further promote the „Entrepreneurial Spirit“ at ISM. After the successful implementation of the previous years, the start of the Startup Competition 2024 was announced again in spring 2024. All students, alumni and employees with an idea or a specific project can apply. The competition will again award three prizes as well as the special prize sponsored by Gutmann Global Advisory in the form of consulting services worth 10,000 Euros.

Matching events

In May, a „Business meets Technology“ online event was organised in cooperation with Techniker Krankenkasse. On 04.06.24, a matching event on Dance Wear Tech was organised by ISM alumna Vic-

toria Richter. A startup dinner is planned for the beginning of July in Cologne, where people interested in founding a company can network. The focus will be on female founders and the event will be organised by Caroline Schmidt.

Founding Evening

A digital start-up evening for those interested in starting a business from all ISM locations takes place regularly in an online format. With around 10 participants per event, this is an established format for exchange and networking. Every two to three months, speakers such as business angels are invited to give a keynote speech that provides participants with exciting information. In addition, participants have the opportunity to prepare their pitch and practice it on the start-up evening.

Workshops for Lecturers

As part of the enabling innovation concept, it was established that the start-up culture is developing independently of subject-related research institutes and that the concept must therefore be established dynamically and in line with requirements. A concept was therefore developed in which all teaching staff at the ISM have the opportunity to receive further training on start-up-related topics. The workshop series kicked off with a workshop on „Winning Rhetoric“ followed by another workshop on „Digital Self-Marketing“. Other workshop topics included „Life Design Coaching“, „Anti-Bias“ and „Science Communication“.

Design Thinking Workshops

The EaaS @ ISM project also includes Design Thinking workshops, which are organised in cooperation with other ISM institutes. The aim is to teach students how creativity techniques can be applied in the sense of design thinking. In a workshop at the Munich campus, a cooperation concept for start-ups was developed together with the ISM founders of Loremo and Wohnsinn. Further workshops followed at the Hamburg campus in cooperation with the start-up WeDart, in Berlin on the topic of sustainability in the fashion world and in Cologne on the topic of female entrepreneurship. The last workshop to date took place in Cologne in the winter semester 23/24 on the topic of „Lego Serious Play“.

3) Networks and Cooperations

In addition to the cooperations and partnerships already mentioned, the institute is involved in a broad network of different cooperation partners, companies, organizations and institutions. These include, for example, the Gateway Gründernetzwerk Cologne e.V., STARTPLATZ, the IHK Köln or the Entrepreneurs Club Cologne (ECC). Together with the Gateway Gründernetzwerk e.V., the focus is on supporting those interested in starting a business through seminars and workshops as well as individual consultations and coaching. The ECC is a student initiative that supports those interested in starting a business and founders and represents an interface between startups and studies. The institute also has partnerships with the Startup Manufaktur of the Bonn-Rhein-Sieg University of Applied Sciences, the Jean-Baptiste Say Institute of the ESCP, the Tech Startup School, the Volksbank Köln Bonn, the Kreissparkasse Köln, the Marketing Club Köln-Bonn, and the Founders Foundation. Together with the cooperation partners, joint events or other projects were implemented to connect the founders of the ISM to a strong network.

e EXIST Women - „EmpowerHER“

The EmpowerHER women's development programme was launched at ISM for the first time at the beginning of 2024 and offers ten female scholarship holders the opportunity to receive intensive support over a period of ten months. As part of the programme, 10 workshops are offered, which take place both online and hybrid. The first workshop is „Founding – an overview & programme kick-off“, led by Sarah Siepelmeier and Christina Vlachantonis, which offers a comprehensive insight into the topic of founding and marks the start of the programme. Alida Hensen presented the „10 Point Plan for Founding“, a detailed guide outlining the ten most important steps to successfully founding a company. Laura Letschert led the workshop „Resilience and Self-Efficacy in Everyday Life as a Female Founder“, which focussed on developing resilience and self-efficacy to meet the challenges of everyday life as a female founder. In the workshop „Presentation Business Model Canvas“ by Sarah Siepelmeier, the participants learnt how to present their business model clearly and effectively using the Business Model Canvas. In the „Learning to pitch“ workshop, Katharina Tesch taught the art of presenting business ideas convincingly.

One highlight of the programme was the face-to-face workshop weekend from 5 to 7 July 2024. In addition, four more workshops are planned, which will take place every month until October, as well as five more regular meetings and five more newsletters to offer participants continuous support. The aim of the programme is to build a sustainable network that will continue after the end of the programme and continue to support the founders in their development.

f Consulting

The Entrepreneurship Institute @ ISM is the central contact point for start-ups, founders and those interested in founding a company at ISM and has been listed as an EXIST start-up network at the Federal Ministry for Economic Affairs and Climate Protection (BMWK) since 2018. As such, ISM can carry out EXIST funding projects via the institute, apply for and manage EXIST start-up grants for start-up teams, advise start-up teams on their foundation and support them in the start-up process. Students and researchers interested in setting up a business can find advice and support at the Institute. The Institute's counselling services for founders are being continuously expanded and successively extended through further cooperation with external partners.

In 2023/2024, there were a total of 10 documented spin-offs by ISM students or alumni. In addition to individual start-up counselling, the LinkedIn group „ENTREPRE-NEURS @ ISM“ was also expanded and now has 149 participants with the aim of offering those interested in founding a platform for exchange. The institute also runs a focus page on LinkedIn. Current articles are shared with the currently 905 subscribers once or twice a week. The number of subscribers has increased by a third since last year, which shows a high level of interest in the topic of start-ups at the ISM. The Moodle platform, which was introduced in 2022, has 4288 subscribers to date. The LinkedIn page aims to increase the visibility of the EPR @ ISM both internally and externally. The LinkedIn page is coordinated by Ms Siepelmeier.

Furthermore, numerous consultations took place in 2023/24 specifically on the topic of EXIST start-up grants. In 2023, the EPR @ ISM successfully submitted and approved the third funding application from the ISM to the BMWK to support an EXIST start-up grant project for a student start-up team. The funding application was submitted for the start-up „Squair Health“ under Prof Dr Lietz as mentor and Ms

Vlachantonis as representative of the start-up network. Another application is currently being finalised for 2024.

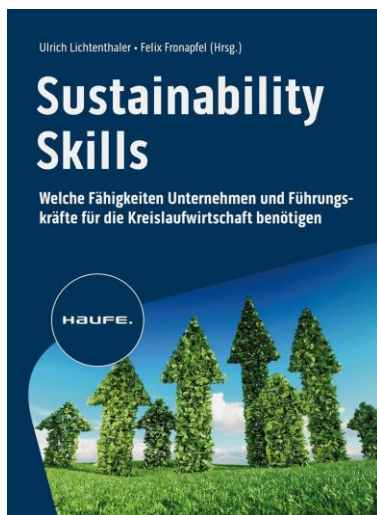
g Scientific contributions, Practical Contributions and Conference Presentations

In a lively exchange between science and practice, research results are continuously and sustainably transferred to teaching, consulting and to the public via publications, lectures and other events. Current start-up trends are identified, research-led and the existing co-operation with practice is strengthened. The institute thus provides an important basis for the creation of independent publications. The results and achievements of ISM in the startup sector are made visible and ISM employees are offered a platform for their research work in the field of entrepreneurship. In particular, the following scientific articles and practical contributions were published this year and presentations were given at specialist conferences and congresses.

Publications

Books:

Lichtenthaler, U., & Fronapfel, F. (Eds.) (2024): Sustainability Skills: Welche Fähigkeiten Unternehmen und Führungskräfte für die Kreislaufwirtschaft benötigen. Freiburg: Haufe.



Contributions to Collective Works:

Lichtenthaler, U. (2023): Interview „Die Gen Z als Digital und Sustainable Natives“. Terstiege, M. (2023): Die DNA der Generation Z: Der direkte Weg in ihr Mindset. Freiburg: Haufe: 191–194.

Lichtenthaler, U., & Fronapfel, F. (2024): Sustainability Skills: Kompetenzen für ein erfolgreiches Management von Nachhaltigkeit und ESG. Lichtenthaler, U., & Fronapfel, F. (Eds.) (2024): Sustainability Skills: Welche Fähigkeiten Unternehmen und Führungskräfte für die Kreislaufwirtschaft benötigen. Freiburg: Haufe, pp. 17–27.

Articles in Scientific Journals:

Lichtenthaler, U. (2023): Sustainability skills and sustainable natives: Key competencies and maturity model for sustainability management. *Journal of Innovation Management*, 11(3): 95–113.

Lichtenthaler, U. (2023): Why being sustainable is not enough: Embracing a net positive impact. *Journal of Business Strategy*, 44(1): 13–20.

Presentations:

Lichtenthaler, U. (2023): Die Green Grass Strategy für Nachhaltigkeit und Innovation. Online Talk, MUNA+, Cologne, Germany, 2023-07-18.

Lichtenthaler, U. (2024): Integrierte Intelligenz: KI kann mehr als Automatisierung. Praxisforum des Bundesverbands Materialwirtschaft, Einkauf und Logistik, Online, Germany, 2024-07-09.

Lichtenthaler, U. (2024): KI im Einkauf – Chancen durch integrierte Intelligenz. Internationale Eisenwarenmesse, Einkäufertag des Bundesverbands Materialwirtschaft, Einkauf und Logistik, Cologne, Germany, 2024-03-05.

h Outlook

The projects and plans outlined above will be continued in the coming year. Online and face-to-face events are also planned for the 2024/25 winter semester. Ulrich Lichtenthaler, Sarah Siepelmeyer and Felix Fronapfel are also planning to take part in specialist conferences for further networking. At the end of the year, the Entrepreneurship Institute will apply for a continuation of the „EXIST Women“ funding programme at the ISM, depending on the possibility and continuation of the programme by the project sponsor. Furthermore, teaching and research are to be more closely interlinked by increasingly awarding theses from the Institute's research areas and offering further project courses.

SCM @ ISM – Institute for Supply Chains Cluster & Mobility Management

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a Presentation of the Institute

The university's own Logistics Institute SCM @ ISM serves as an active operations think tank at ISM, providing an organisational basis for research work and cooperation with external partners from science and practice. The scientific focus here is on application- and action-orientated research. In this respect, the location on the ISM campus in Frankfurt and in the House of Logistics and Mobility (HOLM) in Gateway Gardens at Frankfurt Airport is ideal for further networking between science and practice. The institute's advisory board, which includes renowned experts from industry as supporters and sparring partners of the institute, promotes its development.

The core of the institute is the English-language Master's degree programme M.Sc. International Logistics & Supply Chain Management (ILS), which focuses on the topic of value chain management in international networks. Accordingly, the Institute specialises in the research areas of supply chain management, clusters and mobility management.

In the area of operations management, purchasing, logistics and supply chain management, the institute works on the following issues that affect current and future practice and research::

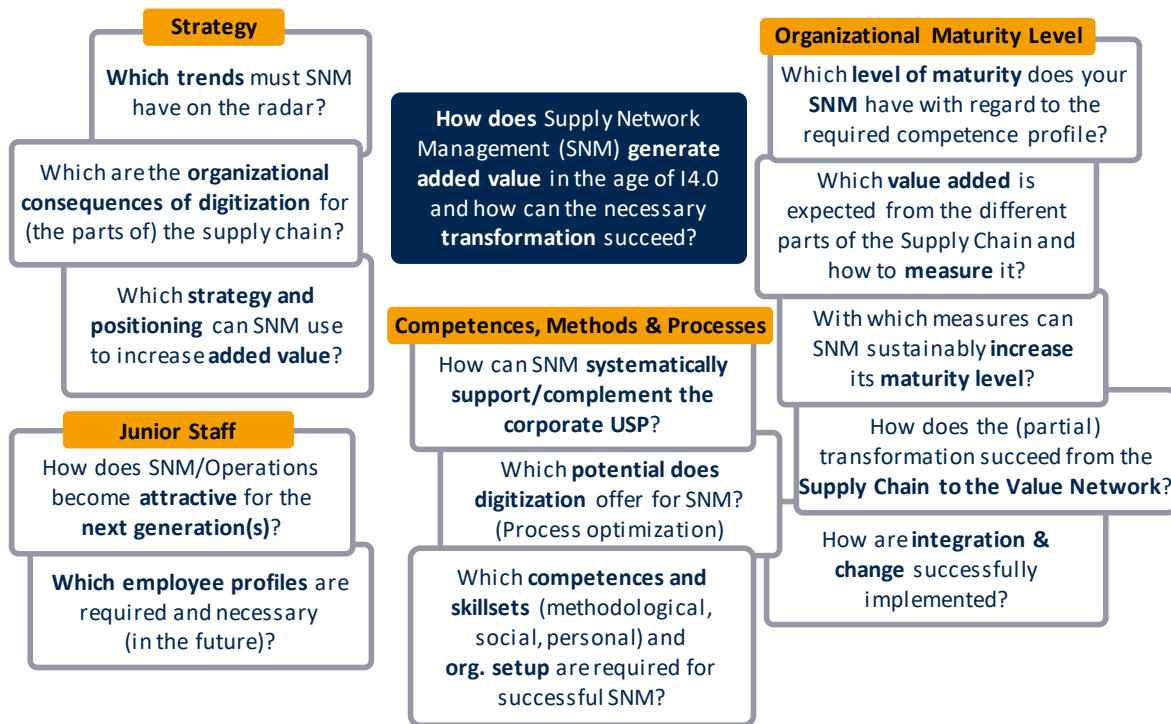


Figure 5: Current Work Issues of the Institute

Source: ISM 2024

The Institute’s vision is to continuously expand its position in supply network management and extend its expertise in the field of smart mobility and smart cities.

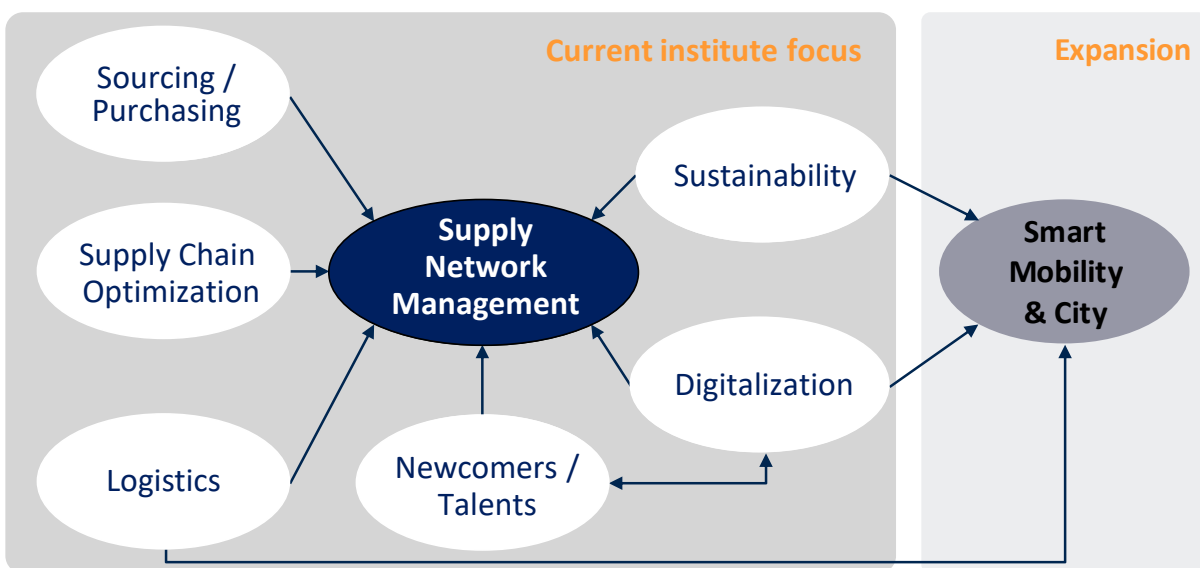


Figure 6: Main topics of the Institute

Source: ISM 2024

The SCM@ISM Institute acts specifically as a ...

- ... **Competence centre:** bundling professional, technical and methodological expertise in the areas of supply network management, smart mobility and logistics.
- ... **Think tank:** Addressing current and relevant topics of supply network management (also in cooperation with various partners), developing solutions and leading the interaction between students, practice and science, among other things as an integrative research and cooperation platform for the search for potential junior staff and practice-relevant solutions and offers students practical relevance.
- ... **Network:** Active participation in the further development of these topics with leading partners (BME, BVL, HOLM etc.).
- ... **Consulting partner & coach:** Project partner in topics relevant to our customers in terms of analysis, conception and transformation/optimisation.
- ... **Research driver:** Development and publication of practice-relevant topics in a scientific context (i.e. in the form of studies, white papers, publications or focus groups).
- ... **Input provider for teaching:** Influence of the knowledge gained at the institute and the co-operations currently being established in the continuous further development of teaching.

Institute for Sustainable Transformation @ ISM

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a Presentation of the Institute

At first glance, doing business within planetary boundaries, in a socially just way for the benefit of all people and at the same time being economically successful sounds like a utopia. However, the planet's tipping points and multiple crises are forcing us to rethink and reorient ourselves. In particular, (EU) politicians and a wider circle of stakeholders are demanding more transparency from companies about the social impact of their global business models. Sustainability is also far more than just a reporting issue that serves to fulfil political regulations. Sustainability has an impact on the entire company and affects all areas of activity. It is increasingly developing into an interface function and an integral part of the company. Integrating sustainability issues into a company's own value chain, formulating clear goals, translating them into concrete measures and measuring them using suitable indicators requires the committed participation of many of a company's stakeholders.

The Research Institute for Sustainable Transformation @ ISM was founded in autumn 2022 and is located at the interface between business, ecology and society. On the path to social and sustainable business models, we work with specialists and managers to explore innovative solutions and tools for the credible establishment, implementation and evaluation of sustainability goals. We also want to enable *SMEs* in particular to deal effectively with the opportunities and risks of the transformation process. Which skills profiles are relevant in the respective departments, for example, in order to integrate sustainability throughout the entire company and in all key decisions?

The aim of the institute is to visualise innovative opportunities in the field of sustainable management in research, teaching and further education, to initiate model projects in various sectors and business areas and to provide scientific support for these projec.

b Main Research Projects

Empirical study „Competence profiles for sustainable transformation in SMEs“

In cooperation with *econsense* – Forum Nachhaltige Entwicklung der deutschen Wirtschaft e.V. and *better earth* – Partners for Business Transformation GmbH, the Institute is conducting a quantitative and qualitative study on the sustainable competence profiles of individual functional areas in SMEs from July 2024. The empirical study will be carried out over the next few months in the context of *econsense's* „Sustainability Competence Programme“ initiative with around 40 SMEs. The target groups are managers, sustainability officers and traditional function holders in the company. The competence programme, which was founded by *econsense* three years ago, covers all relevant sustainability topics from the perspective of the members of the SME sector, from climate targets to supplier management and reporting, and serves the mutual exchange of experience processes and the learning of cross-industry practical insights.

The objectives of the *quantitative study* (start 14.08.2024 to 10.09.2024) include, for example, the following questions:

- Which core functions in the company are actively involved in the implementation of the Corporate Sustainability Reporting Directive (CSRD) reporting obligation and the sustainability strategy in the company?
- Do the CSRD and sustainability strategy entail new requirements for the respective functions?
- What competences need to be gained in the functions in order to fulfil the strategy and reporting requirements?

In a further step, the results of the first survey will be reflected on and discussed with the participating companies in a workshop (date 24 October 2024). As part of the event, the institute will also present the initial results of a recent publication by Prof. Dr. Brigitte Spieß on the topic of „Sustainable transformation as a catalyst for new key competencies in leadership“ to the members. The results of the workshop, including the wishes and needs of the participants, will serve as the basis for the subsequent qualitative study.

A qualitative study with selected member companies and sustainability teams from the competence programme is planned as a follow-up project (from Nov. 2024). Methods such as focus groups, roundtables and expert interviews will be used to identify and reflect on skills gaps, future skills profiles and training and further education programmes for sustainable transformation in SMEs.

The cooperation project will be scientifically monitored and analysed by the ISM Institute.

c Other Projects (ongoing)

Keynote Speech and Panel Discussion

On April 17, 2024, the institute was invited by Metropole Ruhr Business GmbH to participate in the Innovation Day „Value Creation with Impact“ at the UNESCO World Heritage Site Zollverein in Essen. As part of a panel discussion, Prof. Dr. Brigitte Spieß gave a keynote speech on the topic of „Social Innovations and Sustainable Transformation“ and discussed common good orientation, sustainability reporting obligations and future challenges with companies from various industries, such as good-carbon GmbH Berlin, Ludwig Weinriht GmbH, Sunrock GmbH. In addition, the institute organized the active participation of students from the ISM (Berlin and Dortmund) in the Barcamp „My Future Perspective Ruhr Area“. Seven ISM students from different courses and semesters each presented their own topics on sustainability at the Barcamp, which they discussed with the guests of the event (150 participants from start-ups, companies and municipalities).

Certificate course „Sustainable Transformation & Reporting“

For the certificate course „Sustainable Transformation & Reporting“, which will continue to be offered through the ISM Academy, the Institute has made an update and set a new start date in September 2024 with the participating practice partners (Dr. Jana Heinze and Dr. Claas Oehlmann).

Digital Coaching for Sustainability Communication (planned)

The institute and Prof. Dr. Brigitte Spieß were asked by the GREEN.WORKS Academy of the dfv media group in Frankfurt to conduct digital coaching on sustainability communication for representatives of medium-sized companies twice a year from 2025 onwards, lasting four half days. The start is planned for spring 2025. Daniel Baumann, Editorial Director Green Transformation, is also planning an interview with Brigitte Spieß on the topic of „Sustainability and new key competencies in leadership“.

Consulting Work with the Companies DEW21 and Continental Reifen Deutschland

A consultation of the institute with Matthias Klein-Lassek (Working Director DEW21) and Bernd Korte (Responsible Value Chain Officer Sustainability) is planned for the last half of 2024. Initial discussions on the topic have already taken place.

Two new Publications from the Institute:

The following publications will be published by Springer Nature in autumn 2024 and spring 2025:

Spieß, B. & Davydchick, M. (2024/25): Nachhaltige Transformation als Katalysator für neue Schlüsselkompetenzen in der Führung und innovative Lernkulturen. In: Fabisch, N. et al. (Ed.): SDG 8: Menschwürdige Arbeit und Wirtschaftswachstum. Berlin: Springer Nature.

As part of the article, two expert interviews were conducted by Prof. Dr. Brigitte Spieß with Matthias Klein-Lassek (Human Resources Director at DEW 21) and Dr. Dominik Hennen (Head of Personal Banking at Deutsche Bank AG).

Spieß, B. & Ürz, G. (2024): Nachhaltiges Bauen und bezahlbarer Wohnraum – Wie GROPYUS mit digitalen Werkzeugen und „Deep Sustainability“ Gebäude als Produkte entwickelt. In: Just, V. et al. (Ed.). Innovative Nachhaltigkeit oder Nachhaltige Innovation. Wechselwirkung zwischen Digitalisierung, Technologien und nachhaltiger Unternehmenspraxis. Wiesbaden: Springer Gabler.

Invitations and Participation of the Institute in Events, Conferences and Congresses (networking):

1. **08. – 09.09 2023**
C2C NGO: „Internationaler Cradle To Cradle Congress 2023“ unter der Schirmherrschaft des Bundesministeriums für Wirtschaft und Klimaschutz, Schirmherrin Technische Universität Berlin, gefördert durch die EU.
2. **28.09.2023**
ZEIT Wissen Kongress: „Mut zur Nachhaltigkeit“, Alte Münze, Berlin.
3. **04.10.2023**
F.A.Z.-Konferenz: Denkraum Klima – „Die klimaneutrale Mobilität in der Stadt“, in Zusammenarbeit mit der Robert Bosch GmbH, ifok GmbH und mit geladenen Gästen aus Politik, Wirtschaft und Gesellschaft, Atrium der F.A.Z., Berlin.
4. **12.10.2023**
ZEIT für Forschung zu Gast bei der Bayer AG: „Innovation Reloaded: wie Deutschland den Forschungsstandort vorantreibt oder ausbremst“, ZEIT Verlagsgruppe (Studio ZX), Partner Bayer AG, Berlin.
5. **07.11.2023**
Global Compact – Netzwerk Deutschland: UN-GCD Jahreskonferenz „Auf halben Weg der Agenda 2030 – Wie erreichen wir die globalen Ziele in einer zunehmend fragmentierten Welt“, Humboldt Carre, Berlin.
6. **08.11.2023**
Stiftung KlimaWirtschaft: „8. Jahreskonferenz der Stiftung KlimaWirtschaft 2023“, Axica Kongress- und Tageszentrum im Haus der GZ Bank, Berlin.
7. **09.11.2023**
Andrian Wons, senken, Louis Schulze, sustainid: „Sustainability meets Mittelstand 2023“, Online Konferenz mit 150 Mittelständlern. Online.
8. **15.11.2023**
Auswärtiges Amt, Deutsches Klima-Konsortium, Stiftung KlimaWirtschaft: „Globale Energiewende jetzt!“ Briefings zur 28. Klimakonferenz. COP 28 Briefing, im Auswärtiges Amt mit der Außenministerin Annalena Baerbock im Vorfeld der UN-Klimakonferenz in Dubai.
9. **30.11.2023**
ZEIT für Bildung: „Hochschule im Wandel: Gelingt der Wissenschaft die gesellschaftliche Transformation?“ Auditorium Friedrichstraße, Berlin.
10. **21.02.2024**
KPMG Zukunftsgipfel, Business Performance & Resilience (Online).
11. **11.04.2024**
Q-Club Community, Deutsche Bank, Digitale Transformation, Berlin.
12. **17.04.2024**
Metropole Ruhr Business, Innovation Day 2024, Wertschöpfung mit Impact, Essen.

13. **01.05.2024**

Adrian Wons (senken), Sustainability meets Mittelstand, Online.

14. **27.05.2024**

Q-Club Community, Deutsche Bank, Lebenslange Lernfähigkeit und Führungskompetenzen, Berlin.

15. **24.07.2024**

KPMG Zukunftsgipfel: Finale, Online.

d Organization and Structure

The central pillars and focal points of the institute are illustrated in the following figures:

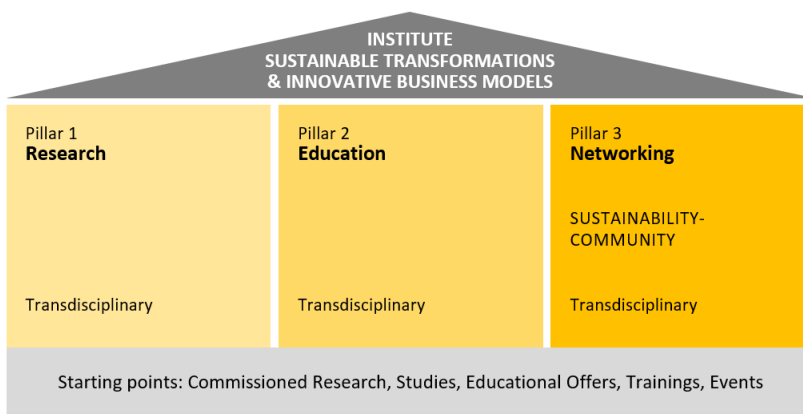


Figure 7: Pillars of the Institute

Source: Own representation



Figure 8: Research

Source: Own representation

ISM-Education 1 <ul style="list-style-type: none"> • Full-time Master „Sustainability & Business Transformation“ (Presence) • Part-time Master BEMA „Sustainability Management“ • ISM Distance course „Sustainability Management“ 	Further Education 2 <ul style="list-style-type: none"> • Certificate courses, e.g. "Sustainable Transformation & Legal Requirements", "Internal Training to become a Communication Ambassador" (ISM Academy) • Qualification in the field of sustainability management (including needs studies, e.g. sustainable competence profiles in SMEs)
Consulting/Coaching 3 <ul style="list-style-type: none"> • Accompanying counselling/coaching for the respective current certificate courses • Development of innovative formats for advisory services (needs study with network partners from the field, e.g. Deutsche Bahn, Better Earth - Partners for Business Transformation) 	Media Formats 4 <ul style="list-style-type: none"> • Online: e.g. Podcast, Video, Webinars, Blogs • Presence formats for transdisciplinary projects and exchange processes (e.g. roundtables, laboratories, thinking spaces) • Interviews, e.g. Personalwirtschaft Special, 06 2023 on the topic of "ESG Transformation and Health Management"

Figure 9: Education and Further Training

Source: Own representation

Academic Partnerships 1 <ul style="list-style-type: none"> • National and international universities (e.g. TU, FU, LUMSA University, ESMT, Leuphana University Lüneburg, University Rhein-Waal) • Institutes (e.g. IÖW, Borderstep, econsense, On Purpose, GÖW, GIZ, foundations in the field of sustainability, political parties, working groups) • Initiatives, networks 	(Multidisciplinary) Practice Partners 2 <ul style="list-style-type: none"> • Supporters of the Institute (sponsors, foundations, companies, politics, etc.) • Cooperation partners, platforms and multipliers (institutes, associations, parties, etc.) • Companies from the SME environment, start-ups, corporations
ISM internal Partnerships 3 <ul style="list-style-type: none"> • Cross-location sustainability project groups (e.g. teachers, students) • ISM Alumni and sustainability experts • ISM Board of Trustees (selection of interested parties for cooperation) 	Media Partnerships 4 <ul style="list-style-type: none"> • Media organisations with a focus on sustainability (e.g. ZEIT/Green, Verlagsgruppe Handelsblatt) • Maintaining contacts with sustainability journalists • Participation in conferences, congresses, meetings, etc.

Figure 10: Networking/Community

Source: Own representation

III Project Reports

Workshop Ratsherrn Brauerei: Analysing the brand potential of Ratsherrn Brauerei for a younger, primarily female target group (Gen Z)

Prof. Dr. Nicole Fabisch

Following a briefing from the marketing and sales managers of the traditional Hamburg brewery Ratsherrn, the 5th and 6th semester Bachelor students developed a marketing concept for a younger (Gen Z) female target group as part of the „work-shop“ format. Those responsible at the Ratsherrn brewery in Hamburg first informed the students on site about the history of the company, its regional roots, its sustainability endeavours and the basics of brewing beer.

As part of a tightly timed sequential mixed-method design, the students then first had to

1. *Desk Research* on cult brands and their success factors as well as trends in the beverage market. This was followed by
2. *Qualitative Research* with the design, implementation and evaluation of a focus group on topics relating to beer consumption. These results were then analysed in a
3. *Quantitative POS Survey* in the drinks departments of several Hamburg shops and formed the basis for a comprehensive marketing concept



Figure 11: Workshop Ratsherrn Brauerei

Source: Own photo

Workshop Markenkuppler & KIA

Prof. Dr. Nicole Fabisch

In collaboration with the Hamburg agency for brand cooperation „Markenkuppler“, the task of the 5th and 6th semester Bachelor students was to analyse KIA’s new car subscription model as part of the „workshop“ format and then to propose an ideal corporate partner for the South Korean car manufacturer, in which the profile optimally matches that of the client (strategic fit) and thus results in synergies for both sides. For this purpose, relevant competitors and their offers in the nationwide mobility market as well as similar subscription models first had to be researched in several steps. A matrix of values and objectives was then drawn up on the basis of the company’s own research and the Brand Coupler database, which was used to compile possible corporate partnerships. In addition, further possible brand matches were developed with the help of creativity techniques as part of a focus group. The results of the qualitative preliminary investigation and desk research were evaluated by means of a quantitative survey of students at the Hamburg campus and were then incorporated into a strategy and marketing concept that was presented to the corporate partner.



Figure 12: Workshop Markenkuppler & KIA

Source: Own photo

Hamburg Fair Trade University Competition

Prof. Dr. Nicole Fabisch

As part of the Hamburg Fair Trade university competition „Hamburg! Handelt! Fair!“, in which Hamburg universities are matched with corporate partners and then compete against each other for the

best concepts, ISM Master's students developed the winning concept. To this end, (potential) customers were first analysed and asked about their attitudes and needs in relation to fair fashion. In addition, the most important certification labels were analysed with regard to eco-social criteria. Finally, a marketing concept for Fairtrade-certified goods tailored to the customers was developed. The concept should convey what fair trade is and why fairly produced goods are usually more expensive than conventional brands that do not have their products Fairtrade certified.



Figure 13: Hamburg Fair Trade Competition

Source: Own photo

The Aging Workforce: How to foster workability

Alexandra Weilhartner, Irmgard Mausz & Dieter Frey

Demographic change is leading to an ageing and declining labour force and poses major challenges for the economy and society. In order to counteract the resulting labour shortage, the promotion of employability is becoming increasingly important. In this cooperation project between ISM and LMU Munich as well as a consultancy firm from the DACH region, several studies are being carried out in order to obtain starting points for the promotion of employability in various sectors. In a first study, work demands and resources are analysed as predictors of work ability and protective factors for promoting work ability are identified. In a second study, social support is analysed as a buffer for maintaining work ability in older employees. A third study is dedicated to the relationship between corporate culture and the ability to work.

Dark Triad and Career Success in Academia

Irmgard Mausz, Sandra Diller, Daniel Thiemann & Dieter Frey

The Dark Triad traits (narcissism, Machiavellianism, psychopathy) are associated with the quest for power, social dominance, and status (e.g., Szabó et al., 2023; Kaijonius et al., 2015), attracting individuals with high Dark Triad traits to environments that offer such opportunities (Jonason & Sherman, 2020). Thus, in the work context, Dark Triad traits are linked to hierarchy in terms of leader emergence and a positive correlation with higher leadership levels (e.g., Diller et al., 2021). Furthermore, certain Dark Triad traits are linked to positive career outcomes, such as salary and career satisfaction (Hirschi & Jaensch, 2015; Spurk et al., 2015).

However, little research exists on Dark Triad personalities and their striving in academia as a work context. The present multi-site study (survey in 8 countries) intends to investigate the relationship between Dark Triad traits and hierarchical levels in academia and their subjective and objective career success factors.

The results will shed light on the relationship between Dark Triad traits, and career success in academic settings. Furthermore, they will lead to implications for universities, such as personnel development (promoting ethical behaviour) and staff selection.

The visibility of women in science

Irmgard Mausz, Silke Friedrich & Ricarda Merkwitz

Although increasing numbers of young women are enrolling in and completing higher education and subsequently obtaining doctorates, significantly fewer women than men remain in academia and are less likely to hold senior positions. This pattern is found worldwide (Lariviere et al., 2013). At each career stage, women leave academia rather than progress (GEW). In Germany, women make up only 23.3% of professors, 27% of habilitations and 30% of doctorates. A lack of visibility of female academics compared to their male colleagues is discussed as a reason for this low number of women, especially in the academic field.

The aim of the current research project is therefore to use a mixed-method design to analyse the visibility of women in academia, particularly at state and private universities, to work out connections with structural and personal framework conditions and to identify possible facilitating and hindering factors for increasing the visibility of female academics. Several studies are planned for this purpose. In a first study, the status quo of the differences between male and female professors at German universities will be analysed with the help of a nationwide quantitative survey. The starting point for this survey is the results that the project team was able to generate with the help of an ISM-wide survey. Further studies will be based on expert interviews with university management and young female academics in order to identify the relevant factors and motives for career decision.

Sustainable consumer behaviour: What are consumers willing to pay for organic food and locally produced products?

Prof. Dr. Kai Rommel

The 5th Symposium on Circular Economy and Sustainability took place in Chania (Crete) from 17 to 19 June 2024.



<https://5th.circulareconomy2050.eu/program>

Figure 14: Faculty of Agricultural Economics, University of Chania, Greece

Source: INFER 2024

In the Food Policy and Sustainability session, Prof. Rommel presented research findings in the presentation 'Sustainable consumer behaviour in the food sector using Germany as an example'. The idea for this study was developed in a student workshop at the ISM. The aim of this workshop and the subsequent study was to investigate individual consumer behaviour in organic food markets in Germany. Using a choice experiment, product characteristics of selected foods and beverages such as milk, wine and vegetables were presented to a sample of 400 people in an online survey. The product characteristics were defined on the basis of literature and individual consumption experiences. The focus here is on the degree of regionality, the form of packaging, the point of sale, the labels used, the brands and the price in the form of a percentage mark-up. The results show significant influences of most characteristics on the utility function of the respondents. Socio-economic variables such as age, gender, household size and expenditure on organic food have a strong influence on individual willingness to pay. The conference paper will be submitted to the Journal for Applied Economics.

Tourismuspolitik

Prof. Dr. Dieter M. Schlesinger

Since 2019, the team of Simon Neumair and Dieter M. Schlesinger at Campus Munich has been working on Tourismuspolitik and its framework conditions, instruments and feasibility in several articles.

The textbook „Tourismuspolitik“ (Tourism Policy), published by De Gruyter Oldenbourg in 2021 and strongly recommended by the Federal Association of the German Tourism Industry, uses a political science approach and is always accompanied by illustrative examples and digressions to address the diverse tasks, decision-making processes and actors as well as fields of action of tourism policy and analyses its current challenges (corona, overtourism, climate change). The resource concept is transferred to the tourism industry.

At the end of 2024, the article „Tourismuspolitik“ on the instrumental design of selected areas of tourism policy action will be published in the anthology „Tourismusforschung – Handbuch für Wissenschaft und Praxis“ (Eds.: Schmude, J., Freytag, T. and Bandi Tanner, M.) by Nomos Verlag.

In spring 2025, the volume „Brand Leadership im Tourismus. Mit starken Marken zum Erfolg“ (Ed.: Gardini, M.) published by Springer Gabler with the article „Tourismuspolitik und Marke“. The focus is on the interplay between the policy fields of regulation, planning, production and promotion in relation to tourism brands.

The latest research article evaluates the feasibility of tourism policy concepts for the further development of themed routes on the basis of network theories as well as possible effects on destinations and local recreation areas.

Largest Germany-wide symposium of the Society for Applied Business Psychology (GWPs) under the direction of Prof Dr Daniel Thiemann at ISM Cologne

Prof. Dr. Daniel Thiemann

From 22 February to 24 February 2024, around 120 participants attended the annual conference of the largest German professional association for business psychology (Gesellschaft für angewandte Wirtschaftspsychologie, GWPs) at ISM Cologne. In almost 80 contributions, the speakers and other participants discussed the conference theme „On the way to the „new normal“ – business psychology design approaches for a modern working world“, as announced by conference chair Prof Dr Daniel Thiemann. In addition to chairing the conference, Prof Thiemann gave the opening keynote and three presentations on his own studies (two as first author and one as co-author). In addition to scientific studies from work and organisational psychology, contributions from consumer and brand psychology as well as media psychology were also discussed. Participants from the field were also represented and the best three bachelor theses presented by students were honoured. Overall, the conference was able to provide valuable impulses on how current changes in the world of work can be shaped in a human-centred way and further expand the status of ISM in the field of business psychology.

ISM is focussing on closer cooperation with the prestigious University EAFIT in Colombia

Prof. Dr. Dagmar Tomanek

As a private university with more than 13,400 students and over 100 professors, the University EAFIT is one of the most high-ranking institutions in the country. Following the invitation of the „Production Engineering” Department at EAFIT, Prof Dr Dagmar Tomanek travelled to Medellin and Pereira in June 2024. He held two face-to-face workshops on the topic of „Global Logistics”. The content of the workshops included a business understanding of logistics and introduced the Colombian students to the areas of global sourcing, value creation, transport and distribution. For logistics professor Tomanek at the ISM campus in Hamburg, the topic of port logistics was naturally a must. Using case studies, practical examples as well as best and worst practice examples, the students learnt to understand typical processes, roles, responsibilities and success factors in logistics. The seminar was also strongly application-orientated: students had the opportunity to try out and apply selected tools and models in various company situations. The courses also aimed to improve students’ skills in problem solving, strategy formulation, teamwork and critical thinking.

Dagmar Tomanek’s academic study trip to Colombia not only included teaching activities, but also provided impulses for bilateral research in the field of logistics between Colombia and Germany. Prof Tomanek’s commitment thus not only promotes the internationalisation of ISM in Latin America, but also strengthens scientific cooperation with the University of EAFIT in future.



Figure 15: Prof. Dr. Tomanek at the University EAFIT in Medellín, Colombia

Source: Own photo

IV Bachelor and Master Theses

A total of **679** theses were successfully completed at the ISM locations in the reporting year 2024. The following overview shows the distribution among the ISM locations.

Table 3: Assessment of Bachelor's and Master's Theses

Location	Program	Amount
Berlin	Bachelor	7
	Master	8
Dortmund	Bachelor	62
	Master	80
Frankfurt	Bachelor	54
	Master	73
Hamburg	Bachelor	49
	Master	70
Cologne	Bachelor	55
	Master	27
Munich	Bachelor	51
	Master	106
Stuttgart	Bachelor	27
	Master	10

The distribution among the different study programs is shown in the following tables:

Table 4: Assessment of Bachelor's Theses by degree programme at the Berlin location

Bachelor Programs	Study Course	Amount
Berlin	B.Sc. International Management	7
		$\Sigma 7$

Table 5: Assessment of Bachelor's Theses by degree programme at the Dortmund location

Bachelor Programs	Study Course	Amount
Dortmund	B.A. Business Administration International Management	4
	B.A. Business Administration Sales & Brand Management	1
	B.A. Global Brand & Fashion Management	3
	B.A. International Sport Management	1
	B.A. Marketing & Communications Management	5
	B.A. Tourism & Event Management	4
	B.Sc. Betriebswirtschaft International Management	6
	B.Sc. Betriebswirtschaft Logistik Management	1
	B.Sc. Finance & Management	1
	B.Sc. International Management	35
	B.Sc. Psychology & Management	1
	Σ 62	

Table 6: Assessment of Bachelor's Theses by degree programme at the Frankfurt location

Bachelor Programs	Study Course	Amount
Frankfurt	B.A. Business Administration Finance	2
	B.A. Business Administration International Management	3
	B.A. Business Administration Logistik Management	2
	B.A. Global Brand & Fashion Management	10
	B.A. Marketing & Communications Management	1
	B.Sc. Betriebswirtschaft International Management	6
	B.Sc. International Management	26
	B.Sc. Psychology & Management	4
		Σ 54

Table 7: Assessment of Bachelor's Theses by degree programme at the Hamburg location

Bachelor Programs	Study Course	Amount
Hamburg	B.A. Business Administration International Management	3
	B.A. Business Administration Logistik Management	1
	B.A. Global Brand & Fashion Management	3
	B.A. International Sport Management	5
	B.A. Marketing & Communications Management	3
	B.Sc. Finance & Management	2
	B.Sc. International Management	22
	B.Sc. Psychology & Management	6
	LL.B. Business Law	4
		Σ 49

Table 8: Assessment of Bachelor's Theses by degree programme at the Cologne location

Bachelor Programs	Study Course	Amount
Cologne	B.A. Betriebswirtschaft Marketing & Communications	3
	B.A. Business Administration Logistik Management	1
	B.A. Global Brand & Fashion Management	4
	B.A. International Sport Management	4
	B.A. Marketing & Communications Management	5
	B.Sc. Betriebswirtschaft International Management	3
	B.Sc. Betriebswirtschaft Logistik Management	1
	B.Sc. Finance & Management	3
	B.Sc. International Management	27
	B.Sc. Psychology & Management	1
	B.Sc. Wirtschaftspsychologie	3
	Σ 55	

Table 9: Assessment of Bachelor's Theses by degree programme at the Munich location

Bachelor Programs	Study Course	Amount
Munich	B.A. Business Administration Finance	1
	B.A. Business Administration International Management	4
	B.A. Global Brand & Fashion Management	4
	B.A. International Sport Management	2
	B.A. Marketing & Communications Management	3
	B.Sc. Betriebswirtschaft International Management	3
	B.Sc. Finance & Management	5
	B.Sc. International Management	18
	B.Sc. Psychology & Management	8
	B.Sc. Wirtschaftspsychologie	3
	Σ 51	

Table 10: Assessment of Bachelor's Theses by degree programme at the Stuttgart location

Bachelor Programs	Study Course	Amount
Stuttgart	B.A. Global Brand & Fashion Management	4
	B.A. Tourism & Event Management	2
	B.Sc. International Management	17
	B.Sc. Psychology & Management	3
	B.Sc. Wirtschaftspsychologie	1
	Σ 27	

In total, **305** bachelor theses were successfully completed at all locations.

Based on the present specifications by study course, the focus of the respective locations, as well as the intensity of supervision of the lecturers can be observed.

Table 11: Assessment of Master's Theses by degree programme at the Berlin location

Master Programs	Study Course	Amount
Berlin	M.A. Luxury, Fashion & Sales Management	5
	M.A. Sustainability & Business Transformation	2
	M.A. Management Business Intelligence & Data Science	1
	Σ 8	

Table 12: Assessment of Master's Theses by degree programme at the Dortmund location

Master Programs	Study Course	Amount
Dortmund	M.A. Management Family Business	1
	M.A. Management Finance	2
	M.A. Management International Management	7
	M.A. Management Marketing, CRM & Vertrieb	7
	M.A. Management Psychology & Management	3
	M.A. Management Supply Chain Management & Logistics	2
	M.A. Strategic Marketing Management	6
	M.A. International Business	2
	M.Sc. Arbeits- und Organisationspsychologie	3
	M.Sc. Business Intelligence & Data Science	4
	M.Sc. Finance	2
	M.Sc. Finance	8
	M.Sc. International Business	4
	M.Sc. International Logistics & Supply Chain Management	1
	M.Sc. International Management	21
	M.Sc. Psychology & Management	2
	MBA General Management	5
		Σ 80

Table 13: Assessment of Master's Theses by degree programme at the Frankfurt location

Master Programs	Study Course	Amount
Frankfurt	M.A. HRM & Digital Transformation	1
	M.A. International Business	3
	M.A. Management Business Intelligence & Data Science	3
	M.A. Management Finance	6
	M.A. Management International Management	4
	M.A. Management Marketing, CRM & Vertrieb	2
	M.A. Management Real Estate Management	1
	M.A. Management Supply Chain Management & Logistics	2
	M.A. Strategic Marketing Management	8
	M.Sc. Arbeits- und Organisationspsychologie	1
	M.Sc. Finance	10
	M.Sc. International Business	2
	M.Sc. International Logistics & Supply Chain Management	12

	M.Sc. International Management	16
	M.Sc. Organizational Psychology & Human Resources Management	1
	M.Sc. Psychology & Management	1
		Σ 73

Table 14: Assessment of Master's Theses by degree programme at the Hamburg location

Master Programs	Study Course	Amount
Hamburg	M.A. Human Resources Management & Digital Transformation	2
	M.A. Luxury, Fashion & Sales Management	13
	M.A. Management Business Intelligence & Data Science	2
	M.A. Management Finance	1
	M.A. Management International Management	2
	M.A. Management Marketing, CRM & Vertrieb	2
	M.A. Management Psychology & Management	1
	M.A. Management Real Estate Management	2
	M.A. Strategic Marketing Management	7
	M.Sc. Business Intelligence & Data Science	7
	M.Sc. International Logistics & Supply Chain Management	11
	M.Sc. International Management	11
	M.Sc. Psychology & Management	3
	M.Sc. Real Estate Management	6
	Σ 70	

Table 15: Assessment of Master's Theses by degree programme at the Cologne location

Master Programs	Study Course	Amount
Cologne	M.A. Digital Marketing	4
	M.A. Entrepreneurship	1
	M.A. Luxury, Fashion & Sales Management	8
	M.A. Management Business Intelligence & Data Science	3
	M.A. Management International Management	1
	M.A. Management Marketing, CRM & Vertrieb	2
	M.A. Management Psychology & Management	1
	M.A. Management Supply Chain Management & Logistics	2
	M.Sc. International Management	2
	M.Sc. Psychology & Management	3
		Σ 27

Table 16: Assessment of Master's Theses by degree programme at the Munich location

Master Programs	Study Course	Amount
Munich	M.A. Luxury, Fashion & Sales Management	4
	M.A. Management Business Intelligence & Data Science	2
	M.A. Management Finance	1
	M.A. Management International Management	4
	M.A. Management Marketing, CRM & Vertrieb	1
	M.A. Management Psychology & Management	1
	M.A. Management Supply Chain Management & Logistics	1
	M.A. Strategic Marketing Management	14
	M.Sc. Business Intelligence & Data Science	8
	M.Sc. Finance	14
	M.Sc. International Management	20
	M.Sc. Psychology & Management	18
	M.Sc. Real Estate Management	13
	MBA General Management	5
	Σ 106	

Table 17: Assessment of Master's Theses by degree programme at the Stuttgart location

Master Programs	Study Course	Amount
Stuttgart	M.A. Management Marketing, CRM & Vertrieb	2
	M.A. Management Psychology & Management	1
	M.A. Management Real Estate Management	1
	M.A. Management Supply Chain Management & Logistics	2
	M.A. Strategic Marketing Management	1
	M.Sc. International Management	3
		Σ 10

In total, **374** master's theses were successfully completed at all locations.

V Short Reports on Doctorates

In this chapter, the current doctorates within the framework of ISM's cooperation programmes with the Bond Business School (BBS) at Bond University in Australia, with Ramon Lull University (IQS) in Barcelona, with Strathclyde Business School (SBS) in Glasgow and with Northumbria Business School (NBS) in Newcastle are examined. A selection of doctoral programmes carried out by ISM professors in individual collaborations with partner universities, such as Twente University Enschede and Universitat Politècnica de Valencia, is also presented here. As the international doctoral cooperation programmes with the British universities are conducted exclusively in English, the descriptions in the research report are written in English. The doctoral programmes are generally part-time doctoral projects.

Name:	Klaus Beiermann
Topic:	The Use of Corporate Political Advocacy to Secure Trust in Brands
University:	Bond University
Supervisor:	Prof. Dr. Rajat Roy, Prof. Dr. Kuldeep Kumar
ISM-Supervisor:	Prof. Dr. Ralf A. Brickau
Start:	September 2022

Abstract

A challenging dilemma has been occurring over the last years: brands have been communicating their attitudes toward controversial sociopolitical issues publicly and primarily via digital platforms. This is to serve consumers' growing expectation for transparency regarding the socio-political stance of brands but could also lead to the loss of customers. This form of communication – “corporate political advocacy” (CPAd) – can be defined as “voicing or showing explicit public support for certain individuals, groups, or ideals and values with the aim of convincing and persuading others to do the same” (Wettstein & Baur, 2016, p. 200).

Even though extant literature has increasingly acknowledged the impact of CPAd on brand constructs, current researchers recommend studying the impact of CPAd on trust. Moreover, this research extends the relationship between CPAd and brand trust, mediated by brand authenticity, by studying its boundary conditions contingent under the moderators influence-of-presumed-influence (IPI) and the time of day (ToD) against the backdrop of schema theory.

This research investigates this different effectiveness by conducting experiments with different sets of brands and issues. It is intended to provide a strategic framework to contribute to the solution of the practical decision dilemma and to close the research gap on the impact of CPAd on brand trust.

Specifically, we aim to answer the following research questions:

RQ 1: How does corporate political advocacy influence brand trust under the mediating effect of brand authenticity?

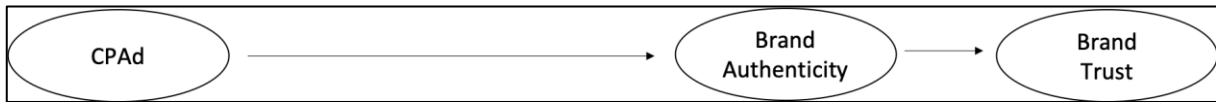


Figure 16: Model 1 – CPAd influences brand trust mediated by brand authenticity

Source: Own illustration

RQ 2: What are the boundary conditions under which CPAd may enhance or diminish brand trust?

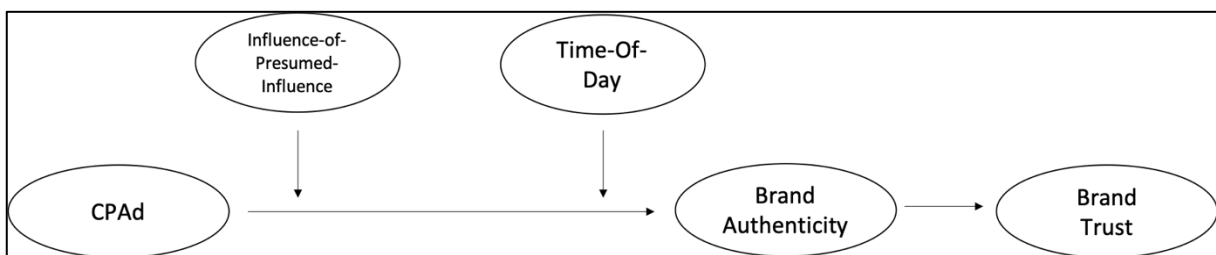


Figure 17: Model 2 – Influence- of-Presumed-Influence and Time-Of-Day form the boundary conditions of the relationship between CPAd, brand authenticity and brand trust

Source: Own illustration

Name:	Marcel Dohrmann
Topic:	Sustainable urban development – Measurement and control methods for urban sustainability
University:	Ramon Llull University
Supervisor:	Dra. Mònica Martínez Blasco
ISM-Supervisor:	Prof. Dr. Andreas Moring
Start:	December 2022

Abstract

This research presents novel insights into the relationship between environmental performance and firm performance, emphasizing the moderating role of board governance. Recognizing the interdependence among board governance mechanisms, we comprehensively analyse five board attributes collectively, in contrast to the conventional single-dimensional examination observed in previous literature. Employing OLS regression, we examine 582 European listed firms across various industries from 2016 to 2021. Our findings indicate that environmental performance positively influences firm performance, measured by Tobin’s Q and ROA. Additionally, our results show that gender diversity and audit committee independence negatively moderate the environmental-firm

performance relationship. Lagged variables addressed simultaneity and GMM modelling addressed endogeneity. Our study contributes to the ongoing debate on the environmental-firm performance relationship, offering insights and strategic implications to regulators and policy makers emphasizing on the role of board governance in this relationship.

1. Objectives

a General objective

While establishing the link between environmental performance and firm performance remains challenging, scholars acknowledge the presence of further limitations and advocate for the expansion of this analysis. Previous studies may not be capturing the true picture of the environmental performance and firm performance. Thus, “Does it pay to be green?” could have become outdated. As a result, researchers increasingly recognise the importance of identifying variables that may moderate the relationship between environmental and firm performance. Latent moderating factors may underlie the absence of a linear causality and the inclusion of moderator variables shows the potential to clarify the observed disparities between dependent and independent variables. Hence, to overcome persistent inconsistencies, in our study we focus on identifying variables that may moderate the relationship between environmental and firm performance.

The objective of our research is to extend the literature by not only offering novel insights into the influence of environmental performance on firm performance, but also by exploring if and how board governance moderates this relationship in Europe.

b Specific objectives (see a)

c Redefinition of objectives, if applicable (not applicable)

d Explain the reasons for change, if any

We've adjusted our dependent variable (green investments) and changed it with environmental performance. The reason for this is the lack of available data and the missing definition of how to measure green investment in Europe. Hence, we have decided to choose Environmental Performance as a substitution. We used the ASSET4 ESG environmental score of Refinitiv Eikon (Thomson Reuters) to measure environmental performance (EP) for each individual firm. The environmental pillar score reflects the extent to which a company uses best management practices to avoid environmental risks, collecting combined ratings from three categories Resource Use, Emissions and Innovation. EP is graded on a scale of 0 to 100. Lower ratings signify poor environmental performance, whereas higher scores signify improved environmental performance.

While the old question was: *Do green investments improve firm performance – The moderating effect of corporate governance*

The new one is: *Environmental Performance and Firm Performance in Europe: The Moderating Role of Board Governance*

The difference between these two is basically the measurement method of environmental practices of European firms, which is our dependent variable.

Here we present our conceptual framework:

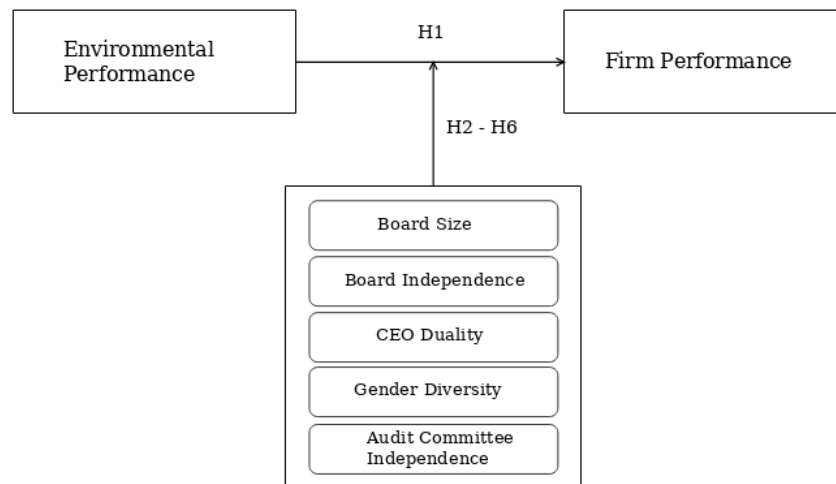


Figure18: Conceptual Framework

Source: Authors elaboration

2. Structure

Structure (reported in your research plan: chapters and contents of your thesis, or compendium of papers)

1. Redefinition of structure, if applicable
2. Explain the reasons for change, if any

We will adapt our structure directly to the articles of the journal “Corporate Social Responsibility and Environmental Practices”. These are as follows:

Abstract

1. Introduction
2. Literature Review and hypotheses
3. Methodology
4. Results
5. Additional analysis
6. Conclusion

3. Work plan schedule according your research plan

We used the months of April and May to work on the revisions we have received by the beginning of March. We are planning to resubmit to the journal by the end of June.

4. Status of your research

- a Updated schedule, if applicable (see in section 3.)
- b Explain the reasons for changes, if any, to the initial plan (no changes)
- c Strategy for publication

We have submitted our first paper to the journal “Corporate Social Responsibility and Environmental Management” at the end of January 2024. At the beginning of March, we received our first revision with comments from 4 reviewers. Since then, we have been working on processing these comments and integrating them into our paper. We plan to send the revised paper back to the journal by the end of June at the latest.

5. PhD education plan

(the personal training plan of the doctoral student will contain a forecast of the different training activities that are planned during the whole years of the doctoral thesis (courses, seminars, participation in conferences, international research stays, etc.) to acquire the necessary training for the doctoral thesis. The PhD student will make a general, non-exhaustive forecast, approved by the Supervisor, with the timing of the planned training activities. However, it is necessary to specify these activities and the importance in the doctoral student training process. Obviously, the annual courses and Research Seminars at IQS are included in this plan)

a Introduction to the forecast training activities

During this year 2024 and the upcoming year 2025 we plan to carry out the following activities.

First of all, we will decide by the end of July which conference we will attend next year 2025. The reason for the visit the following year is that we are already working intensively on our first and second papers. We have already sent the first paper to a Q1 journal and received a resubmission with comments from 4 reviewers. Therefore, we have concentrated on addressing these critics in Paper 1. We have already incorporated these as of now and will send the revised paper back to the journal in June 2024. We are currently working on the second paper, but we are already looking for suitable international conferences where we can take part. We would like to be involved in international financial conferences with a focus on corporate governance and sustainability.

Furthermore, I will support my supervisor Mònica Martínez Blasco in some of her courses and run them together with her. We will continue to think about whether we should schedule the international research stay at the end of 2024 or the beginning of 2025. For this purpose, we are already starting to contact good universities outside of Europe.

Name:	Jörg Forthmann
Topic:	A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional market Research
University:	University of Twente
Supervisor:	Prof. Dr. Ton de Jong
ISM-Supervisor:	Prof. Dr. Arne Westermann
Start:	Mai 2022

The number of internet users worldwide has more than quintupled from 2005 to 2022 to 5.3 billion people, according to the International Telecommunication Union (ITU) of the United Nations. This has been accompanied by a significant change in media usage behaviour: In the USA, for example, online news (including social media) is now significantly more important than traditional media such as TV or radio in providing news to the population (Newman et al., 2022).

Sources of news 2013-2023

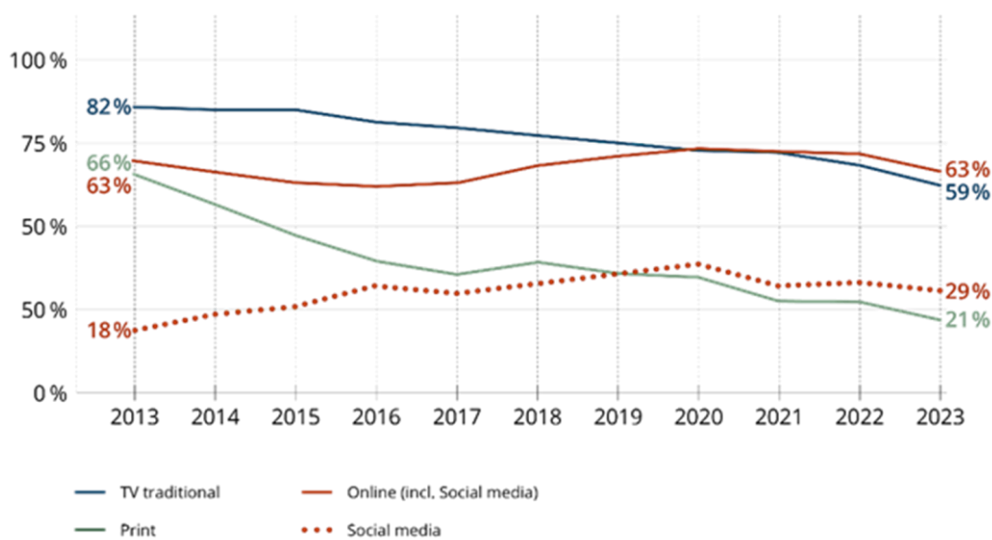


Figure 19: The sources of news in Germany (Fletcher et al)

Source: Own representation

This has a clear impact on the reputation of companies: Aula/Mantere (2008) ascertain that the company's own reputation does not really lie in the hands of the company itself, since it results from communication in networks within and outside of the company – and thus to a large extent outside of the company's own direct sphere of influence. The respective reputation thus lies in the hands of an abundance of third parties. Aula/Mantere (2008) even go so far as to see reputation in the hands of millions of people: "To a great extent, it is the publics that build reputation, not organisations themselves."

Thus, a "collective truth" is created in social media (Aula, 2010). Once users have formed a picture of a company, they share it with others, exchange views about it, and the subjective of the individual forms a collective truth about how the reputation of a company is and how it should be judged. "The development of social media has made companies vulnerable to negative publicity and endangered their reputation." (Schulze Horn et al., 2015). As a result of this Social Media analyses are crucial for reputation management (Aula, 2010). In this environment, finding a suitable measurement method is "a major hurdle in corporate reputation management" (Eckert, 2016).

Given the dynamic nature of communication on the internet, reputation measurements based on market research are typically too slow and too expensive for companies. They are suitable for low-frequency reputation measurement.

Deephouse (2000) opened the research branch of media reputation in 2000, with the question to what extent corporate reputation can be explained by media reputation. Previous studies have been able to show that there is a significance between media coverage and corporate reputation – but with a low degree of explanatory power. Here, the strong growth of digital communication opens up new opportunities for media reputation research: digital communication can be collected in large quantities on the internet and analysed with the help of artificial intelligence. This considerably increases the data basis compared to previous studies, where only a few media could be analysed due to time-consuming manual coding.

For this study, 326,737 statements from the German-language internet about ten companies were evaluated with artificial intelligence. At the same time, eight market research surveys representative of the population were conducted at intervals of two weeks each on the reputation of these ten companies, so that the connection between media reputation and corporate reputation could be (1) examined over time and (2) on a significantly broader data basis. The object of the study is to investigate to what extent the significance and explanatory power of previous media reputation research can be significantly surpassed with a significantly larger database and a differentiation into the five functional reputation dimensions according to Fombrun.

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Name:	Uta Sonja Franek von Schumann
Topic:	In-between children's family tourism experiences: practices, embodiment and relational agency
University:	Northumbria University
Supervisor:	Prof. Dr. Sharon Wilson, Prof. Dr. Pau Obrador
ISM-Supervisor:	Prof. Dr. Bernd Schabbing
Start:	October 2020

Abstract

A dearth of research on children's embodied experiences within family tourism practice has prompted further interdisciplinary research using creative approaches that incorporate mobile, social, material

and sensorial considerations. Drawing on critical movements in tourism and childhood studies such as the mobilities turn, the performance turn and relational agency, this study unpacks children's embodied experiences in the context of family cruising, where social practices and embodiment merge. The aim of this doctoral research is thus to consider this socio-spatial phenomenon on the move, using mobile, visual and sensory ethnography and participatory research activities on a North Sea cruise with 14 German children aged 3 to 11 and several family members of different generations.

Through the analysis of video recordings, photographs and field notes of participants engaging in the touristic spaces of the cruise ship on board and on shore, empirical insights into the performative, improvisational and playful ways in which children experience family cruises are critiqued. The contribution of this research is twofold: First, the focus on embodied experiences in tourism as practice enhances our understanding of modern family cruising where children engage and shape spaces of consumption and play. This highlights its practical relevance for cruise operators. Second, it enriches methodological approaches to understand children's tourism experiences in tourism research. By including younger children, who are still often neglected, it sheds light on the relational and interdependent aspects of experiences on cruise ships to enhance the dialogue between tourism practices and children's ontologies.

Problem Description and Literature Review

Over the last twenty-five years tourism research adopted a management and marketing perspective following Pine and Gilmore's (1998) concept of the Experience Economy which has led to a dominance of objective approaches about the consumption of experience in tourism. From this macro-oriented supply side, tourist experiences equate to consumer experiences, focusing on the creation of experiences as business offerings and their impact to a tourism provider's success. Although the importance of subjective approaches, concentrating on the demand side of tourism consumption is acknowledged in the literature, research is limited (Seeler et al., 2018).

This is especially true for young tourists, where calls to include children in tourism research (Poria and Timothy, 2014; Canosa and Graham, 2016) have been followed and contributions are just slightly rising during recent years. Grounded in an understanding of children as active and creative social agents endowed with voice and agency, subjective approaches were applied to include children's perspectives as tourist consumers to investigate on their tourism experiences (Canosa & Graham, 2016; Gram et al., 2019; Radic, 2019; Rhoden et al., 2016; Schänzel & Yeoman, 2015; Wu et al., 2019).

Nevertheless, research so far privilege young people's minds over their bodies, disconnected from the social, material and mobile entanglements that are at play when children enter the stages of family tourism on site. Thus, neglecting that several researchers stressed the relationality of objective and subjective approaches and the need to be understood holistically to enlighten the concept of experience in tourism (Seeler et al., 2018).

To overcome these limitations, this exploratory study draws inspiration from a practice-phenomenological approach (Schatzki, 2017) and the concept of relational agency in childhood studies (Canosa & Graham, 2020; Esser et. al., 2016; Spyrou et al., 2019;) to better understand children's tourist experiences in family-friendly cruise tourism. Positioned in the promising nexus of tourism and childhood

studies (Canosa et al. 2019), it explores how children experience, or better put do family cruises by taking social practices as a starting point. Grounded in the family of practice theories (Lamers et al., 2017) where mobility and performance are core elements of tourism practice (Souza Bispo 2016), family cruises resemble both a research object and a context. Amalgamating the concept of embodiment that "... rejects a view of the body as simply an inanimate object and instead recognises that the body is active in the consumption and creation of subjective meanings and experiences." (Rakić & Chambers, 2012, p. 1616), allows for zooming in and out of children's experiences in context. Thus, accounting for the mobile, social and material entanglements, to move beyond disconnected and disembodied experiences of children in current research.

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Name:	Felix Fronapfel
Topic:	The influence of Artificial Intelligence on the Entrepreneurial Process
University:	University of Strathclyde
Supervisor:	Dr. Stathis Tapinos, Prof. Dr. Peter McKiernan
ISM-Supervisor:	Prof. Dr. Marcus Becker
Start:	July 2021

Abstract

The increase of Artificial Intelligence technologies within the entrepreneurial process of startups has increased significantly over the past years. However, research on its impact on the entrepreneurial process (EP) itself is not well explored. Therefore, this research aims at understanding the impact of Artificial Intelligence on the entrepreneurial process from an entrepreneurial perspective by taking a closer look at why and how startups use artificial intelligence.

The proposed research builds on the background of entrepreneurial strategic perspective and focuses on entrepreneurial process literature. To meet the research objective, this research is built upon an interpretivism-grounded theory approach as a methodology. In particular, the Gioia Method is proposed as an overarching method to deduce concepts and themes. The sample will consist of founders of startups in the seed to growth stage. By using semi-structured interviews which are adapted and repeated after six months, qualitative rigor is expected.

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Name:	Benedikt Kiessling
Topic:	Leader Burnout and Job Resources: An Analysis of Antecedents and Moderators of Abusive Supervision
University:	Bond University
Supervisor:	Prof. Dr. Libby Sander
ISM-Supervisor:	Prof. Dr. Alex Michel
Start:	May 2023

Abstract & Lit Review:

Stress and burnout are on the rise worldwide, negatively affecting occupational health and organisational performance. While leaders can have both a positive and negative influence on this, studies have shown that the negative influence of destructive leadership styles, particularly that of abusive supervision, is stronger than the positive influence of constructive ones. However, since this area has mostly been viewed from the employee's perspective rather than the leader's, the negative consequences of destructive leadership on occupational health are well documented, but little is known about the causes of it. Therefore, this study focuses on abusive supervision as the most salient destructive leadership style and examines the influence of leader burnout on abusive supervision as well as individual, team, and organizational job resources to shed light on the causes of destructive leadership behaviours and explore intervention strategies to improve occupational health and overall organisational performance.

Aims & Objectives:

Drawing on the Conservation of Resources (COR) theory, I expect that leader burnout is positively related to abusive supervision because of resource depletion. Drawing on the Job-Demands Resources model (which COR is the basis for), I further expect that job resources have a moderating influence on the relationship between leader burnout and abusive supervision such that they have a buffering effect on said relationship. Both frameworks are applied to guide the research, but the overall objective is to explore the nature of interconnections of said concepts rather than test them.

Methods:

The research questions will be explored using grounded theory as a basis for exploring patterns and expanding existing theories. Using the DELPHI method, one pilot-study and one main study will be performed, conducting semi-structured interviews with leadership and executive coaches until saturation is reached. It is assumed that a sample of around 40 people is sufficient. Contrary to the conventional approach of targeting leader and follower samples, we chose a third-party approach by targeting certified leadership and executive coaches who have high exposure on the topic to be investigated.

Results:

The results are expected to shed light on the influence of leader burnout (and other factors) on abusive supervision as well as job resources as intervention strategies.

Contribution:

From a theoretical perspective, this study contributes to the literature of antecedents of abusive supervision, the relationship between leader burnout and abusive supervision and leadership literature

broadly. From a practical perspective, this study provides new insights on the causes of poor leadership and intervention strategies to mitigate it.

Name:	Florian Münster
Topic:	Building a Strategic Risk Management DSS for Non-Financial Companies – A Case Study of German Retail and Wholesale Grocers
University:	Strathclyde Business School
Supervisor:	Prof. Dr. Tim Bedford, Prof. Dr. Lesley Walls
ISM-Supervisor:	Prof. Dr. Silke Finken
Start:	September 2019

Abstract

The study builds on the foundational work of developing a Decision Support Model (DSM) for strategic risk management in the non-financial sector, specifically targeting the German retail and wholesale grocery industry. This research integrates insights from risk cases, expert surveys and the evolving landscape of risk management, emphasizing the use of advanced technologies and a holistic approach to value chain analysis. The aim is to enhance the system's applicability in addressing emerging risks, thereby improving the resilience and decision-making capabilities of industry stakeholders.

Aim and Objectives

The research primarily aims to refine and expand the Decision Support Model (DSM) for strategic risk management, specifically designed for the German retail and wholesale grocery sector. This effort focuses on several key objectives: integrating risk scenarios into the DSM to address emerging and evolving threats; conducting targeted surveys with industry experts to validate and enhance the DSM framework; leveraging advanced technologies to improve the model's precision and responsiveness; and broadening the DSM's scope to ensure a comprehensive approach to risk management across the entire value chain.

Problem Description

The dynamic and competitive landscape of the German retail and wholesale grocery industry is fraught with a variety of emerging risks, from cyber-attacks to supply chain disruptions caused by natural disasters. Traditional risk management approaches, which are often reactive and siloed, are inadequate for addressing these complex and interconnected threats. The need for a more strategic and proactive approach has led to the development of the Decision Support Model (DSM), designed to integrate financial ratios with value chain analysis. This system, however, must evolve to include new risk factors and technological advancements to remain effective.

Literature Review

The literature highlights a significant gap in the integration of financial ratios within value chain-based risk management models. Prior studies have primarily focused on the financial domain, with limited

application in broader strategic contexts. The previous research report addressed this gap by embedding financial ratios into a DSM framework, providing a more holistic view of organisational performance and risk management.

Recent studies have underscored the importance of incorporating advanced technologies into risk management systems to enhance their predictive capabilities and responsiveness. The application of these technologies within the context of value chain analysis is still an emerging area of research. Additionally, the literature on expert-based risk assessment models suggests that engaging a diverse pool of experts can significantly enhance the robustness and validity of such systems.

The documents reviewed for this report, including expert survey methodologies and risk cases, provide valuable insights into the practical challenges and opportunities in developing a more sophisticated DSM. The inclusion of diverse risk scenarios, from cyber-attacks to logistical disruptions, highlights the need for a versatile and adaptive risk management system.

This thesis aims to build on these insights by refining the DSM framework to better address emerging risks and incorporating feedback from industry experts to ensure its relevance and effectiveness in the ever-evolving retail and wholesale grocery sector.

Name:	Katharina Alexandra Schuck
Topic:	Investigating the Compatibility of Luxury and Sustainability
University:	Ramon Llull University / IQS School of Management
Supervisor:	Dr. Belén Derqui-Zaragoza
ISM-Supervisor:	Prof. Dr. Audrey Mehn
Start:	November 2021

Thesis Approach and Main Objectives

The compatibility of sustainability and luxury remains a significant topic in luxury research, with no definitive answer yet (Athwal et al., 2019; Kapferer & Michaut, 2015). Where compatibility has been confirmed for luxury sectors such as restaurants (Peng, 2020) and jewelry (Nash et al., 2016), authors are still debating whether it is even possible to link the concept of luxury with sustainable business practices in the hotel segment. The scant literature focuses on either the consumer or hotel side, showing the potential economic benefits of implementing (Melo et al., 2012) and promoting hotels' sustainability efforts (Sahin et al., 2019), and a higher willingness to pay on the consumer side (Kang et al., 2012). But literature lacks holistic perspectives of the topic even though luxury hotels are multi-faceted businesses that need to balance being economical, responsible toward their environment (Ahn & Pearce, 2013; Cherapanukorn & Focken, 2014), and aware of guest perceptions influenced by their communication (Ettinger et al., 2020). This intricate relationship between the different aspects of luxury hotels - how they operate, communicate, and interact with guests - is overlooked.

Therefore, the doctoral thesis aims to further explore these gaps. By examining both organizational and consumer perspectives, we seek to understand the motivations, challenges, and opportunities for

improvement. The research incorporates both qualitative and quantitative methods to offer a comprehensive view and provide theoretical insights.

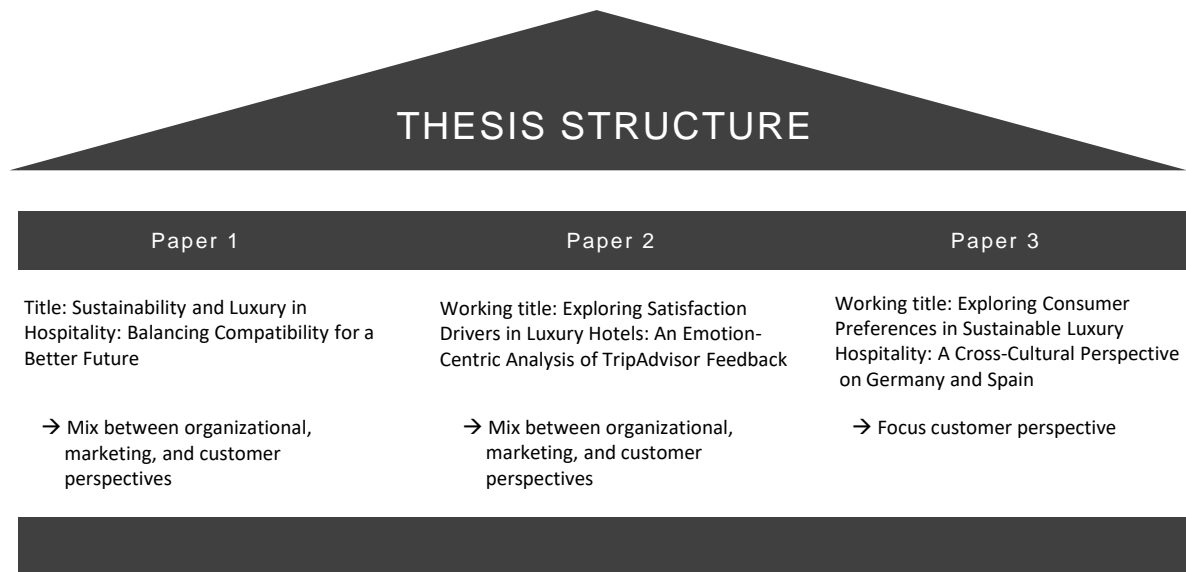


Figure 20: Thesis Structure

Source: Own representation

Current State

Paper 1 is completed and currently in the third revision round in the International Journal of Tourism & Hospitality Administration. It addresses the research question of how compatibility between luxury and sustainable business practices can actually be achieved in the hotel context. Since we followed a multi-perspective approach here, the objectives included understanding how luxury hotels communicate and implement sustainability, unveiling compatibility success factors in luxury hotels, and exploring how customers react to sustainability in luxury hotels. Through the mixed methods study consisting of a content analysis (study 1), expert interviews (study 2), and an exploratory online review data analysis (study 3), it was found that luxury hotels mostly fail to communicate sustainability and, if they do so, it is not in a customer engaging way and focuses on the environmental side. Further, although different compatibility obstacles exist, several success factors are found which help to cope with these. Last, customers rate those hotels that communicate sustainability in an actively and explicitly way higher, and they also receive more reviews; hence, there is a link between a luxury hotel's sustainability communication and customer engagement on review portals. A particularly differentiating finding of this study is that we define a spectrum of sustainability measures regarding the implementation of sustainability measures, based on the measures' visibility for guests and their engagement. We find that hotels partly consciously (and also unconsciously) distinguish between what we call hidden, background, choice, and guest-inclusive sustainability measures and accordingly show some sustainability practices openly, but deliberately withhold others. This shows that sustainability practices can be used in different ways and can also be a guest-engaging option to contribute to an optimized and exciting luxury experience; so, with this paper, we deliberately argue the compatibility side and provide both improvements for practitioners and a new approach to theory.

Further, we are currently working on paper 2 in parallel to paper 3 as a lot of data was already available. The data collection in the first paper resulted in a very extensive and valuable data set, which is why we have developed this further and collected similar information for various 3-star Tripadvisor hotels. We are also in the data analysis phase and already prepared the introduction, literature review and parts of the results. Our study aims to fulfil recent calls for a deeper understanding of which features of luxury hotel service encounters lead to emotional engagement and thereby influence revisit intention and word of mouth (Jain et al., 2023). In order to examine the reviews comprehensively, we apply topic modelling and sentiment analysis, which are quite innovative and not frequently utilized methodologies in combination and are therefore also promising for publication. As we are comparing luxury and non-luxury hotels here, we can filter out the differences very precisely and thus provide valuable insights for luxury hotel managers to improve marketing strategies and enhance guest experiences. Therefore, this paper is dedicated to a more general look at the luxury hotel segment and the service segment. Nevertheless, we are in the process of exploring how content on sustainability can be added, possibly in terms of implications or future research agenda.

With regard to paper 3 (quantitative consumer study), we are currently finalizing the data analysis. Here, we delve into a comprehensive examination of factors shaping behavioral intentions towards sustainable luxury hotels, comparing Germany and Spain. The literature, introduction as well as methodology parts are ready and will be supplemented with the results of the data analysis in the coming weeks.

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Name:	Yating Tian
Topic:	Creating Value for Sustainability by Transforming the food well-being paradigm
University:	University of Twente
Supervisor:	Prof. Dr. ir. Jörg Henseler
ISM-Supervisor:	Prof. Dr. Qeis Kamran
Start:	November 2020

Abstract

Due to supply chain disruptions and sourcing uncertainties, multinational and large food manufacturers, retailers and suppliers are investing in New Food Product Development (NFPD) to add value and differentiate themselves from homogeneous food markets. However, for start-up food companies, especially in the NFPD field and within marketing research, this is difficult to do. This study shows that technology-driven NFPD, with an integrative process, is promising. Moreover, a diversified and plant-based NFPD is encouraged as it creates sustainability values for consumer well-being by enhancing food technology and business performance. This study contributes to the NFPD literature and marketing research by improving current understandings of how to implement sustainability through technological breakthroughs and innovation in the NFPD process. In addition, it makes a methodological contribution by means of demonstrating how design science can help researchers think outside the box and create practical research to provide valuable solutions. Finally, this is the first study to use design science guidelines to create the NFPD value chain framework.

Aim and Objectives

It aims to analyze a microalgae milk pioneer and protein alternative food technology company, its emerging NFPD, and its focused values, highlighting the differences with prior evolutions. The objective is to provide a value-creation guideline for food technology companies.

Problem Description and Literature Review

The question is how can companies create value for consumers while profiting based on well-being principles?

Table 18: The NFPD Evolution and Focused Value

Description Items	The Evolution of NFPD and Focused Value							
	1994	1995	1997	2003	2006	2005 & 2014	2019	2021
Type	NFPD	NFPD	NFPD	NFPD	NFPD	NFPD	NFPD	NFPD
Characteristic	Specified	Milestone-driven	Design-driven	Retailer-driven	Consumer-driven	Consumer-oriented	Consumer-oriented	Sustainability-oriented
Studies	Fuller (1994, p.22)	Rudolf (1995)	Earle (1997)	Stewart-Knox and Mitchell (2003)	Costa and Jongen (2006)	Van Trijp and Steenkamp (2005); Grunert and van Trijp (2014)	Horvat <i>et al.</i> (2019)	Garica-Garcia <i>et al.</i> (2021)
Process/Steps/Model	(1) Idea screening (2) Screening of ideas (3) Development (4) Production (5) Consumer trials (6) Test market	(1) Strategic plan (2) Market opportunity assessment (3) Product business plan (4) Product definition (5) Prototype development (6) Market strategy and testing (7) Scale-up and trial production (8) Production introduction (9) Product support	(1) Product strategy & planning (2) Creation, design and development of product (3) Production process, marketing strategy, quality assurance, commercial product (4) Launch and post-launch	(1) Retailer communication (2) Inspired by food technologist, retailer & supplier (3) Developed by company (4) Food technologist (5) Texture	(1) Opportunity identification (2) Product design (3) Testing (4) Introduction (5) Life-cycle management	(1a) Technology (R&D) (1b) Communication (Marketing) (2) Unique attribute perception (3) Superior benefit delivery (4) Superior value fulfillment	(1) Opportunity identification (2) Product design (3) Product testing (4) Product launch (5) Introduction (6) Growth (7) Maturity (8) Decline	(1) Idea generation (2) Concept generation (3) Ingredient sourcing (4) Recipe development (5) Nutritional information (6) Production trials (7) Shelf life validation (8) Specification (9) Sustainable packaging (10) Pre-production trial and launch
Focused value	Product and quality value		Brand and novel values	Market value, consumers' value perception, loyalty value, unique/superior value			Consumer value, sustainable value (input/output)	
Emerging elements	Process		Ingredients	Expertise involvement	Association		Recipes, specification	
Stakeholders	Suppliers, investors		Food designers	Retailers	Experts	Consumers, food technologists, policymakers & industrial consumers/partners		

Source: Own representation

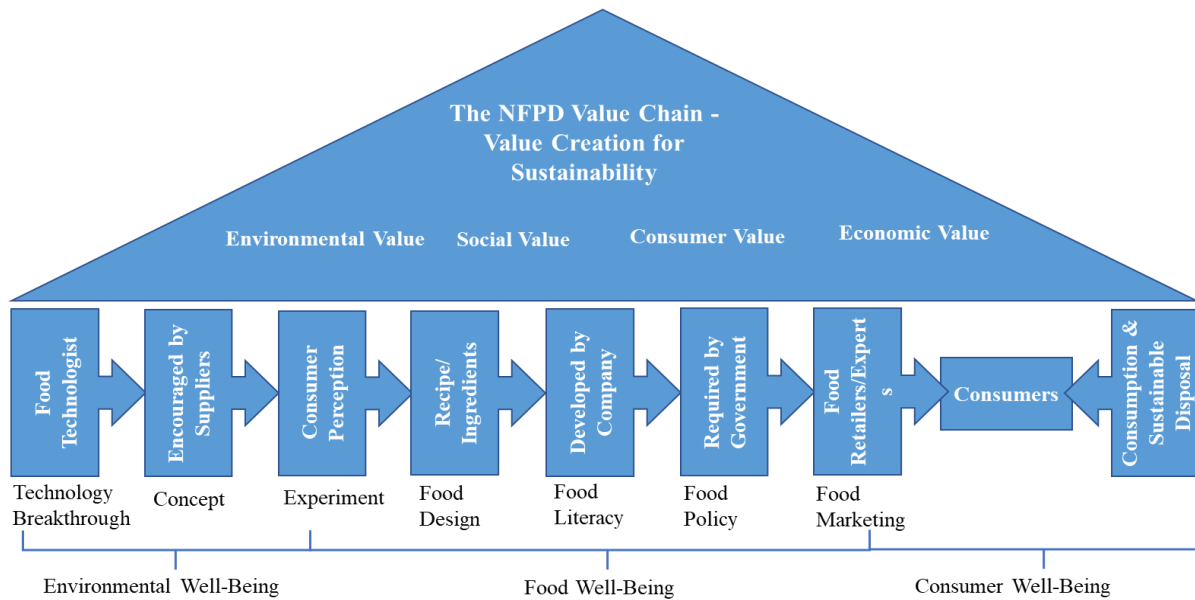


Figure 20: The NFPD Value Creation Framework

Source: Own representation

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VI Research-Relevant Achievements of ISM Professors

a Research Profiles

The research-relevant profiles of the employed professors are listed here in alphabetical order. Research projects, publications and other activities can be found in the following sub-chapters with an assignment to the respective person.

**Prof. Dr. Bamberger,
Burkhard**



Role in addition to the professorship:

Course Director M.Sc. Finance

Research Focuses:

Artificial Intelligence, Digital Finance, Technology Scale Ups, Robotic Process Automation, Early Stage Funding

**Prof. Dr. Becker,
Marcus**



Role in addition to the professorship:

Programme Director M.Sc. Business Intelligence & Data Science, Distance Learning Programme Director M.SC Applied Business Data Management

Research Focuses:

Arbitrage Theory and Convex Taxes, Tax Design and Equilibrium Theory, Robo Advisory, Machine Learning Algorithms in Asset Management Processes, Transparency of Machine Learning Algorithms, Evaluation of Football Players by Means of Fuzzy Algorithms

**Prof. Dr. Behringer,
Nicole**



Role in addition to the professorship:

Distance Learning Programme M.Sc. Media and Communication Psychology

Research Focuses:

Agile Teaching and Learning Formats, New Forms of Work, Leadership and Teamwork, Personnel and Organisational Development, Nudging

**Prof. Dr. Beyerhaus,
Christiane**



Role in addition to the professorship:

Deputy Head of Department Marketing, Sales, Tourism & Sports, Course Director M.A. Luxury, Fashion & Sales Management, Programme Director B.A. Global Brand & Fashion Management

Research Focuses:

Marketing and Retail, Consumer Behaviour, Luxury Management, Fashion Management, Digital Business and Management

**Prof. Dr. Bender,
Frauke**



Research Focuses:

Intercultural Management, Diversity and Inclusion

**Prof. Dr. Böckenholt,
Ingo**



Role in addition to the professorship:

President of the ISM, Managing Director of the ISM,
Head of Campus ISM Dortmund,
Director International Management,
Logistics & Operations Department

Research Focuses:

Controlling, Logistik and Supply Chain Management

**Prof. Dr. Böckling,
Florian**



Research Focuses:

Business Administration and Entrepreneurship

**Prof. Dr. Bolin,
Manfred**



Role in addition to the professorship:

Head of Department Financial Reporting & Law,
Head of Distance Learning Taxation (LL.M.)

Research Focuses:

Accounting, Financial Reporting, Taxation, Auditing,
Corporate Governance, Financial Accounting, Financial Reporting,
Taxation, Auditing

**Prof. Dr. Brandt,
Jens**



Role in addition to the professorship:

Head of Business Psychology & HR Department,
Programme Management M.Sc. Work and Organisational Psychol-
ogy, B.Sc. Business Psychology

Research Focuses:

Stress & Burnout, Work Analysis, Evaluation Research,
Self-Control, Team Effectiveness

**Prof. Dr. Breitzkreuz,
Robert**



Research Focuses:

Corporate Finance & Financial Reporting, International Financial Reporting Standards, Corporate Sustainability Reporting, Venture Capital, Entrepreneurship, Digital Business Models

**Prof. Dr. Brickau,
Ralf A.**



Research Focuses:

Strategic Management and Marketing, Operative Marketing, Sales Management and Customer Relationship Management, Neuromarketing and Consumer Psychology, Marketing Controlling

**Prof. Dr. Brunner,
Marlies**



Research Focuses:

Sustainable Investments, Real Estate Investments

**Prof. Dr. Bruno,
Pascal**



Role in addition to the professorship:

Distance Learning M.A. Digital Marketing Management

Research Focuses:

International Marketing, Brand Management, Brand Communication, Emotion Research

**Prof. Dr. Dippon,
Peter**



Research Focuses:

Intangible Cultural Heritage Tourism (ICHT), Destination Management, Cultural Tourism (UNESCO World Heritage), Brand Experience Worlds

**Prof. Dr. Engelmann,
Tanja**



Role in addition to the professorship:

Head of Distance Learning M.Sc. Media and Communication Psychology

Research Focuses:

Collaborative Learning, Problem Solving, Negotiating and Working, Media Impact, Especially in the Context of Virtual Reality and Augmented Reality Technologies

**Prof. Dr. Fabisch,
Nicole**



Research Focuses:

Ethical Aspects of Data Use Marketing Ethics,
Sustainable Consumer Behavior,
Sustainability / Corporate Social Responsibility

**Prof. Dr. Feldmann,
Christoph**



Research Focuses:

Supply Chain Management, Digitalisation & Innovations,
Health Management, International Business, Economics & Politics,
Corporate Development, Mobility

**Prof. Dr. Finken,
Silke**



Role in addition to the professorship:

Head of MBA General Management

Research Focuses:

Innovation Management, Strategic Management, Blockchain,
Financial Services, Consulting

**Prof. Dr. Fontanari,
Martin**



Research Focuses:

Corporate Research, Crisis Management, Regional Studies,
Marketing & Communication, Tourism

**Prof. Dr. Frahm,
Lars-Gunnar**



Research Focuses:

Brand Management, Market Research, Marketing, Sustainability Management, Customer Relationship Management

**Prof. Dr. Friedrich,
Silke**



Research Focuses:

Economics, Political Economy, Foreign Economics, Corporate Social Responsibility

**Prof. Dr. Gericke,
Jens**



Research Focuses:

Cost and Performance Accounting / Controlling, Supply Chain Management / Logistics, Entrepreneurial Mid-Sized Enterprises, Sustainability, Digitization

**Prof. Dr. Gran,
Andreas**



Research Focuses:

Transport Law, Logistics Law, International Law, Mergers & Acquisitions, Aviation Law

**Prof. Dr. Groher,
Erich**



Research Focuses:

Supply Chain Management, Purchasing and Procurement, Logistics, Controlling, Corporate Management

**Prof. Dr. Haberstock,
Philipp**



Role in addition to the professorship:

Deputy Head of Department Strategy, Finance & Innovation

Research Focuses:

Strategic Management, Finance, Mergers and Acquisition,
Corporate Venturing, Innovation Management

**Prof. Dr. Hailer,
Johanna**



Research Focuses:

Marketing and Communication

**Prof. Dr. Hammes,
Mike**



Research Focuses:

Risk Analysis & Health Promotion, Work Psychology,
Business Psychology, Consumer Research,
Personnel & Organization Psychology, Human Factors

**Prof. Dr. Heckel,
Doris**



Research Focuses:

General Business Administration

**Prof. Dr. Helferich,
Andreas**



Research Focuses:

Digitalisation and Innovation, Entrepreneurship,
Computer Science / Business Informatics,
Marketing and Communication, Mobility

**Prof. Dr. Hodeck,
Alexander**



Research Focuses:

Motivation and Travel Behavior of Active Sports Tourists, Effects of Sports Events, Career Paths of Sports Managers, Developments in e-Sports, Management of Sports Organizations

**Prof. Dr. Hoffmann,
Anke**



Research Focuses:

Data-driven Marketing and CRM, Digital Commerce, Digital Transformation und Leadership, Digitization and Ethics, Artificial Intelligence and Changes in the Working World

**Prof. Dr. Hoffmann,
M. Karsten**



Research Focuses:

Accounting and Controlling, Tax Law, Corporate Valuation, Investments and Financing

**Prof. Dr. Jochmann,
Walter**



Role in addition to the professorship:

Head of the Kienbaum Institute @ ISM for Leadership and Transformation

Managing Director / Partner and Head of Serviceline Organisation Strategy & HR Transformation at Kienbaum Consultants International

**Prof. Dr. Jockel,
Otto**



Role in addition to the professorship:

Course Director B.Sc. Business Administration (Dual)

Research Focuses:

Logistics Outsourcing / Logistics Services, Supply Chain Management, Intermodal Transport, Blockchain in Logistics and Supply Chain

**Prof. Dr. Joisten,
Nicole**



Research Focuses:

Sports Psychology, Clinical Psychology, Cognitive Psychology, Role Models, Mental illnesses in the work context

**Prof. Dr. Jungmann,
Franziska**



Research Focuses:

Designing Safe and Healthy Work, Risk Assessment of Psychological Stress, New Forms of Work, Diversity, Leadership and Teamwork, Design and Evaluation of Measures for Personnel and Organizational Development

**Prof. Dr. Kamran,
Qeis**



Role in addition to the professorship:

Course Director B.Sc. International Management (English Trail), Head of the MBA General Management Degree Program (extra-occupational)

Research Focuses:

Management, Model-Based Management (MBM), Service Dominant Logic (SDL), Design Thinking & Design Science, Strategic Management

**Prof. Dr. Kattenbach,
Ralph**



Role in addition to the professorship:

Distance Learning Course Management B.Sc. Business Psychology

Research Focuses:

Coaching, Career Research, Work Engagement, Agile Work Processes, Working Conditions

**Prof. Dr. Kaul,
Helge**



Research Focuses:

Visitor Research, Co-Creation, Digital Transformation, Experiential Communication, Informal Learning, Creative Industries, Cultural Marketing, Strategy and Design, Strategy and Intuition

**Prof. Dr. Kleinjohann,
Michael**



Role in addition to the professorship:

Course Director B.A. Marketing & Communications Management

Research Focuses:

Corporate Identity, Design & Communications, Public Relations, Social Media, Content Marketing, Marketing, E-Sports

**Prof. Dr. Knappstein,
Michael**



Role in addition to the professorship:

Academic Director of the Kienbaum Institute @ ISM

Research Focuses:

Workplace Learning, Future Competences, Employability, Leadership, Employee Volunteering

**Prof. Dr. Koursovitis,
Antonios**



Role in addition to the professorship:

Campus Management ISM Berlin

Research Focuses:

Economics, International Economic Relations, European Integration, International Management, Strategic Management

**Prof. Dr. Kutsch,
Horst**



Role in addition to the professorship:

Head of the Entrepreneurship Institute @ ISM
Course Director M.A. Entrepreneurship

Research Focuses:

General Business Administration, Entrepreneurship, Quantitative Empirical Methods, Statistics, Data Analysis & Market Research

**Prof. Dr. Lauterbach,
Rainer**



Research Focuses:

Entrepreneurship, Corporate Finance, Digitization and Innovation, Financial Markets, Management

**Prof. Dr. Levasier,
Maximilian**



Role in addition to the professorship:

Course Director B.Sc. Finance & Management

Research Focuses:

Real Estate Investments and Financing, Real Estate Taxation, Corporate Taxes, Asset Allocation, Entrepreneurship

**Prof. Dr. Lichtenthaler,
Ulrich**



Role in addition to the professorship:

Head of Entrepreneurship Institute @ ISM

Research Focuses:

Entrepreneurship, Digitization and Innovation, Management, Corporate Development and Strategy

**Prof. Dr. Lietz,
Gerrit**



Role in addition to the professorship:

Distance learning course management B.Sc. financial management

Research Focuses:

Financial Reporting, Corporate Tax Planning, Mergers & Acquisitions, Compliance, Corporate Governance

**Prof. Dr. Lütke Entrup,
Matthias**



Role in addition to the professorship:

Course Director M.A. Management (part-time)

Research Focuses:

Consumer Goods Industry, Purchasing, Logistic / Supply Chain Management, Production, Controlling

**Prof. Dr. Marten,
Eckhard**



Research Focuses:

Corporate Communication, Public Relations, Internal Communication, Global Communications, Investor Relations

**Prof. Dr. Mausz,
Irmgard**



Research Focuses:

Business Psychology
Well-being at the Workplace, Emotional Labour,
Stress and Burnout Prevention, Resources in the Workplace,
Positive Psychology

**Prof. Dr. Mehn,
Audrey**



Role in addition to the professorship:

Vice President for Education, Distance Course Management B. A.
Brand and Fashion Management, Head of degree MA Digital
Marketing

Research Focuses:

Fashion Management, Luxury Management, Sales Management,
Retail Expansion, Omnichannel Strategies, Brands,
Luxury and Fashion

**Prof. Dr. Meitner,
Matthias**



Research Focuses:

Finance, Accounting

**Prof. Dr. Merkwitz,
Ricarda**



Research Focuses:

Intercultural Management, Human Resource Management,
Event Management, Cultural Psychology

**Prof. Dr. Michel,
Alex**



Research Focuses:

International Management, Purchasing,
Supply Chain Management, Leadership, Controlling

**Prof. Dr. Moring,
Andreas**



Role in addition to the professorship:
Campus management ISM Hamburg

Research Focuses:
Digital Innovations, Artificial Intelligence,
Human-Machine Interaction, Digital Business Models,
Change Management

**Prof. Dr. Moskaliuk,
Johannes**



Role in addition to the professorship:
Campus management ISM Stuttgart,
Director of distance learning

Research Focuses:
Learning and Knowledge Constructions in the Social Web,
Digitization, Organizational Learning and Knowledge Manage-
ment, Applied Cognitive Psychology, Virtual Training and Coaching

**Prof. Dr. Moss,
Christoph**



Research Focuses:
Newsroom-Organisation, Sprache, Social Media,
Content Marketing, Online Marketing

**Prof. Dr. Mühlbäck,
Klaus**



Role in addition to the professorship:
Course Director B.A. International Sports Management

Research Focuses:
Strategic Marketing Management, Sports Management,
International Marketing, Brand Management,
International Management

**Prof. Dr. Nagel,
Niels**



Research Focuses:
Developments in the Fitness Market,
Motion-Oriented Prevention,
Digital Technologies in the Sports and Fitness Market

**Prof. Dr.-Ing. Nickel,
Frank**



Research Focuses:

Organisational Development and Management

Process Management, Corporate Development and Strategy,
New Leadership, Aviation Management,
Olympic Movement and Olympic Games

**Prof. Dr. Ohlwein,
Martin**



Research Focuses:

Marketing, Business Intelligence, Strategic Management,
Customer Experience Management, Marketing Controlling

**Prof. Dr. Pauen,
Werner**



Role in addition to the professorship:

Co-director of the Institute REL @ ISM,
Course Director M.Sc. Real Estate Management

Research Focuses:

Rental Prices for Residential and Business Premises,
Valuation of Real Estate, Management Real Estate (Hotels, Senior
Citizens' Real Estate), Development of Conversion Areas,
Tourism Location Development

**Prof. Dr. Perret,
Jens K.**



Research Focuses:

Structural Change in the European Union, Innovation,
Generation and Diffusion of Knowledge, Sustainability,
Consumer Innovativeness

**Prof. Dr. Rathgeber,
Philipp**



Research Focuses:

Luxury and Fashion Management, Brand Management,
International Marketing, Entrepreneurship

**Prof. Dr. Rathnow,
Peter**



Role in addition to the professorship:

Course Director B.Sc. International Management (English Trail)

Research Focuses:

Strategic and International Management, Mergers & Acquisitions, Controlling, Strategic Price Management

**Dr. Rehkla,
Tanja**



Research Focuses:

Tourism and Event Management

**Prof. Dr. Reichel,
André**



Role in addition to the professorship:

Distance Learning Course Management B.Sc. Business Administration, Distance Learning Course Management M.A. Sustainability Management

Research Focuses:

Sustainability, Corporate Development and Strategy, Digitization and Innovation, Entrepreneurship, Social Transformation Processes and Globalization

**Prof. Dr. Rommel,
Kai**



Role in addition to the professorship:

Vice President for Research, Deputy Head of Department Economics and Quantitative Methods, Management of the Doctoral Programs, Management of Research Projects

Research Focuses:

Environmental and Resource Economics, Energy Economics, Regional Economics, Market Regulation, Consumer Behavior Research

**Prof. Dr. Samunderu,
Eyden**



Role in addition to the professorship:

Course Director M.A. International Business

Research Focuses:

Aviation and Strategic Networks, Multimarket Contact, Static and Dynamic Price Optimisation, Income Management, Strategic Group Theory

**Prof. Dr. Schabbing,
Bernd**



Role in addition to the professorship:

Deputy Head of Department Marketing, Sales, Tourism & Sports,
Course Director B.A. Tourism & Event Management

Research Focuses:

Effects of Cultural Tourism on City Marketing, Importance and
Use of Festivals for Tourism, Relationship between Tourism and
Terrorism, Use of Music in Events / Event Marketing, City Brands
and Destination Branding

**Prof. Dr. Schafmann,
Ernestine**



Role in addition to the professorship:

Head of Department Human Resources Management,
Course Director M.A. Human Resource Management & Digital
Transformation

Research Focuses:

People Management, Digitization, VUCA Concept (Volatility –
Uncertainty – Complexity – Ambiguity), New Leadership,
Employability

**Prof. Dr. Schlesinger,
Dieter M.**



Role in addition to the professorship:

Campus Manager ISM Munich, Head of Department Economics
and Quantitative Methods,
Course Director B.Sc. International Management

Research Focuses:

Sustainable Corporate Development,
Environmental and Health Economics, Property Management,
International Business, Market and Location Research

**Prof. Dr. Schlömer,
Natascha**



Research Focuses:

Real Estate Management

**Prof. Dr. Dr. Schmid,
Patrick**



Research Focuses:

Digitization and Innovation, Real Estate Financial Markets,
Corporate Development and Strategy, Empirical Methods

**Prof. Dr. Schmidt-Netzel,
Janine**



Research Focuses:

Leadership, Empowerment, Communication and Conflict,
Organizational Psychology, Social Psychology

**Prof. Dr. Schmitt,
Michael Georg**



Role in addition to the professorship:

Course Director B.Sc. Finance & Management (English Trail)

Research Focuses:

Corporate Finance, Corporate Valuation, Mergers & Acquisitions,
Financial Markets, Sustainability in Finance

**Prof. Dr. Schröder,
Jörg**



Research Focuses:

Financial Markets, Mergers & Acquisitions, Corporate Finance,
Venture Capital, Sustainability in Finance

**Prof. Dr. Schubert,
Hermann**



Research Focuses:

Economics, Capital Market-Oriented Macroeconomics,
Economic Ethics, Financial Markets, Economic History

**Prof. Dr. Schulke,
Arne**



Research Focuses:

Logistics,
Digitalisation and Innovation, Supply Chain Management,
Education and Teaching, Corporate Finance

**Prof. Dr. Schüttners,
Joachim**



Research Focuses:
Law, Commercial Law

**Prof. Dr. Siegl,
Thomas**



Research Focuses:
Risk Management, Empirical Research on Price Developments on Equity and Commodity Markets, Settlement and Valuation of Derivatives, Financial Market Infrastructures

**Prof. Dr. Simmert,
Diethard B.**



Research Focuses:
Corporate Finance,
Finance Management (national and international),
Capital Market, Mid-Sized Enterprises, Banking and Insurances

**Prof. Dr. Simon,
Marcus**



Role in addition to the professorship:
Distance Course Management B.A. Marketing & Communication

Research Focuses:
Public Relations, Marketing and Communications,
Content Marketing, Corporate Communications, Social Media

**Prof. Dr. Spieß,
Brigitte**



Role in addition to the professorship:
Head of Institute for Sustainable Transformation @ ISM,
Course Director M.A. Sustainability & Business Transformation

Research Focuses:
Sustainable Transformation Processes and Innovative Business Models, Corporate and Leadership Culture, Sustainable Stakeholder Management and Communication

**Prof. Dr. Steinberg,
Daniel**



Research Focuses:

Empirical Methods, Data Analytics, Economics, Econometrics, Financial Markets

**Prof. Dr. Störkel,
Marcus**



Research Focuses:

Digitization and Innovation, Management, Marketing and Communications, Telecommunication / Internet of Things, Corporate Development and Strategy

**Prof. Dr. Tata,
Fidelio**



Research Focuses:

Financial Markets, Corporate Finance

**Prof. Dr. Thiemann,
Daniel**



Role in addition to the professorship:

Course Director M.Sc. Psychology & Management

Research Focuses:

Digital Transformation of Working World, (Business) Psychology, Leadership 4.0, Teamwork, Technostress, Negotiation, New Forms of Work (e. g. Self-Organisation)

**Prof. Dr. Tiemann,
Veith**



Role in addition to the professorship:

Course Director B.Sc. Information Systems

Research Focuses:

Business Intelligence (Data Science and Analytics), Algorithmics, Simulations, R, E-Commerce

**Prof. Dr.-Ing. Töllner,
Martin**



Role in addition to the professorship:

Course Director B.Sc. Real Estate Management
 Institutsleitung Real Estate Research Institute RERI @ ISM

Research Focuses:

International Real Estate Valuation, Market Value Assessment of Social Real Estate, Economic Efficiency of Heritable Building Rights, Sustainable Real Estate Investments, Participation Procedures in urban Development Processes

**Prof. Dr. Tomanek,
Dagmar**



Role in addition to the professorship:

Course Director M.Sc. International Logistics & Supply Chain Management, Distance course management M.Sc. Management

Research Focuses:

Digitization and Innovation, Health Management, Supply Chain Management, Sustainability

**Prof. Dr. Trams,
Kai**



Role in addition to the professorship:

Course Director LL.B. Business Law

Research Focuses:

Civil Law, Trade and Commercial Law, Insolvency Law and Restructuring, International Law, Labor Law

**Prof. Dr. Unsöld,
Christian**



Research Focuses:

Organisational Development and Management

**Prof. Dr. Vastag,
Alex**



Research Focuses:

Distribution Logistics, Urban Logistics, Electric Mobility, Artificial Intelligence in Logistics, IT in Logistics

**Prof. Dr. Verhofen,
Verena**



Research Focuses:

International Financial Reporting, Group Accounting, Taxes, Corporate Governance, Financing

**Dr. Vogler,
Oliver**



Research Focuses:

Brand Management

**Prof. Dr. Von Reibnitz,
Christine**



Research Focuses:

Marketing Strategies in the Medical Device Industry, Consumer Sovereignty and Supply Behavior in the Health Market, Health Promotion and Health Offers – New Business Field Strategies for Companies, Organizational Development in Companies in the Health Care Industry

**Prof. Dr. Werling,
Ullrich**



Research Focuses:

Valuation of Properties, in particular for Tax and Accounting Purposes; Rent Index Preparation, Quantitative Methods of Market Research, Analysis and Forecasting, Simple Tools for Economic Forecasting

**Prof. Dr. Westermann,
Arne**



Role in addition to the professorship:

Head of Department Marketing, Sales, Tourism & Sports, Head of the Brand & Retail Management Institute BRM @ ISM, Course Director M.A. Strategic Marketing Management

Research Focuses:

Communication Management, Marketing, Strategic Communication, Online Communication, Brand Management

**Prof. Dr. Widenhorn,
Andreas**



Research Focuses:

Statistical Methods, Microeconomics, Data-Driven Marketing, Quantitative Market Research, Consumer Behavior

**Prof. Dr. Wünsche,
Sebastian**



Research Focuses:

International Corporate Governance, Digital Transformation, International Mergers & Acquisitions, Modern Project and Stakeholder Management, Intercultural Management

**Prof. Dr. Wyrwa,
Sven**



Role in addition to the professorship:

Campus management ISM Frankfurt,
Course Director B.A. Business Administration (part-time),
Course Director M. Sc. International Management

Research Focuses:

International Accounting, Mergers, Compliance and Corporate Governance

**Prof. Dr. Zeppenfeld,
Meiko**



Research Focuses:

Mergers & Acquisitions, Private Equity, Venture Capital,
Corporate Law, International Business Law

**Prof. Dr. Zimmermann,
Timo**



Research Focuses:

Management and Marketing of Individual and Team Sports,
Management and Marketing of Professional Athletes,
Trends and Innovations in Sports, eSports

Research Assistants

**Fastenroth,
Lukas**



Role:

Research Assistant Kienbaum Institut @ ISM

Research Focuses:

Digital Fluency, Leadership – especially digital and ambidextre, Organizational Psychology – especially Work 4.0 and Ambidexterity, Test and Questionnaire Development

**Fronapfel,
Felix**



Role:

Research Assistant Entrepreneurship Institute @ ISM

Research Focuses:

Creativity and Innovation, Corporate Management and Entrepreneurship, Psychological Characteristics of Company Founders and Managers

**Firmont,
Marlen**



Role :

Research Assistant Entrepreneurship Institute @ ISM

Research Focuses:

Decision Making, Venture Capital, Corporate Governance and Entrepreneurship

**Küter,
Ann-Christin**



Role:

Research Assistant

Research Focuses:

New Work Cultures, Sustainable Leadership, Stakeholder Management

**Siepelmeier,
Sarah Magdalena**



Role :

Research Assistant Entrepreneurship Institute @ ISM

Research Focuses:

Communication in Stressful Situations and Effects on Decision-Making Behavior

b Ongoing Research Projects at or with the Participation of ISM

Listed below are research projects conducted by ISM professors or assisted by the ISM.

Amel-Zadeh, A.; Gaum, M.; Wyrwa, S.: M&A and Financial Information Intermediation. Project period: 01.01.2019 – 31.12.2025.

Diller, S. J.; Frey, D.; Mausz, I.; Thiemann, D.; Vilser, M.: Dunkle Triade und Karriereerfolg in der Wissenschaft. Project period: 01.05.2023 – 30.06.2025.

Friedrich, S.; Mausz, I.; Merkwitz, R.: Sichtbarkeit von Frauen in der Wissenschaft. Project period: 01.07.2023 – 31.07.2025.

Lichtenthaler, U.: EXIST Potentiale EaaS Entrepreneurship as a Service. Project period: 01.10.2020 – 30.09.2024.

Mausz, I.; Weilhartner, A.: Die Alternde Bevölkerung: Förderung der Arbeitsfähigkeit. Project period: 26.09.2023 – 31.12.2025.

Spieß, B.: Empirische Studie „Kompetenzprofile für die Nachhaltige Transformation im Mittelstand“. Project period: 14.08.2024 – 28.02.2025.

Wyrwa, S.: Compliance mit IFRS als Gegenstand der empirischen Rechnungslegungsforschung. Project period: 17.05.2010 – 31.12.2026.

c Research Projects Completed in the Reporting Year at or with the Participation of ISM

Becker, M.: Transparency AI. Project period: 01.11.2020 – 01.11.2023.

Brandt, J.: Längsschnittstudie zu Work Engagement, Stress und Burnout bei Berufseinsteigern. Project period: 01.01.2019 – 31.12.2023.

Engelmann, T.: Einflussfaktoren des energiesparenden Verhaltens. Project period: 12.09.2022 – 31.08.2024.

Hodeck, A.: Nachhaltiger Sporttourismus in Forschung und Lehre (NaSpoTo). Project period: 01.01.2022 – 31.12.2023.

Hoffmann, N.; Schmitt, M.; Wyrwa, S.: ETF & M&A. Project period: 01.11.2022 – 30.12.2023.

Jungmann, F.: Leader intervention: Comparing the impact of an age diversity training between Australia and Germany. Project period: 01.09.2022 – 31.12.2023.

Jungmann, F.: Mein perfektes Studium?! Project period: 01.04.2023 – 01.04.2024.

Levasier, M.: Acquirepad. Project period: 01.10.2022 – 30.09.2023.

Spieß, B.: Kompetenzprofile für die nachhaltige Transformation im Mittelstand. Project period: 04.09.2023 – 02.08.2024.

Wyrwa, S.: Bilanzpolitische Abbildung von Leasingverhältnissen nach HGB versus IFRS – Gestaltungsoptionen bei der Leasingnehmerin. Project period: 01.02.2023 – 30.09.2023.

d Current Publication List

The publications of the ISM professors refer to the period from 01.09.2023 bis 31.08.2024. The list of publications is sorted alphabetically by author name and includes contributions to journals, monographs and editorships of collective works, contributions to collective works and conference proceedings as well as other publications, e. g. blog entries.

Journal Articles

Augner, T.; Jungmann, F.; Schermuly, C. (2024): Working out loud. An intervention study to test an agile learning method. In: Journal of Workplace Learning, 36 (1), pp. 43–58.

Bauers, S. B.; Hovemann, G.; Behrens, A.; Kaden, M.; Gaedeke, C.; Fuchs, M.; Hodeck, A. et al. (2024): Sportökonomie und Sportmanagement an der Universität Leipzig. In: Leipziger Sportwissenschaftliche Beiträge, 64 (2), pp. 87–105.

Becker, M.; Georgiou, N.; Kresse, B.; Kühn, S. (2024): Denn sie wissen nicht, was sie tun. Ein Recht auf Erklärbarkeit von „Black Box“-Algorithmen am Beispiel der automatisierten Anlageberatung. In: Wertpapier-Mitteilungen: Zeitschrift für Wirtschafts- und Bankenrecht, 78 (25), pp. 1145–1151.

Becker, M.; Löffler, A. (2024): Arbitrage and non-linear taxes. In: Review of Managerial Science, 2024 (<https://link.springer.com/article/10.1007/s11846-023-00721-1#article-info>). Accessed on 19.09.2024.

Becker, M.; Prokop Dayrell de Lima, E. (2023): Natural language processing in IT ticketing systems. A conceptual framework for Question-and-Answering machines based on GPT-algorithms. In: Research Journal for Applied Management, 4 (1), pp. 133–158.

Behringer, N. (2023): Teampsychologie – Wie Sie das Beste aus Ihrem Team herausholen. Das volle Lernpotenzial in Teams entfalten. In: Weiterbildung – Zeitschrift für Grundlagen, Praxis und Trends, 2023 (4), pp. 32–35.

Beyerhaus, C. (2024): Mehr Frauen-Power. In: Markenartikel: das Magazin für Markenführung, 2024 (4), pp. 34–37.

Bolin, M.; Tröller, L.; Wyrwa, S. (2023): Bilanzpolitische Abbildung von Leasingverhältnissen nach HGB versus IFRS. Ein Fallbeispiel zu Gestaltungsoptionen beim Leasingnehmer. In: KoR: Internationale und kapitalmarktorientierte Rechnungslegung, IFRS, 24 (11-12), pp. 471–476.

de Alzaga Achter, Luisa; Khafif, Daniel-Ulf; Mühlbäck, Klaus (2023): KI-basierte Chatbots – eine kritische Analyse der Patientenerwartungen. In: Research Journal for Applied Management, 4 (1), pp. 1–16.

Dombrowski, M.; Hovemann, G.; Hodeck, A.; Bindzus, H. (2023): Ist-Analyse der Merkmale der Personen im Top-Management im deutschen Profifußball. In: Sciamus – Sport und Management, 2023 (2), pp. 24–48.

- Fabisch, N. et al.** (2023): Ausbildungsteilnehmer*innen als Kund*innen: Erwartungen und Erfahrungen in der Einzel- und Gruppenausbildungssupervision unter besonderer Berücksichtigung der customer experience und der critical incidents. Ein Mixed-Methods-Design. In: Verhaltenstherapie & Verhaltensmedizin, Supervision Sonderheft, 2023 (44), pp. 389–417.
- Gericke, Jens; Mehn, Audrey; Rommel, Kai** (2023): Kundenpräferenzen für Bio-Lebensmittel in Deutschen Lebensmittelläden. Ergebnisse eines Discrete-Choice Experiments. In: Research Journal for Applied Management, 4 (1), pp. 42–64.
- Goetjes, D.; Lütke Entrup, M.** (2023): Schneller auf den Punkt mit Supply Chain Benchmarking. In: Brauwelt: Wochenzeitschrift für das Getränkewesen, 2023 (51-52), pp. 1373–1375.
- Goetjes, D.; Lütke Entrup, M.** (2024): Einkaufscontrolling – der nächste Schritt. Auf dem Weg zum Best-Practice-Einkauf. In: BA Beschaffung aktuell, 2024 (3), pp. 30–33.
- Goetjes, D.; Lütke Entrup, M.; Kaatz, J.** (2024): Ist Ihr Supply Chain Management effektiv organisiert? Zehn Praktiker-Tipps zur SCM-Organisation. In: CHEManager, 2024 (<https://www.chemanager-online.com/news/ist-ihr-supply-chain-management-effektiv-organisiert>). Accessed on 19.09.2024.
- Gran, A.** (2023): Vermittlung von Rechtsverständnis. Ein sinnvolles Ziel für die Jugendarbeit. In: Deutsche Jugend: Zeitschrift für die Jugendarbeit, 71 (10), pp. 426–234.
- Gran, A.** (2024): Die Rechtsprechung zum Transportrecht im Jahr 2023. In: Neue Juristische Wochenschrift, 77 (14), pp. 935–938.
- Gran, A.** (2024): Überwindung veralteter Rollenverteilung. In: NJW-aktuell, 2024 (35), p. 15.
- Habermann, M.; Metcalf, A. Y.; Michel, A.** (2024): The effects of complexity and coupling on supply chain disruptions. In: International Journal of Business & Management Studies, 5 (4) (<https://ijbms.net/assets/files/1713079232.pdf>). Accessed on 19.09.2024.
- Hoffmann, S.; Deppisch, T.; Fontanari, M.; Traskevich, A.** (2023): Creating cooperative value for destination resilience. In: Tourism Management Perspectives, 48 (2023), p. 101160.
- Kadow, J. S.; Beyerhaus, C.; Perret, J. K.** (2024): Increasing brand desire through communication strategies. TAG Heuer and the female customer. In: Journal of Brand Strategy, 12 (4), pp. 364–380.
- Kamran, Qeis; Becker, Marcus** (2023): The Structure and Evolution of the Marketing Field: A Content Analysis of Five Decades of Research within the Academy of Marketing Science Journals. In: Research Journal for Applied Management, 4 (1), pp. 89–132.
- Klösch, M.; Klösch, C.; Reiter, M.; Pfeiffer, E.; Reibnitz, C. von** (2023): Optimisation of an electronic call light system in an Austrian hospital. In: Journal of Health Management, 25 (4), pp. 883–893.
- Knapstein, M.** (2023): Rezension: Transformation durch Lernen. Wie die Unternehmenstransformation der DATEV eG mit verschiedenen Dialog- und Lernformaten. In: Zeitschrift für angewandte Organisationspsychologie, 54 (2024), pp. 403–410.
- Kühnberger, M.; Werling, U.** (2024): Die Kaufpreisaufteilung beim Erwerb bebauter Grundstücke. In: Der Betrieb, 2024 (7), pp. 337–343.
- Lederer, M.; Bruns, J.-G.; Schmid, P.** (2023): Digital transformation of B2B commerce. Identification of patterns based on successful case studies. In: International Journal of Electronic Trade, 1 (1), pp. 28–39.

- Lichtenthaler, U.** (2023): Sustainability skills and sustainable natives: Key competencies and maturity model for sustainability management. In: *Journal of Innovation Management*, 11 (3), pp. 95–113.
- Lichtenthaler, U.** (2023): Why being sustainable is not enough: Embracing a net positive impact. *Journal of Business Strategy*, 44 (1): pp. 13–20.
- Lütke Entrup, M.** (2024): 2024: Ertragssituation ist zentrale Herausforderung. In: *DMW – Die Milchwirtschaft: Fachzeitschrift für die deutsche, österreichische und schweizerische Milch- & Lebensmittelwirtschaft*, 15 (1-2), p. 1.
- Lütke Entrup, M.; Goetjes, D.** (2024): 10 Praktiker-Tipps für die nächste Transportausschreibung. In: *Farbe und Lack*, 2024 (<https://www.farbeundlack.de/nachrichten/markt-branche/10-praktiker-tipps-fuer-die-naechste-transportausschreibung/>). Accessed on 19.09.2024.
- Lütke Entrup, M.; Goetjes, D.** (2024): 10 Tipps für Transportausschreibungen. In: *Farbe und Lack*, 2024 (1), p. 66.
- Lütke Entrup, M.; Goetjes, D.** (2024): Die Logistik macht's – Aktuelle Logistikherausforderungen in der Milchindustrie. In: *Molkerei-Industrie*, 2024 (2), pp. 2–3.
- Lütke Entrup, M.; Goetjes, D.** (2024): Lieferketten effektiv organisieren. In: *Farbe und Lack*, 2024 (9), p. 52.
- Lütke Entrup, M.; Goetjes, D.** (2024): Optimierungspotentiale aufdecken. Die Rolle von OEE und Kernkosten in der Produktionseffizienz. In: *CHEManager*, 2024 (1), p. 22 (<https://www.chemanager-online.com/restricted-files/232929>). Accessed on 19.09.2024.
- Lütke Entrup, M.; Goetjes, D.** (2024): Steuerung von Produktionsanlagen mit Kernkosten. OEE-Daten effektiv ins Anlagecontrolling einbinden. In: *Controller Magazin*, 2024 (3), pp. 22–27.
- Meitner, M.** (2023): Warum das Blume-Beta (Adjusted Beta) untauglich für die gutachtliche Unternehmensbewertung ist. In: *Die Wirtschaftsprüfung (WPg)*, 76 (23), pp. 1336–1343.
- Meitner, M.; Lee, K.** (2023): Dealing with historical capital structure volatility in valuation. How to directly estimate unlevered betas. In: *European Business Valuation Magazine*, 2 (3), pp. 20–26.
- Otto, S.; Shreeja, S.; Kakoschke, S. C.; Albittar, M. M.; Widenhorn, A.; Kakoschke, T. K.** (2024): Pre- and Post-Operative Quality of Life in Patients with Osteoradionecrosis of the Jaw. In: *Cancers*, 16 (12), p. 2256.
- Peine, K.; Helferich, A.** (2024): Vom ÖPNV-Anbieter zum Mobilitäts-Dienstleister und -Koordinator: Digitale Transformation in Marketing und Vertrieb am Beispiel der Ruhrbahn GmbH. In: *HMD Praxis der Wirtschaftsinformatik*, 61 (3), pp. 708–722.
- Pilavcioglu, B.; Hodeck, A.; Nagel, N.; Simon, M.; Zimmermann, T.; Mühlbäck, K.** (2023): Memes everywhere. The effect of social media memes on consumers' attitude towards brands and their purchase intention. In: *PraxisWISSEN – German Journal of Marketing*, 2023 (1), pp. 37–55.
- Reibnitz, C. von** (2023): Richtig arbeiten mit Medizinprodukten. In: *Heilberufe: Pflege einfach machen*, 75 (11), pp. 34–36.
- Schröder, J.; Verhofen, V.; Barutzky, L.** (2024): Nachhaltigkeitskriterien in der Kreditanalyse. Ableitung von Handlungsempfehlungen für Bewertungen des Transformationsprozesses. In: *KSI: Krisen-, Sanierungs- und Insolvenzberatung; Wirtschaft, Recht, Steuern*, 2024 (1), pp. 34–38.

- Schuck, K. A.; Perret, J. K.** (2023): Optimizing production of fashion goods as means to a more sustainable garment industry. An assessment of the literature. In: *Research Journal for Applied Management*, 4 (1), pp. 17–41.
- Siegl, T.; Steinberg, D.** (2024): Better anti-procyclicality? From a critical assessment of anti-procyclical tools to regulatory recommendations. In: *Journal of Risk*, 26 (3), pp. 1–32.
- Skretkowicz, Y.; Perret, J. K.** (2023): The Nutri-Score. A quantitative study of the effectiveness of visual nudging on consumer behavior. In: *International Journal of Applied Research in Management and Economics*, 6 (3), pp. 30–48.
- Tata, F.** (2024): Kryptowerte. Ein Zukunftsthema für Gutachten. In: *Die Sachverständigen: Fachzeitschrift für Sachverständige, Kammern, Gerichte und Behörden*, 51 (3), pp. 38–47.
- Thiemann, D.** (2024): Das „Wir“ in der digitalen Arbeitswelt. In: *Personalmagazin*, 2024 (6), pp. 34–36.
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- Gesellschaft für Arbeitswissenschaft e.V.** (2024): Arbeitswissenschaft in-the-loop. Mensch-Technologie-Integration und ihre Auswirkungen auf Mensch, Arbeit und Arbeitsgestaltung. 70. Kongress der Gesellschaft für Arbeitswissenschaft e.V. [06.03.-08.03.]. Dortmund: GfA-Press (Bericht zum 70. Arbeitswissenschaftlichen Kongress vom 06. – 08. März 2024).
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Other Publications

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Editorships

Böckenholt, I.; Rommel, K. (2023): ISM-Forschungsbericht 2023. Norderstedt: Books on Demand.

Lichtenthaler, U.; Fronapfel, F. (2024): Sustainability Skills: Welche Fähigkeiten Unternehmen und Führungskräfte für die Kreislaufwirtschaft benötigen. Freiburg: Haufe

Thiemann, D. (2024): Auf dem Weg ins „New Normal“. Wirtschaftspsychologische Gestaltungsansätze für eine moderne Arbeitswelt. Abstracts zur 27. Fachtagung der Gesellschaft für angewandte Wirtschaftspsychologie (GWPs). Lengerich: Pabst Science Publishers.

e Conference and Meeting Presentations

The following is a list of lectures given by ISM professors at conferences or meetings.

Beyerhaus, C.; Hodeck, A.; Reibnitz, C. von (2023): Sustainable luxury sports tourism. Kairo, (5th International Conference of Sustainable Sports Tourism in Egypt, 30.10.2023).

Bruno, P.; Ohlwein, M. (2024): But I see your true colors shining through. CSR as moderator of the impact of rainbow washing. European Marketing Academy. Bukarest, Rumänien, (53rd Annual Conference of the European Marketing Academy, 31.05.2024).

Dippon, P. (2023): Globale Teilhabe an den UNESCO Heritage Programmen. Eine Analyse. Lorsch, (14. Nationaler Arbeitskreis World Heritage Education, 10.11.2023).

Forthmann, J.; Steffenhagen, M.-C.; Westermann, A. (2024): Social listening as a forecasting tool for reputation development. Edinburgh, (Global Brand Conference (GBC), 22.04.2024).

Knapstein, M.; Decius, J.; Seifert, A. (2023): Aus eigener Kraft oder mit Hilfe von anderen? Eine Investitions-Belohnungs-Typologie von Metakognition und Sozialer Unterstützung bei der Arbeit. Berlin, (Herbstworkshop der Wissenschaftlichen Kommission Personal im Verband der Hochschullehrer für Betriebswirtschaft e.V., 21.09.2023).

Lichtenthaler, U. (2024): Integrierte Intelligenz. KI kann mehr als Automatisierung. Köln, (BME Praxisforum, 09.07.2024).

Lichtenthaler, U. (2024): KI im Einkauf. Chancen durch integrierte Intelligenz. Köln, (Internationale Eisenwarenmesse (IEM), 05.03.2024).

Lichtenthaler, U. (2023): Die Green Grass Strategy für Nachhaltigkeit und Innovation. Köln, (Online Talk, MUNA+, 18.07.2023).

- Orb, A. K.; Engelmann, T.; Behringer, N.** (2024): Anforderungen an Arbeitgeber. Die Generation Y und Z im Vergleich. Stuttgart: Gesellschaft für Arbeitswissenschaft e.V., (70. GfA-Frühjahrskongress, 06.03.2024).
- Perret, J. K.** (2024): When Luxury stops being luxurious. The market for secondhand luxury goods. Wien (Online), (9th International Conference on Business, Management and Economics, 02.03.2024).
- Reibnitz, C. von; Hodeck, A.** (2023): How can health literacy contribute to the reduction of doping and drug abuse in amateur and re-recreational sport? Kairo, (5th International Conference of Sustainable Sports Tourism in Egypt, 30.10.2023).
- Rommel, K.** (2024): Sustainable consumer behavior in the food sector using Germany as an example. 5th Symposium on Circular Economy and Sustainability. International Network for Economic Research. (Chania, Kreta, 18.06.2024).
- Schatzmann, J.; Hodeck, A.; Mühlbäck, K.; Nagel, N.; Zimmermann, T.** (2023): Sustainable events in equestrian sports. An analysis from the riders' perspective. Kairo, (5th International Conference of Sustainable Sports Tourism in Egypt, 28.10.2023).
- Siepelmeier, S.; Hodeck, A.; Mühlbäck, K.; Zimmermann, T.; Nagel, N.** (2023): Adventure and outdoor coaching – future market in sports tourism? Kairo, (5th International Conference of Sustainable Sports Tourism in Egypt, 30.10.2023).
- Tata, F.** (2023): Interest rate risk and asset-liability-management in banks. Wien, (ESE Web Seminar: Interest Rate Risk and Asset-Liability Management in Banks, 27.09.2023).
- Tata, F.** (2023): The present state of a digital euro project. European CBDC's updates, opportunities, and challenges. Berlin, (Seamless Europe Conference, 18.10.2023).
- Thiemann, D.** (2023): Der Einfluss destruktiver Führung auf Technostress und Work Engagement – eine quantitative Untersuchung. Essen, (26. Fachtagung der Gesellschaft für angewandte Wirtschaftspsychologie – GWPs).
- Thiemann, D.** (2023): Erfolgreiche Führung in digitalen Arbeitssettings – Ergebnisse zweier quantitativer Studien über den Einfluss destruktiver und unterstützender Führung auf das Technostressempfinden von Mitarbeitenden. Berlin, (Jahreskonferenz der WK Personal, 21.09.2023).
- Thiemann, D.** (2024): KI als sozialer Akteur? Psychologische Determinanten der Akzeptanz von KI-Systemen in der Arbeitswelt. AK Vorarlberg. Feldkirch, Österreich, (Schaffarei Konferenz 2023: „Technikfolgenabschätzung aus Arbeitnehmer:innenperspektive“, 23.11.2024).
- Westermann, A.; Forthmann, J.; Homann, R.; De Jong, M.** (2024): AI-assisted corporate reputation prediction using social listening data from the Internet. Wien, (28th International Conference on Corporate and Marketing Communications, 27.03.2024).
- Westermann, A.; Ghorbani, M.** (2023): Exploring the sources and variations of digital brand personality across touchpoints. Koblenz, (Der Markentag 2023, 28.09.2023).
- Zancolò, C.; Hodeck, A.; Nagel, N.; Zimmermann, T.; Jooss, M.; Mühlbäck, K.** (2023): The market for alpine ski sporting goods. A critical empirical analysis. Kairo, (5th International Conference of Sustainable Sports Tourism in Egypt, 29.10.2023).
- Zimmermann, T.** (2024): Nachhaltigkeit im Sport und in der Gesellschaft. Balve, (Longines Balve Optimum, 05.06.2024).

f Guided Research (Consulting-Projects, Workshops, Market Research Projects)

At the International School of Management, both qualitative and quantitative market research studies are conducted every semester in all degree programmes. The empirical studies are very practice-oriented and are partly based on company cooperations by working out current topics of entrepreneurial action. The following is an excerpt from the ISM workshops, market research and consulting projects.

Beyerhaus, C.: Creating an early Career Program for H&M Group. Project period: 20.03.2024 – 07.06.2024.

Beyerhaus, C.: Employee Retention Strategies Development for LVMH. Project period: 03.04.2024 – 05.06.2024.

Beyerhaus, C.: UNIQLO x ISM. Project period: 18.09.2023 – 05.12.2023.

Beyerhaus, C.: Welcome Event Montblanc. Project period: 08.11.2023 – 08.11.2023.

Brickau, R.: Herausforderung Digitale Transformation Wie fühlen sich die Mitarbeitenden der Partner / Kunden von Fujitsu in Bezug auf die digitale Transformation? Project period: 01.09.2023 – 29.02.2024.

Brickau, R.: Hybrid IT: Wer sind die Player für ein Cloud-Offering in DE unterhalb der Hyperscaler und wie muss sich Fujitsu in diesem Markt positionieren? Project period: 01.09.2023 – 29.02.2024.

Brickau, R.: Branchen-News – welche Datenquellen gibt es – wer bietet die relevanten News an (Agenturen etc.)? Project period: 01.03.2024 – 31.08.2024.

Brickau, R.: Identifikation und Bewertung relevanter Verbände und Initiativen, bei denen Fujitsu sich aktiv engagieren sollte. Project period: 01.03.2024 – 31.08.2024.

Brickau, R.: Welche Benefits sind für Channel Partner entscheidend für die Präferenzbildung für einen Hersteller? – Mit welchen Benefits (Added Services) kann Fujitsu seine Channel Partner erfolgreich unterstützen und sich vom Wettbewerb differenzieren? Project period: 01.03.2024 – 31.08.2024.

Brickau, R.: Wie sieht eine ideale Kundenansprache für eine Einladung für ein großes IT Event aus? Wie kann Fujitsu seine Kunden stärker motivieren, ein IT Event zu besuchen? Project period: 01.03.2024 – 31.08.2024.

Fabisch, N.: Analyse der Markenpotenziale der Ratsherrn Brauerei für eine jüngere vor allem weibliche Zielgruppe (Gen Z). Project period: 18.09.2023 – 04.12.2023.

Fabisch, N.: Potenzialanalyse des Kia Flex Auto-Abos und Erarbeitung eines Kooperationskonzeptes für eine Markenpartnerschaft. Project period: 18.09.2023 – 06.12.2023.

Joisten, N.: Der Zusammenhang zwischen der psychischen Gesundheit von Studierenden/der Generation Z und ihren Erwartungen an den Arbeitgeber. Project period: 19.09.2023 – 29.02.2024.

g ISM Publications 2023/2024**Working Paper**

- No. 22** **Schulke, Arne; Warning, Hans Olaf** (2023): Transfer price confusion? Proposing a comprehensive taxonomy for academia and practitioners
- No. 23** **Linkens, Sarah; Horn, Carmen; Perret, Jens K.** (2024): Greenwashing in the Fashion Industry – The Flipside of the Sustainability Trend from the Perspective of Generation Z
- No. 24** **Skretkowicz, Yvette; Perret, Jens K.** (2024): The Nutri-Score in the German Perception – A Qualitative Expert-based Study of Front-of-Pack Visual Nudging and Consumer Behaviour
- No. 25** **Lerche, Carolin; Turinsky, Richard; Groher, Erich** (2024): Kritische Analyse der Einflussfaktoren auf die Supply Chain Resilience am Beispiel eines deutschen Automotiv-OEMs
- No. 26** **Engelmann, Tanja; Götz, Michelle; Weiler, Jessica; Würth, Anton** (2024): Faktoren, die das energiesparende Verhalten beeinflussen

Research Journal for Applied Management

- Vol. 4/2023** **de Alzaga Achter, Luisa; Khafif, Daniel-Ulf; Mühlbäck, Klaus** (2023): KI-basierte Chatbots – eine kritische Analyse der Patientenerwartungen
- Issue 1**
- Schuck, Katharina A.; Perret, Jens K.** (2023): Optimizing Production of Fashion Goods as Means to a More Sustainable Garment Industry – An Assessment of the Literature
- Gericke, Jens; Mehn, Audrey; Rommel, Kai** (2023): Kundenpräferenzen für Bio-Lebensmittel in Deutschen Lebensmittelläden. Ergebnisse eines Discrete-Choice Experiments
- Westermann, Arne; Böckenholt, Rebecca; Ghorbani, Mijka; Messedat, Jons** (2023): Interior Architectural Branding – The Implementation of the Brand Identity at the Point of Sale by Means of Interior Design
- Kamran, Qeis; Becker, Marcus** (2023): The Structure and Evolution of the Marketing Field: A Content Analysis of Five Decades of Research within the Academy of Marketing Science Journals
- Becker, Marcus; Prokop Dayrell de Lima, Erika** (2023): Natural Language Processing in IT Ticketing Systems. A conceptual framework for Question-and-Answering machines based on GPT-Algorithms

VII New Monographs



Kleinjohann, M. (2024): Grundlagen des Werbemanagements: Konzeption – Werbeträger – Evaluation. Wiesbaden: Springer Gabler.

ISBN: 978-3-658-43642-1 **49.99 €**

This textbook provides a basic overview of the most important planning aspects, advertising media and instruments as well as the strategic management and controlling of advertising communication. The author explains the organisational embedding of advertising management in advertising companies and agencies as well as the entire market of physical and digital advertising media. From market, target group and target analysis, briefing, budgeting, conception and creation to controlling the success of advertising, he covers all the decisive phases - explained in a fundamental and introductory way.

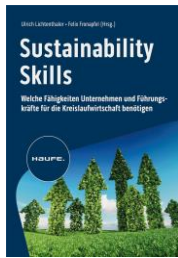
Numerous practical examples and tips ensure that the book is relevant to current practice; learning objectives and knowledge checks after each chapter ensure lasting learning success.



Kleinjohann, M. (2024): Grundlagen der Werbung: Theorie – Markt – Ethik – Recht. Wiesbaden: Springer Gabler.

ISBN: 978-3-658-44075-6 **54.99 €**

This textbook provides an introductory overview of advertising and explains the theories, market conditions and ethical and legal aspects of advertising communication. The author presents the phenomenon of advertising in an up-to-date, systematic and holistic way and provides a theoretical and practice-orientated classification and differentiation of advertising from other forms of communication. He explains the advertising market, its protagonists and processes, economic framework conditions and discusses the moral, ethical and legal framework conditions of advertising communication. Numerous examples and tips from practice ensure practical relevance; learning objectives and knowledge checks after each chapter ensure lasting learning success.



Lichtenthaler, U.; Fronapfel, F. (2024): Sustainability Skills: Welche Fähigkeiten Unternehmen und Führungskräfte für die Kreislaufwirtschaft benötigen. Freiburg: Haufe.

ISBN: 978-3-648-17526-2 **49.99 €**

The high relevance of the topic of sustainability is now widely accepted. Many companies have already launched sustainability initiatives, but have realised that important prior knowledge on the topic of the circular economy is not yet available.

This edited volume by Ulrich Lichtenthaler and Felix Fronapfel shows which basic requirements and competences companies, managers and employees need in order to be able to effectively implement the upcoming tasks in the area of sustainability and integration of a circular economy. One focus is also on the question of how the young generation of „sustainable natives“ influences the activities of companies in their roles as customers and potential employees. With practical contributions from renowned company representatives and expert

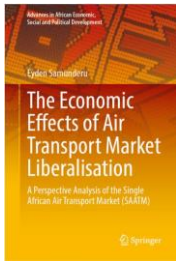


Pokrant, G.; Gran, A. (2024): Transport- und Logistikrecht. 13., neu bearb. Aufl., Köln: RWS-Verlag Kommunikationsforum.

ISBN: 978-3-8145-7810-1 **80.00 €**

This work explains transport and logistics law from the decisive perspectives of supreme court rulings on goods transport law and contract design. It takes into account the current case law of the BGH and the ÖOGH. For example, the decisions of the BGH on the effectiveness of the general terms and conditions of a parcel service provider, on the recognition of a decision rendered in one EU Member State in other EU Member States and on the interpretation of the term „the same goods“ in Art. 31 para. 2 CMR.

This 13th edition brings the work up to date. For all those working in this field, the work is an indispensable guide that has already proved its worth in twelve previous editions.



Samunderu, E. (2024): The economic effects of air transport liberalisation. A perspective analysis of the Single African Air Transport Market. Berlin: Springer.

ISBN: 978-3-031-61863-5 **99.90 €**

This book rigorously examines the air transport market liberalisation process on the African continent and presents key highlights, challenges, and impediments to embracing an „open skies“ market environment in Africa. It focuses on the economic impact of air transport liberalisation, policy constraints, challenges of harmonisation, and regional economic integration and its impact on air transport development, employing a quantitative assessment based on the Air Transport Liberalisation Index (ALI) to evaluate how an open skies policy would change the competitive dynamics of air transport in Africa. Adopting a two-tier gravity model, the book explores how demand and route networks would be impacted by the deregulation of the air transport market. The book also applies a historical perspective by evaluating the initial ratification of the Yamoussoukro Declaration (1999), which acted as a catalyst for Africa’s 2063 regional agenda, focused on establishing the Single African Air Transport Market (SAATM).

The book also provides a comprehensive analysis of the African Continental Free Trade Area (AfCFTA), exploring its multifaceted impacts on Africa’s single market from economic, regulatory, and sustainability perspectives. This includes an introduction to the AfCFTA, highlighting its inception as a major step towards continental economic integration aimed at enhancing intra-African trade, promoting sustainable development, and fostering industrial diversification.