

# ISM

INTERNATIONAL  
SCHOOL OF MANAGEMENT

University of Applied Sciences

## ISM Research Report 2025



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## Foreword

In the reporting year 2025, numerous research activities were carried out, including projects, studies, workshops, doctoral dissertations, and other programs. The ISM also restructured in 2025. Since April 2025, following the departure of the President and Managing Director, Prof. Dr. Ingo Böckenholt, Prof. Dr. Audrey Mehn has served as President and, alongside Ms. Silvia Semidei, as Managing Director of the ISM. The management team is completed by Mr. Daisuke Motoki and Mr. Karsten Gardy. We thank Professor Böckenholt for his dedication and his pioneering contributions to the development of the ISM.

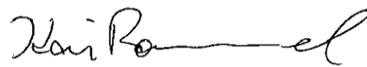
Following a presentation of current developments during the reporting year, this edition of the 2025 research report again begins with an interview with one of our corporate partners. Ms. Sabine Loos, CEO of the Westfalenhallen Unternehmensgruppe GmbH, provides us with an interesting insight into the complex world of event management. The subsequent chapters present reports from the ISM doctoral programs and an overview of the research-related achievements of the professors, including short profiles and information on new offerings from the ISM library.

We would like to express our sincere gratitude to all professors and colleagues for their substantive contributions to the current research report, and especially for her contribution to the editorial processing of the research report.

Dortmund in December 2025



Prof. Dr. Audrey Mehn  
President



Prof. Dr. Kai Rommel  
Vice-President for Research

## I Development in the Reporting Year

Numerous projects were carried out and successfully completed at the ISM locations in the past year. These projects focus on linking course content with practically relevant research approaches. With the active and creative participation of students, current and innovative topics are addressed, and methods of empirical social and market research are applied. In addition to current trend analyses and marketing concepts, the focus is on analyses and applications of artificial intelligence and its multifaceted impact on the world of work and consumption.

The *innoclub* was founded at the Dortmund Technology Center in early 2025. The founding members are the Dortmund Chamber of Industry and Commerce (IHK), the Dortmund Economic Development Agency, TU Dortmund University, Dortmund University of Applied Sciences and Arts, and ISM. This accelerator supports startups that have already been established and are in the market establishment phase. With the creation of this exclusive network, established research and business networks in the Ruhr region can provide a significant boost to strengthening innovation in Dortmund and the Westphalian Ruhr area. At the *innoclub*, medium-sized businesses and corporations meet a curated selection of excellent startups to inspire one another and share experiences, knowledge, skills, and resources.

The research structures established over the past few years have been further expanded and consolidated through the accreditation process. Several key areas of expertise are at the forefront of this process. These include the **Institutes** and **Departments** with which research projects are conducted across multiple locations, and networks within scientific practice are developed and established. Expanding **External Funding Acquisition** is another key focus and is strengthened by the enhanced research infrastructure. **Doctoral Programs** in cooperation with international partner universities constitute the third key area of expertise and were further expanded during the reporting year. A few highlights are briefly outlined below.

At the ISM **Institutes**, research projects are conducted across locations and in various fields, and networks in scientific practice are expanded and established. Since 2020, the *Entrepreneurship Institute @ ISM in Cologne* has been establishing a sustainable entrepreneurial culture at ISM through the EXIST project. The "Entrepreneurship as a Service" (EaaS@ISM) project, funded by the Federal Ministry of Education and Research, was successfully completed at the end of 2024. The *Institute for Sustainable Transformation @ ISM* works at the intersection of business, ecology, and society. For example, in cooperation with *econsense* – Forum for Sustainable Development of German Business 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 within small and medium-sized enterprises (SMEs). The complete activities of the four ISM institutes are presented in Chapter II.

**Doctoral Programs** in cooperation with international partner universities constitute the third area of expertise. Doctoral collaborations with European, US, and one Australian partner university were initiated in 2014 and have been continuously expanded. Partners include Strathclyde Business School (SBS) and Edinburgh Napier University (ENU) in Scotland, Bond Business School (BBS) in Australia, Westcliff University in Irvine, USA, and Lovely Professional University in Jalandhar, India. In addition, ongoing case-by-case collaborations exist with various departments, such as at the University of Twente in Enschede in the field of marketing, at the Universitat Polytechnica de Valencia, and at TU Dortmund University.

An overview of the main research activities of the ISM in the reporting year is shown in Table 1.

Table 1: Research Activities at ISM

Research Activities	Period 1.9.20234 – 31.8.2025
Research projects	5 ongoing + 4 completed
Current publications	119
Of which published in peer reviewed journals	54
Ongoing doctoral supervisions	10 ongoing + 4 completed

Source: ISM

ISM provides secondary supervision for these doctoral programmes, with the doctoral degree being awarded by the respective partner university. This supervision includes regular meetings between ISM professors and doctoral candidates and an annual ISM seminar week in Dortmund, in addition to the curriculum of the partner universities. In addition, ISM supports interested parties in the application process and in the preparation of a research proposal, and is available to assist interested parties and doctoral candidates with various questions. The 14 doctoral programmes shown in Table 2 began at different times and most of them run for five to six years alongside full-time employment. Eight doctoral candidates have now successfully completed their doctorates.

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

ISM Supervisor	Candidate: Title	Programme
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. Groher	<i>Turinsky, Richard</i> : Artificial Intelligence in Procurement	SBS – PhD
Prof. Dr. Jockel	<i>Liu, Binzhao</i> : The Application of Blockchain Technology in Enhancing Green Supply Chain Management within the Manufacturing Sector	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. Mehn	<i>Schuck, Katharina</i> : Sustainable luxury fashion consumption: Evaluation of decision parameter and strategic implications for brands	Llull-IQS – 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 of organizational effectiveness	BBS – PhD
Prof. Dr. Moring	<i>Dohrmann, Marcel</i> : Sustainable Urban Development – Measurement and control methods for urban sustainability	Llull-IQS – PhD
Prof. Dr. Moss	<i>Grimm, Nils</i> : Newsroomness in Corporate Communication	Uni Twente – PhD
Prof. Dr. Perret	<i>Bößendörfer, Julia</i> : Investment Patterns & Lifestyle Choices of HNWI & UHNWI	WU – DBA

Prof. Dr. Rommel	<i>Dohmen, Viktoria</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. Westermann	<i>Forthmann, Jörg</i> : Big Data Analyses on the Basis of Social Listening for Reputation Management	Uni Twente – DBA

*Some of these ongoing doctoral supervisions were completed during the reporting period.*

Source: ISM

Within the Department of Economics, the professors at ISM are organized into six **departments** according to their interests and expertise. The professors use regular departmental meetings and other formats to find new team members for their research projects. The Dean of Research also assists them in finding colleagues at all campuses with similar research interests within their academic field or across disciplines for interdisciplinary research. In addition to research collaboration, the departments also fulfill other functions, such as coordinating teaching activities among the professors. The departments thus represent an important interface between research and teaching. Each department is headed by a professor from ISM.

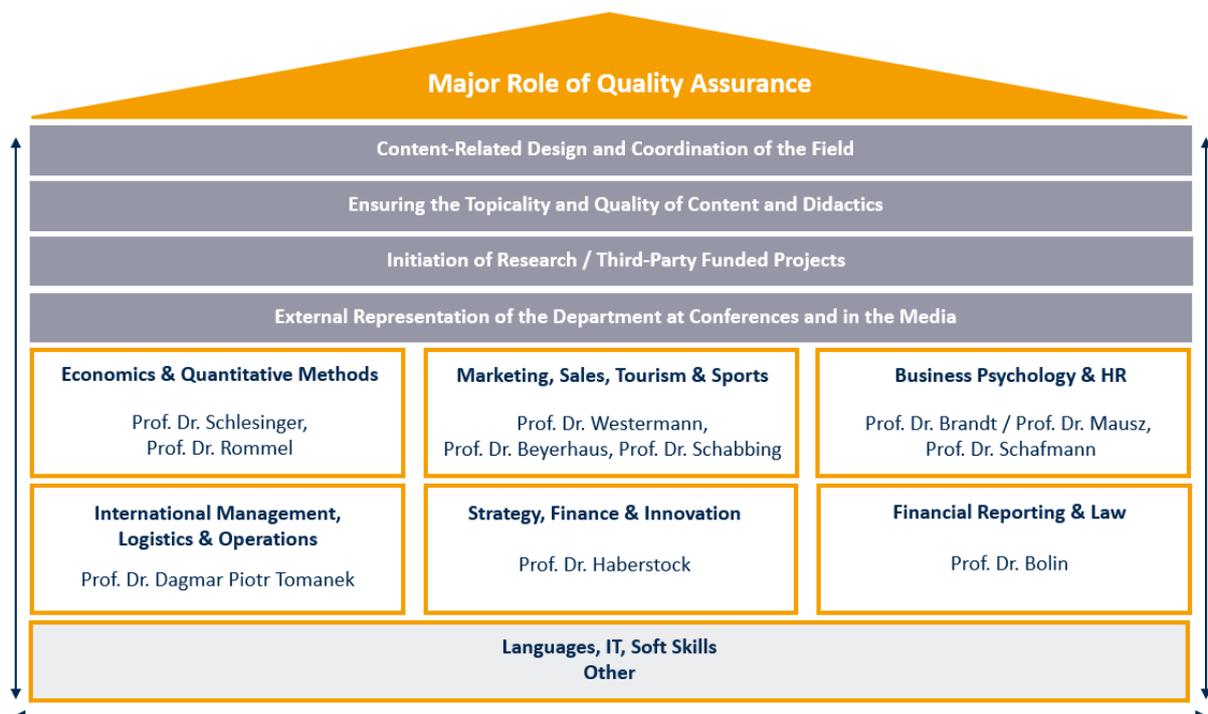


Figure 1: Department structure of the ISM

Source: ISM

The ISM's focus lies in application-oriented research. The ISM's distinguished board of trustees forms an important link to industry and its associations. Therefore, it is a long-standing tradition to include an expert interview with a member of the board of trustees on a selected current topic in the ISM research report.

## Interview with Sabine Loos, Chief Executive Officer of Westfalahallen Unternehmensgruppe GmbH

*Sabine Loos (CEO of Westfalahallen Unternehmensgruppe GmbH) has been shaping the strategic direction of this renowned group of companies for over a decade. Under her leadership, the three subsidiaries—Messe Dortmund, Kongress Dortmund, and Westfalahalle—develop innovative event concepts that attract attention throughout the industry. With a dedicated team, she organizes over 1,000 events annually in the areas of trade fairs, congresses, music, sports, and entertainment, establishing Dortmund as a vibrant center of the event industry.*



**Ms. Loos, as CEO of Westfalahallen Unternehmensgruppe GmbH and its three subsidiaries Messe Dortmund, Kongress Dortmund, and Westfalahalle, you have extensive experience in the events industry and in management. Which tasks do you consider to be the most important, and which topics occupy you the most?**

In my role as managing director, my focus is on strategically leading our traditional event location into the future. The site has grown over a century and has a wide variety of structures. This diversity is a strength, but it also requires us to combine it sensibly with the expectations of today's event industry. To this end, we are working on clear and contemporary brand management, creating transparent processes, and developing our offerings in a targeted manner. A key point here is the modernization of our infrastructure. Only by investing consistently in this area can we work efficiently internally and offer our event organizers optimal conditions. Our aim is to be a venue that remains organizationally reliable, technically up to date, and attractive for a wide range of formats.

We consistently think from our customers' perspective in every decision and every process. This requires a high degree of adaptability, as market conditions are changing at an increasingly rapid pace. Issues such as digitalization, sustainability, and competition for qualified specialists have been with us for years, but are becoming even more important due to the current pace of change. At the same time, we must create space for innovation without losing sight of our identity as an established event venue. Maintaining this balance is challenging, but essential for our future viability.

What's more, many external conditions are now changing so rapidly that it is no longer possible to plan processes in every detail for the long term. Decisions often have to be made under new and sometimes surprising circumstances. This is precisely what makes leadership so challenging today. The certainty that used to be provided by extensive market studies or years of experience no longer applies in all areas. That is why we as managers must think more agilely, make bolder decisions, and anticipate changes earlier.

**According to its website, the Westfalahallen Group is not just a simple event venue. As an integral part of society, its primary concern is to shape a sustainable future for our planet. What contributions can you make to this?**

Sustainability is a central component of our corporate strategy. We take a holistic view of the issue and consistently align our actions accordingly. One example of this is our double materiality analysis, a key sustainability management tool that we use to identify precisely which aspects are most important to us and our stakeholders. We use this knowledge to further develop our offerings and formats in a targeted manner. We have also signed the Sustainability Code of the German-speaking event industry, thereby committing ourselves to ten binding guidelines. Our strategic orientation is based on the 17 Sustainable Development Goals of the United Nations:

We have been using exclusively green electricity since 2021. In addition, we generate around 1.4 megawatt hours of solar energy annually with our photovoltaic system. This achievement earned us the European Solar Prize. At the same time, we are investing in modern building technology to use energy more efficiently: LED lighting, heat recovery systems, intelligent building management technology, daylight-optimized controls, and precise temperature management are now standard for us. In the medium term, we plan to switch our heat supply to district heating and are working on converting our digital infrastructure to climate-friendly hosting. In catering, too, we are gradually switching to regional and organic products. For trade fairs and concerts, we actively promote the use of reusable systems. Last but not least, we also involve our employees in our sustainability concept and offer mobility options such as the Deutschlandticket or our bike leasing program

In addition, we consciously address the topic of sustainability at our own events. We provide impetus for innovative solutions, whether at HEATEXPO, which deals with future forms of heat supply, or BUILDINX, which highlights trends in modern logistics and industrial real estate. We also integrate sustainability into numerous other trade fair formats, for example through topic-specific forums that promote exchange within the industry.

**What is your assessment? Is your commitment appreciated and supported by political decision-makers at the local, state, and federal levels, or do you see shortcomings in the framework conditions?**

Basically, I find that our commitment to sustainability is politically desirable and is being positively supported at all levels. Whether at the local, state, or federal level, there are clear signals everywhere to push ahead with this transformation process. We are being explicitly encouraged to continue on our path and implement measures step by step. At the same time, however, this also means that expectations are being placed on us and we are challenged to continuously develop new solutions. But we see this as a constructive impetus. Political support is there, and it motivates us to think ahead with sustainable ideas and consistently put them into practice.

**The effects of legal requirements, such as the original Supply Chain Due Diligence Act, are also covered in ISM courses. Particularly in part-time degree programs, it was discussed that such laws are seen by some companies as a major bureaucratic obstacle and that satisfaction is very limited. What is your experience in this regard, or does it not play a major role?**

At present, this issue does not have a major impact on our day-to-day operations. Nevertheless, we have of course prepared ourselves for it at an early stage and are putting the necessary processes in place in case the regulations become binding for us as well. This is because there is still discussion at European level as to which companies will be affected in the future. The challenge lies in providing complete documentation, which is not always possible in complex supply chains. We are closely monitoring developments and will consistently follow the path as soon as the legal framework has been finalized.

**How is this trend toward sustainability noticeable among your customers, and how does this trend affect your company? Do you also see skepticism or rejection among some customers? What is your experience and assessment in this regard?**

We are seeing very clearly that sustainability is not only a political issue, but is now also being actively demanded by customers. You could call it "positive pressure": legal frameworks set the guidelines, but social expectations are reinforcing this trend. Many companies are working intensively on their own sustainability strategies, which means that the demands they place on us as a location are also increasing. Questions often arise such as: Do we use green electricity? How do we implement the circular

economy? What concepts do we pursue in terms of mobility, waste management, or reusable systems? Interest in these aspects is growing steadily. At the same time, we must remain realistic. Many clients are still reluctant to accept higher costs for sustainable solutions. This is precisely where one of our biggest challenges lies. We want to further develop sustainable standards, but we must do so in line with economic conditions. Maintaining this balance is currently one of the central issues in our cooperation with customers.

**In addition to sustainability, increasing digitalization and the use of artificial intelligence in the event industry are certainly also prominent topics. What challenges do you see here for your company and for the industry?**

Digital transformation is a challenging task for us, but one that also offers tremendous opportunities. Our goal is to make digitalization a tangible source of added value for our customers, partners, and guests. Among other things, we use chatbots in customer service, automatic translation systems for international guests, and AI-supported research services for lead generation. Initial pilot projects, such as the use of intelligent boarding screens in entrance areas, show how valuable AI can be for analyzing visitor flows. These findings will help us to organize events in an even more targeted manner in the future. AI will also gain in importance in exhibitor services, e.g., in digital booth planning or the optimization of logistical processes.

In addition, we are also involved in robotics, for example. We now use robots to plan our trade fairs, which measure our halls precisely and thus create a reliable basis for different event formats. This not only increases efficiency but also reduces manual sources of error. One of the biggest challenges is combining modern technologies with existing structural and technical conditions. This is especially true for buildings such as the Westfalenhalle, which is a listed building. At the same time, digital solutions must be designed in such a way that they are accessible, intuitive, and inclusive for everyone.

**In certain sectors of the labor market, particularly in healthcare, employees are concerned about the excessive use of AI and robotics and the negative consequences for job security. Is this an issue for you, or is your workforce positive about it?**

Overall, I perceive a very positive attitude toward AI and robotic solutions at our company. Many of our employees see real opportunities in these technologies, especially those teams that already work intensively with digital technologies. Particularly in areas where AI offers us real added value, we have deliberately involved younger, tech-savvy colleagues who are driving the topic forward with great openness. Of course, there are also employees who have been with the company for a long time and did not grow up with such technologies. We occasionally encounter reservations among them, which is completely understandable. To create security and transparency, we have therefore adopted a works agreement on the use of AI in collaboration with the employee representatives.

However, I see the real challenge less in gaining acceptance among the workforce and more in organizational issues: How do we integrate new technologies in a meaningful way? How do we redesign processes? And how do we ensure that AI makes work easier without replacing human input?

**In your opinion, how will the events industry develop in the future, particularly with regard to sustainability and digital transformation? Furthermore, what future developments and innovations do you foresee in this area, and how will they influence the trade fair industry?**

I see enormous potential for the future of the events industry: greater relevance, more growth, more diversity, but also significantly higher demands in terms of professionalism, speed, and quality.

Content will become a decisive factor for success: in the future, events will need to be positioned much more precisely and curated with greater clarity. We are seeing that there is no longer “one” major

trend, but rather a multitude of parallel developments. As a result, trade fairs are becoming increasingly specialized and in-depth in terms of content. This also presents an opportunity: topics that would previously have been lost in large umbrella trade fairs are now developing their own relevance and require a high level of expertise. We are responding to this development with modular formats, clear profiles, and a stringent brand strategy.

Infrastructure is becoming a strategic competitive advantage: the ability to use halls, rooms, and outdoor areas flexibly and multifunctionally will be crucial in the future. With the construction of additional exhibition halls, another modern entrance area, a new large congress center, and a consistent focus on parallel use, we are laying the foundation for greater agility, both for new trade fair formats and for networking with congresses and entertainment.

Events are becoming more experience-oriented and emotional: The industry is returning more strongly to its core, to personal encounters between people. Whether trade fairs or public events, atmosphere, experiential value, community, and staging are becoming significantly more important. Events must inspire and connect.

Quality is becoming more important than size: expectations regarding logistics, quality of stay, services, sustainability, and the overall experience are constantly rising. Clear positioning in terms of content is no longer enough; operational excellence is also required in every detail.

Locations must act more entrepreneurially: exhibition centers are increasingly perceived as strategic partners and no longer “just” as hall landlords. What is needed is thematic leadership, innovative strength, and the ability to actively shape trends.

And last but not least: market dynamics continue to increase. After the pandemic-induced consolidation phase, we are once again seeing strong movements in the market: new competitors, new content, new business models. Locations that now consistently invest in infrastructure, digital processes, sustainability, and customer dialogue will have clear advantages.

**As a member of the ISM Board of Trustees, you have insight into the modernization and practical orientation of the course content. How important do you think the close integration of theory and practice is for the education of students in the field of event management and leadership management?**

In my opinion, ISM is already very well positioned in this area, because practical orientation is the decisive factor for an education with a future. All of this applies especially to an industry as dynamic as the event industry. Students need to learn in a practical way how decisions are actually made: under time pressure, with changing key data, and with limited resources. Such skills can only be developed if theoretical knowledge is directly linked to practical experience. That is why I believe it is important for universities to work with companies not only on a selective basis, but on a permanent basis in projects, case studies, excursions, or longer practical placements.

Every year, the Westfalahallen Group integrates numerous working students from various disciplines into its work. The spectrum ranges from marketing, construction management, commercial areas, and IT to corporate communications. Here, they are not just “observers,” but full-fledged team members who participate in real tasks. This creates an enormous learning effect and a realistic picture of how the industry works.

**You have established smaller innovation teams, particularly in the areas of AI and digitalization. Traditional hierarchical structures are often no longer sufficient for this. How do you experience this in your company?**

The highly dynamic nature of today's working world leaves little room for rigid, complex structures. Processes need to be faster and decisions more flexible. That's why we created our own business development unit early on. Incidentally, this was one of my first measures in the company to establish structures that actively support change while at the same time relieving the burden on the specialist departments.

Reality shows that what applies today may already be outdated tomorrow. Flexibility, innovative ability, and the willingness to question familiar patterns are among the most important areas of expertise today. In this context, lifelong learning is a key prerequisite for future viability. As managers, however, we must also learn to tolerate imperfection. Not every idea is perfect, not every project a success. In the "old world of work," such a culture of error was rarely established, but in an innovation-oriented environment, it is essential. Our task as leaders is therefore to give employees security and to send a clear signal: we support new approaches, even if they don't work right away. Only then will people have the courage to try new things and actively shape change. This attitude is one of the greatest challenges and, at the same time, a key success factor in dealing with AI, digitalization, and modern ways of working.

**Thank you very much, Ms. Loos, for this interesting interview.**

## II Institute Reports

<b>Brand &amp; Retail Management Institute @ ISM</b>		
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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.

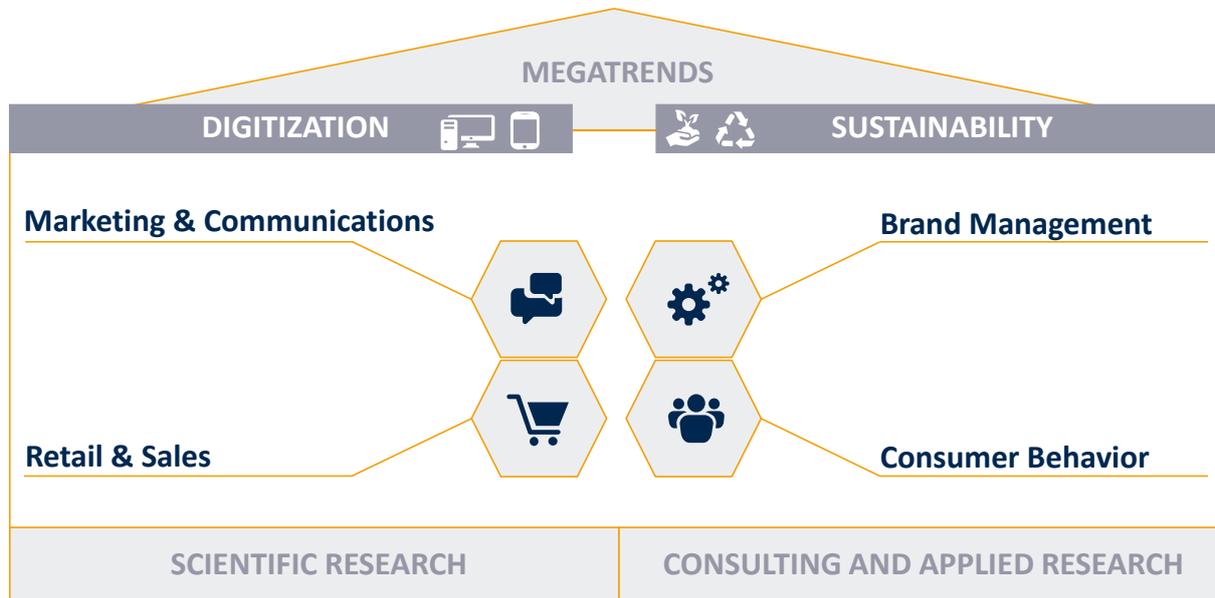


Figure 2: Main topics at the Brand & Retail Management Institute @ ISM

Source: Own representation

As in previous years, in the 2024/2025 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 schoolchildren in Baden-Württemberg** was redesigned for the state of Baden-Württemberg's "movers" project. The aim of the project is to motivate schoolchildren to actively manage their own journey to school and to work with the parents of children and young people to achieve this.

## 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

## Real Estate Research Institute RERI @ ISM

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### a Presentation of the Institute

The institute is the organizational base for ISM professors specializing in real estate management. The institute brings together teaching and research activities at the various locations to facilitate exchange among colleagues and with partners. Membership in the Society of Real Estate Research (gif) ensures close ties with the scientific community. Contact with the industry is ensured directly at the locations through teaching assignments and meetings, among other things. Direct knowledge transfer between research and teaching takes place in the bachelor's and master's degree programs, among other places

### b Main Research Projects

#### 1) Sustainable Real Estate

Interest in the topic of sustainability in the real estate industry remains high in both practice and research. As recently described in detail in the ISM Research Report 2022, the topic is being intensively researched, particularly in the context of master's theses. Current findings shed light on issues surrounding sustainability and historic preservation, real estate investments, financial indicators, real estate valuation, and real estate marketing. Other aspects examined include the framework conditions for the successful implementation of circular economy models. The results are to be published in a publication such as the Springer Best Thesis Award.

#### 2) Effects of Negative Facilities on Property Value

An ongoing research project is looking at the impact of negative facilities, i.e., buildings and/or installations that are perceived as disruptive by stakeholders (e.g., neighbors, investors) due to their function and/or emissions and thus have a negative impact on the respective real estate market (e.g., market value). Examples can be classified as follows, among other:

- Visual impairment (e.g., high-rise buildings or commercial facilities, wind turbines, or solar fields)
- Infrastructure noise pollution (e.g., transportation infrastructure such as highways, railways, or airports, as well as industrial areas or agricultural businesses)
- Leisure and education-related noise pollution (e.g., playgrounds, restaurants, sports facilities, schools)
- Electromagnetic radiation exposure (e.g., transmission masts or high-voltage power lines that generate electromagnetic fields)
- Odor pollution and pollutant emissions (e.g., waste treatment facilities [including landfills], power plants, sewage treatment plants, slaughterhouses, agricultural businesses)
- Vibrations (e.g., along railroad tracks or next to industrial facilities)
- Impairment of perceived safety (e.g., refugee shelters, homeless shelters, drug rehabilitation facilities, prisons)
- Risk concerns (e.g., nuclear, biological, or chemical facilities)
- Crowding/overtourism (e.g., attractions for leisure and tourism, including traffic/congestion)

The results support the assumption that there is a measurable influence and that this varies depending on the type of negative facility, the level of emissions, and the distance. One of the strongest effects was found to be odor pollution. Furthermore, negative factors not only lead to price reductions for potential customers, but can also make properties unsellable. However, in many cases, structural measures—with the associated additional costs—can minimize the negative effects.

### **3) Affordable Housing**

Affordable and sustainable housing has become one of the most pressing social challenges. Current research combines institutional economic analysis with structural innovation. By applying new institutional economics, housing policy instruments and institutional structures are to be systematically evaluated and classified, and supplemented with the presentation of European best practice cases of future-oriented planning. On the one hand, the project will result in a modular catalog of flexible, energy- and space-efficient plans that will form the basis for future construction projects. On the other hand, the institutional economic analysis will be used to develop recommendations for action that improve political and administrative structures and facilitate the creation of affordable housing. On this basis, strategies will be developed that enable investors, the construction industry, and local authorities to act more efficiently and provide more affordable housing.

### **4) Tax Treatment of Developed Land**

In recent years, the tax treatment of investment properties, i.e., properties acquired for the purpose of generating income, has raised questions that are highly relevant for investors, both institutional and private. In particular, the task of determining the value of buildings separately from the value of the land has not yet been satisfactorily resolved. This research focus centers in particular on clarifying methodological issues in connection with this specific partial value problem

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### a Presentation of the Institute

The Entrepreneurship Institute @ ISM (EPR@ISM) brings together entrepreneurship expertise, research findings, and current trends in a center of excellence. Findings from research projects are transferred into academia and practice, e.g., current research topics are incorporated into teaching. The institute is located on the ISM campus in Cologne. Research, education, and consulting form the three central pillars of the institute (see Fig. 3). Research includes internal research projects and thought leadership as well as collaborative projects and contract research. Within the framework of entrepreneurship education, a distinction can be made between courses at ISM and the implementation of entrepreneurship events for students and professionals. The third area, consulting, is aimed in particular at students, employees, and alumni interested in starting a business, as well as external founders and established companies.

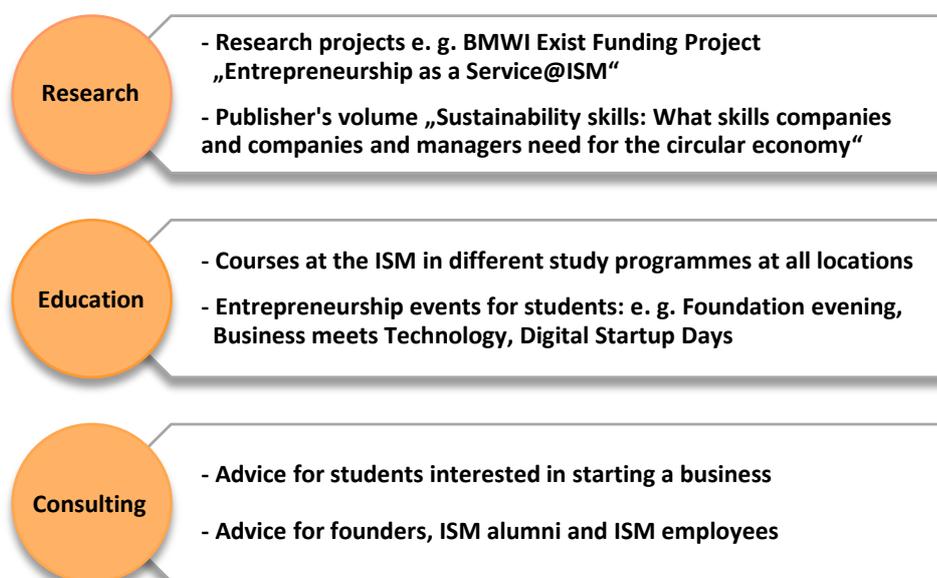


Figure 3: Central Pillars of the Institute

Source: Own representation

## **b Staff Member at the Entrepreneurship Institute @ ISM**

During the reporting period, the EPR@ISM team consisted of the institute's management, represented by Prof. Dr. Ulrich Lichtenthaler, and research assistants Felix Fronapfel and Sarah M. Siepelmeyer.

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 strategy, innovation, sustainability, entrepreneurship, and artificial intelligence. He received his doctorate from WHU – Otto Beisheim School of Management and worked as a top management consultant for several years before joining ISM.

Mr. Fronapfel has been a research assistant at the Entrepreneurship Institute at ISM in Cologne since October 2020. He completed his double master's degree at Edinburgh Napier University in the field of entrepreneurship and also completed the International Management program 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 digitalization, business model development, and Industry 4.0. Mr. Fronapfel worked full-time on the EaaS@ISM project in 2024 and has been leading the EmpowerHER project at ISM full-time since January 2025.

Ms. Siepelmeyer was employed as a research assistant at the institute on a 75% basis from April 2021 to December 2024. During her studies, she obtained degrees with a focus on communication science and change management (B.A.), psychology and management (M.Sc.), and project management and project communication (M.Sc.). She has been conducting research in the field of efficiency and effectiveness improvement in communication in the health sector for several years and is pursuing her doctorate at the Institute for Movement Science and Rehabilitation Research at the German Sport University.

## **c Research**

### **1) Projekt EXIST-Potentials**

The EXIST funding application “Entrepreneurship as a Service” (EaaS@ISM) submitted by EPR@ISM as part of the “EXIST-Potentials” funding program was recommended for funding by the expert commission in December 2019 and comprised a project volume of over €600,000. As part of the four-year project, a noticeable and activating start-up culture was established at ISM and suitable conditions were created for the emergence of innovative start-ups from the university. Prof. Dr. Ulrich Lichtenthaler took over as project manager in January 2021. Mr. Fronapfel has been working on the project since January 1, 2021. Ms. Siepelmeyer joined the project on March 1, 2021.

The primary goal of EaaS@ISM was to establish and sustainably consolidate a university-wide start-up culture. The aim was to establish ISM as a start-up university in terms of its cultural essence and uniqueness. Within this framework, a digital solution was established with Microsoft Teams, enabling students 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 in use since September 2022, which has also been part of ISM's digital offering since the winter semester 2022 and is available to students. On the platform, students can find out about entrepreneurship, 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 entrepreneurial ambitions

can thus contact the start-up advisors directly. The advice focuses on everything from team building and market research to questions regarding financing and professional start-ups.

Another goal was to promote start-up-oriented thinking and action across all target groups (professors, research assistants, students, administrative staff) and across all locations. To this end, ISM continued its collaboration with entrepreneurs in residence at all locations, who are available to provide events, advice, and support to those interested in starting a business.

A third objective focused on specifically promoting research institutes in the direction of start-up-oriented thinking and action. The research institutes at ISM aspire to excel not only in application- and practice-oriented teaching, which is characteristic of a university of applied sciences, but also in research. To this end, the institutes should be made capable of innovation, and research results with the potential to be translated into innovations and start-ups should be sought out in a targeted manner. The analysis conducted together with the service provider Atrineo based on the “Enabling Innovation” concept showed that the start-up dynamic is developing independently of the institutes and that a wider circle of teaching staff must therefore be involved. As a result, a concept for lecturer workshops was developed, which is presented in more detail under Education and Events. Seven workshops for lecturers were held as part of this concept.

The project was successfully completed on December 31, 2024. All objectives were achieved or even exceeded, and the start-up structure at ISM was strengthened in the long term. The measures, which included both digital and physical formats, enabled a broad and effective approach to the target groups and promoted interest and participation in start-up initiatives across all university locations.

## **2) Skills for Sustainability Management**

As part of a research project on skills for successful sustainability management, Prof. Dr. Lichtenthaler 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, various aspects of sustainability are taken into account, not only in an analog 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 entirely new solutions.

## **3) Innovation and sustainability**

Prof. Dr. Lichtenthaler und Felix Fronapfel publizierten 2024 einen weiteren Herausgeberband zu Nachhaltigkeit im Haufe Verlag mit Titel „Sustainability Skills: Welche Fähigkeiten Unternehmen und Führungskräfte für die Kreislaufwirtschaft benötigen“. Hierfür konnten namhafte Autor\*innen aus zahlreichen Unternehmen verschiedener Branchen gewonnen werden.

## **4) Business Case for Sustainability**

As part of a research project on the business case for sustainability, Prof. Dr. Lichtenthaler is developing a comprehensive overview of how sustainability can deliver added value for companies, not only, but especially beyond the relevant fulfillment of regulatory requirements and reporting obligations. Various aspects are taken into account, from the role of sustainable innovation to the relevance of sustainability for employer branding.

## **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 examiners under the supervision of Prof. Lichtenthaler.

### **2) Events**

#### *Startup Competition 2025*

The cross-campus competition was launched by the Entrepreneurship Institute @ ISM in 2018 with the aim of discovering new innovative start-up ideas, rewarding successful founders, consolidating the start-up culture at ISM, and further promoting the entrepreneurial spirit at ISM. Following the success of previous years, the starting signal for the Startup Competition 2025 was announced again in spring 2025. All students, alumni, and employees with an idea or a concrete project are eligible to apply. The competition will once again award three prizes, as well as a special prize sponsored by Gutmann Global Advisory in the form of consulting services worth €10,000.

#### *Submission Support Program*

As a supplement to the Startup Competition, the Entrepreneurship Institute launched the Startup Submission Support Program for the first time in 2025. The program aims to better prepare participants in the ISM Startup Competition for their submissions. In three digital meetings, founders are introduced to the process of creating a concept paper and any questions are clarified. The sessions also serve to facilitate networking among participants. The three meetings took place between mid-July and the end of August 2025.

#### *Startup und Innovation Day Köln*

In November, the Entrepreneurship Institute, together with the Cologne campus management, is planning a whole day of events under the motto "Startup and Innovation." The event day is intended to raise awareness and enthusiasm for entrepreneurship among students. Among other things, the Startup Competition awards ceremony will take place and exciting speakers and workshops will be offered.

#### *EmpowerHER Workshopwochenende*

A key event within the EXIST Women program was the in-person weekend at Hofraithe Park in Rhineland-Palatinate. Over two days, the program participants had the opportunity to get to know each other, develop their personalities in various workshops, and deepen their entrepreneurial ambitions.

#### *Workshops for lecturers*

As part of the Enabling Innovation concept, it was determined that the start-up culture develops independently of subject-related research institutes and that the concept must therefore be established in a dynamic and requirements-oriented manner. For this reason, a concept was developed in which all teaching staff at 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 workshops covered topics such as “Life Design Coaching,” “Anti-Bias,” and “Science Communication.”

### *Design Thinking Workshops*

The EaaS@ISM project also included design thinking workshops, which were conducted in cooperation with other ISM institutes. The aim was to teach students how creativity techniques can be applied in the context of design thinking. In a workshop at the Munich campus, a cooperation concept for startups was developed together with the ISM founders of Loremo and Wohnsinn. Further workshops followed at the Hamburg location in cooperation with the startup WeDart, in Berlin on the topic of sustainability in the fashion world, and in Cologne on the topic of female entrepreneurship and Lego Serious Play.

## **3) Networks and Cooperations**

In addition to the aforementioned collaborations and partnerships, the institute is part of a broad network of various cooperation partners, companies, organizations, and institutions. These include, for example, Gateway Gründungsnetzwerk Cologne e.V., STARTPLATZ, the Cologne Chamber of Industry and Commerce, and the Entrepreneurs Club Cologne (ECC). Together with Gateway Gründungsnetzwerk 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 acts as an interface between startups and university studies. In addition, the institute has partnerships with the Startup Manufaktur at the Bonn-Rhein-Sieg University of Applied Sciences, the Jean-Baptiste Say Institute at ESCP, the Tech Startup School, Volksbank Köln Bonn, Kreissparkasse Köln, Marketing Club Köln-Bonn, and the Founders Foundation. Together with its cooperation partners, joint events and other projects were implemented to connect ISM founders to a strong network.

In addition, the institute expanded its network in autumn 2024 by participating in various national and international networking events. Initial contacts were made at VDS Valencia, Bits&Pretzels in Munich, and Slush in Helsinki with the aim of developing a potential international startup environment for ISM. Further steps for the development of the institute are to be worked out as part of the development of a future strategy for 2025-2026.

### **e EXIST Women – „EmpowerHER“**

The EmpowerHER women's advancement program launched for the second time at ISM in early 2025, offering ten scholarship recipients the opportunity to receive intensive support over a period of ten months. The program includes 10 workshops, which are held both online and in a hybrid format. The program kicked off with the workshop “Starting a Business – An Overview & Program Launch,” which provided a comprehensive insight into the topic of starting a business and marked the start of the program. Alida Hensen presented the “10-Point Plan for Starting a Business,” a detailed guide that outlines the ten most important steps for successfully starting a business. In Sarah Siepelmeyer's workshop “Presenting the Business Model Canvas,” participants learned how to present their business model clearly and effectively using the Business Model Canvas. In the workshop “Learning to Pitch,” Katharina Tesch taught the art of presenting business ideas convincingly.

A highlight of the program was the in-person workshop weekend in June at Hofraithe Park. In addition, four more workshops are planned, which will take place every month until November, as well as five more regular get-togethers to offer participants ongoing support. The aim of the program is to build a sustainable network that will continue to exist after the program ends and will continue to support the founders in their development.

## **f Consulting**

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

Over the past two years, there have been more than 10 documented spin-offs by ISM students or alumni. In addition, the institute operates a focus page on LinkedIn. Once or twice a week, current posts are shared with the 1,008 subscribers. All students are now directly involved in the Moodle platform, which was introduced in 2022, further focusing on raising student awareness of entrepreneurship and start-ups.

Furthermore, numerous consultations specifically on the topic of EXIST start-up grants took place in 2024/25. In 2023, EPR@ISM successfully submitted and obtained approval from the BMWK for ISM's third funding application to support an EXIST start-up grant project for a student start-up team. Unfortunately, a fourth application in 2024 was rejected. Despite the generally high rejection rate for EXIST start-up grants, ISM is able to achieve above-average results in this area. Even after the EaaS@ISM project ended, the start-up consulting service continues to be very popular and is still offered by Mr. Fronapfel at all locations.

## **g Scientific Articles, Practical Articles, and Conference Presentations**

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

## Publications

### *Editorship:*

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

### *Contributions in Anthologies:*

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. (2024): Chancen durch mehr Nachhaltigkeit. Wie das Sustainability Management sich künftig weiterentwickelt. In: zfo – Zeitschrift Führung + Organisation, 93 (6), pp. 340-345.

Lichtenthaler, U. (2025): From VUCA and BANI to a PUMO world. Why agile innovation is not enough. In: International Journal of Innovation and Technology Management, 22 (3-4), pp. 1-16.

Lichtenthaler, U. (2025): Responsive and Proactive Sustainability Orientation. A Strategy and Innovation Typology for the ESG Era. In: International Journal of Innovation and Technology Management, 22. (2), pp. 1-17.

### *Articles in Practice Journals:*

Lichtenthaler, U. (2025): Auf Wachstumskurs: Die Green Grass Strategy – Welche Chancen bietet die PUMO Welt der Kreislaufwirtschaft. Neue Verpackung – Grüne Industrie, online, 2025-07-18.

Lichtenthaler, U. (2025): ESG unter Druck in der PUMO-Welt. Haufe Sustainability, online, 2025-04-15.

Lichtenthaler, U. (2025): So behaupten sich Marken in Zeiten großer Verunsicherung. absatzwirtschaft, online, 2025-03-17.

Lichtenthaler, U. (2025): Interview ‚Umgang mit dem Udenkbaren: Über die PUMO Welt‘. managerSeminare, 326, pp. 42-46.

### *Presentations:*

Lichtenthaler, U. (2024): Integrierte Intelligenz – KI kann mehr als Automatisierung. Online Talk, Digitale Woche Dortmund, Dortmund, 25.09.2024.

Lichtenthaler, U. (2025): The Green Grass Strategy for Overcoming Barriers in Circular Transformation. Circular Valley Convention, Düsseldorf, 13.03.2025.

## **h Outlook**

The projects and plans outlined above will be continued. Face-to-face events are also planned for the 2025/26 winter semester. Ulrich Lichtenthaler and Felix Fronapfel also plan to participate in specialist conferences to further expand their network. Felix Fronapfel will also present his research on behalf of ISM at the BAM 2025 conference in September and the ISBE conference in November. At the end of the year, depending on the possibilities and continuation of the program on the part of the project sponsor, the Entrepreneurship Institute will apply for a continuation of the "EXIST Women" funding program at ISM. Furthermore, teaching and research are to be more closely integrated by increasing the number of theses assigned from the institute's research areas and offering additional project courses.

## Institute for Sustainable Transformation@ISM

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### a Presentation of the Institute

At first glance, operating within planetary boundaries in a socially just manner for the benefit of all people while also being economically successful sounds like a utopian ideal. Nevertheless, the planet's tipping points and multiple crises are forcing us to rethink and redirect our approach. In particular, (EU) policy and an expanded circle of stakeholders are demanding greater transparency from companies regarding the social impact of their global business models. Sustainability is also much more than just a reporting issue that serves to fulfill political regulations. Sustainability has an impact throughout the entire company and affects all areas of activity. It is increasingly becoming 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 appropriate 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 situated at the intersection of business, ecology, and society. On the path to socially and sustainably managed business models, we explore innovative solutions and tools for the credible establishment, implementation, and evaluation of sustainability goals with specialists and managers. In particular, we aim to empower small and medium-sized enterprises (SMEs) to effectively manage the opportunities and risks of the transformation process. For example, what competency profiles are relevant in the respective departments to integrate sustainability throughout the entire company and into all key decisions?

The institute's goal is to highlight innovative opportunities in sustainable business practices through research, teaching, and continuing education; to initiate model projects in various industries and business sectors; and to provide scientific support for these projects. Furthermore, it focuses on **transfer payments**, which the institute contributes to ISM research, degree program curricula, university teaching, and its interaction with the university's wider community.

## b Main Research Projects

### Empirical study „Competence profiles for sustainable transformation in SMEs“

In cooperation with *econsense* – Forum for Sustainable Development of the German Economy e.V. and *better earth* – Partners for Business Transformation GmbH, the institute conducted a quantitative and qualitative study on the sustainability competence profiles of individual functional areas within medium-sized enterprises (SMEs) starting in July 2024. The empirical study was carried out within the context of *econsense's* „Sustainability Competence Program“ initiative, involving approximately 40 SMEs. The target groups were managers, sustainability officers, and other key personnel within the companies. The competence program, established by *econsense* three years prior, covers all relevant sustainability topics from the perspective of its SME members, ranging from climate targets and supplier management to reporting. It facilitates the mutual exchange of experiences and the learning of cross-industry practical insights.

The objectives of the quantitative study (start 14.08.2024 to 10.09.2024) included, 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 initial survey were reflected upon and discussed in a workshop (date 24.10.24) with the participating companies. During the event, the institute also presented initial findings from a recent publication by Prof. Dr. Brigitte Spieß on the topic of „Sustainable Transformation as a Catalyst for New Key Leadership Competencies“. The workshop results, including the participants' wishes and needs, will serve as the basis for further qualitative studies, which are planned with *econsense* and its member companies for the end of 2025 and 2026.

The collaborative project is being scientifically monitored and evaluated by the ISM Institute and *better earth*.

## c Other Projects (ongoing)

### Cooperation agreement and event series with the Alliance for Development and Climate Foundation

In spring 2025, the ISM Institute concluded a cooperation agreement with the Alliance for Development and Climate Foundation. The foundation was established by the Federal Ministry for Economic Cooperation and Development and the German Society for International Cooperation (GIZ). It has 1.600 supporters, including 1.200 small and medium-sized enterprises (SMEs). As its first joint project, the institute developed and designed an online event series for 2025 entitled „Sustainable Strategies – Developing, Implementing, Communicating“. The target group is SMEs from the foundation's distribution list.

The three online sessions, each lasting three hours, will take place on 25.09.25, 09.10.25 and 04.11.25, and will include the following topics:

- Module 1: Strategic anchoring of sustainability
- Module 2: Sustainability communication
- Module 3: Leadership and management of sustainable transformation processes

Furthermore, individual strategy coaching on responsible business practices is planned at the foundation's academy (starting in November 2025).

### **Cooperation and Collaboration with the German Rectors' Conference (HRK)**

The HRK's „Culture, Education for Sustainable Development“ department has been cooperating with the Institute since 2025. Collaboration is planned within the existing project „Empower ESD (Education for Sustainability Development) – Education and Sustainability Coaching for Universities“. This project focuses on the professional development of university and college leaders (Ambassadors) to promote sustainable transformation.

Another certification project developed by UNITAR and UNESCO, entitled LEAP-FAST („Leaders in Higher Education Alliance and Programme – For Accelerating Sustainability Transformations“), is to be adapted for Germany by the HRK department. A collaboration between the Institute and ISM Teaching (third-party funded project „The World is my Campus“ of the Foundation for *Innovation in Higher Education*) is currently being examined.

### **dfv Media Group (Frankfurt am Main) – Digital Coaching on Sustainability Communication**

The institute has been commissioned by the GREEN.WORKS Management Circle of the dfv Media Group in Frankfurt to conduct a four-part digital coaching program on sustainability communication for representatives of medium-sized businesses, twice a year starting in autumn 2025. The program is scheduled to launch in October 2025.

The event series is titled „Communicating Sustainability Transparently and Credibly“. The four online sessions were designed by the institute and are scheduled for 07.10.25, 16.10.25 and 23.10.25. The online sessions will cover the following topics:

- Conceptual background – the greenwashing trap
- Internal sustainability communication – practicing a new interplay with stakeholders
- External sustainability communication – communicating authentically and transparently
- Questions & Answers – discussion and exchange of experiences with participants from SMEs

Daniel Baumann, Editorial Director of Green Transformation, also conducted an online live interview with Prof. Dr. Brigitte Spieß on 27.05.2025, on the topic of „Sustainability Begins in the Mind: New Key Competencies in Leadership“. An article based on this interview was subsequently published in the news magazine of the media group GREEN.WORKS – Central Editorial Office of dfv.

**Lectures of the Institute:**

- Keynote address by Prof. Dr. Brigitte Spieß on 11.09.2025, at the conference of the German Student Union (Deutsches Studierendewerk e.V.) at the University of Rostock, Institute of Physics. Title of the address: „Leadership in Transition – What Key Competencies Do Leaders and Teams Need to Shape the Working Worlds of Tomorrow?“
- Presentation and discussion by Prof. Dr. Brigitte Spieß on 04.03.2025, at the Cooperative Association's dinner talk in the Q-Club of Deutsche Bank in Berlin. Title of the presentation: „Rethinking Leadership, Shaping the Future“. The Cooperative Association is the auditing and consulting association, educational institution, and representative body for 2.600 member cooperatives.
- Presentation and workshop by Prof. Dr. Brigitte Spieß on 12.09.2024, in the context of the Chinese delegation's visit to the ISM Campus Berlin. Title of the presentation: „German and European companies on the path to greater sustainability“.

**Podcasts:**

- ISM podcast series „Perspektives on... „Teamwork & Leadership Reinvented“, a conversation on 30.07.2025, with Prof. Dr. Brigitte Spieß and transformation expert Denis Morgenthaler (Bayer AG). This episode explored what future-proof leadership can look like in an increasingly complex and volatile environment. What does leadership mean in a world where teams work decentrally and traditional hierarchies are crumbling?
- Podcast „Leadership reimaged“ by Corinna Pomerening (author, consultant for sustainable and digital transformation in the financial sector) and Prof. Dr. Brigitte Spieß on 20.02.2025.

**Discussions about (consulting) projects with companies:**

- Project with *Generali* (via ISM Academy) on the Executive Education Program/Talent Program. Concept drafts (profiles) from the institute for further training and workshops have been submitted to *Generali's* HR and Sustainability team.

## Topics:

- Sustainability Ambassadors
  - Sustainable Strategies
  - Sustainability Communication
- *Schueco International*. Following an invitation from the institute to the NEB Symposium on the topic of „Sustainable European Construction Transformation“ (2024), an initial exchange about potential cooperation took place.
  - *Continentalreifen Deutschland GmbH*. Since 2024, the institute has been in regular contact with an executive from Continental (Responsible Chain Officer Sustainability). A project is planned on the topic of „Transformation process and sustainable strategies in the core business of the executive's team“. To this end, a kick-off workshop with the executive was held on 21.01.2025, at the Berlin campus to deepen the collaboration with the institute.

### **Certificate course „Sustainable Transformation & Reporting“**

The institute has updated the certificate course „Sustainable Transformation & Reporting“, which continues to be offered through the ISM Academy, and set a new start date in autumn 2025 with the participating practice partners (Dr. Jana Heinze and Dr. Claas Oehlmann).

### **Publications from the institute:**

The following publications were released by Springer Nature in spring 2025:

1. Spieß, Brigitte & Davydchik, Maria (2025): Nachhaltige Transformation als Katalysator für neue Schlüsselkompetenzen in der Führung und innovative Lernkulturen. In: Schmidpeter, Rene et al. (Hrsg.): SDG8 – Menschenwürdige Arbeit und Wirtschaftswachstum. Springer Nature, DOI: 10.1007/978-3-662-68327-9.

The article also included two expert interviews conducted by Prof. Dr. Brigitte Spieß with Matthias Klein-Lassek (Labor Director of DEW 21) and Dr. Dominik Hennen (Head of Personal Banking at Deutsche Bank AG).

2. Spieß, Brigitte & Ürz, Gerion (2025): Nachhaltiges Bauen und bezahlbarer Wohnraum – Wie GRO-PYUS mit digitalen Werkzeugen und „Deep Sustainability“ Gebäude als Produkte entwickelt. In: Just, Vanessa et al. (Hrsg.): Innovative Nachhaltigkeit oder Nachhaltige Innovation. Wechselwirkung zwischen Digitalisierung, Technologien und nachhaltiger Unternehmenspraxis. Wiesbaden: Springer Gabler, , pp. 283-208 (ISBN: 978-3-662-68995-0).

### **Selection of invitations and participation of the institute in events, conferences and congresses (networking):**

1. **01.02.2024:**  
Bertelmann Stiftung: Presentation of the Sustainability Monitor 2024 in Berlin.
2. **26.09.2024:**  
ZEIT Wissen Congress: „Mut zur Nachhaltigkeit“ in Berlin.
3. **07.11.2024:**  
9. Jahreskonferenz der Stiftung KlimaWirtschaft „Building Bridges“ in Berlin.
4. **18.03.2025:**  
mc-quadrat: Event on the current initiative D21 e.V. Digitalindex in Berlin.
5. **05.06.2025:**  
econsense: 25 Jahre econsense – Forum für Nachhaltige Entwicklung der Deutschen Wirtschaft, anniversary event in Berlin.
6. **10.06.2025:**  
Bertelmann Stiftung: Presentation of the Sustainability Monitors 2025 in Berlin.
7. **16.09.2025:**  
ZEIT Wissen Congress: „Mut zur Nachhaltigkeit“ in Berlin.
8. **18.09.2025:**  
Q-Club of Deutschen Bank – Digitale Transformation: Wie verändert KI das Lernen in Organisationen?
9. **06.11.2025:**  
10. Jahreskonferenz der Stiftung KlimaWirtschaft „The Next Ten Years“ in Berlin.

**d Organisation and Structure**

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

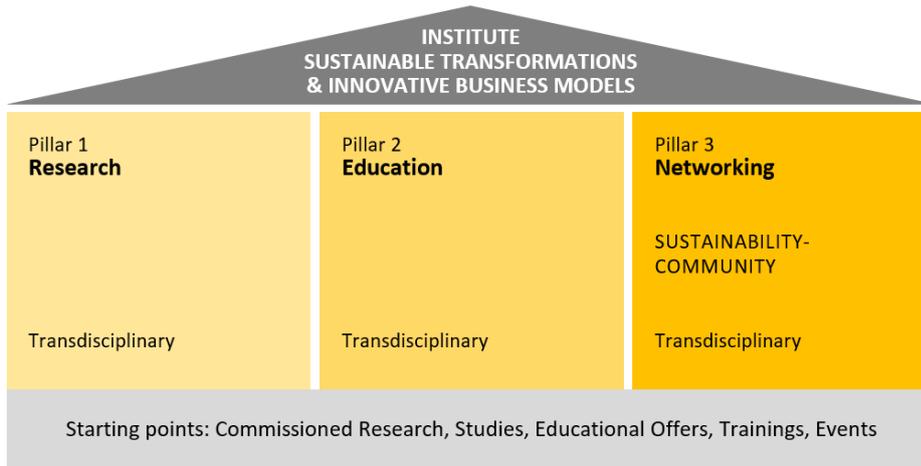


Figure 4: Pillars of the Institute

Source: Own representation



Figure 5: Research

Source: Own representation

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

**Figure 6: Education and Further Training**

Source: Own representation

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

**Figure 7: Networking/Community**

Source: Own representation

### III Project Reports

#### **Workshop Glück (Göbber) Jam: Analysis of trends, competition and market development as well as target group analysis in the fruit spread segment. Development of a marketing concept with a focus on Gen Z.**

Prof. Dr. Nicole Fabisch

Following a briefing by marketing managers Manuel Rodriguez and Clarisse Estorff, the fifth and sixth semester bachelor's students first investigated, within the framework of a workshop, why jam consumption in Germany is declining and what (nutritional) trends are emerging internationally. Subsequently, using a tightly scheduled, sequential mixed-methods design, they first conducted a qualitative focus group study to determine the breakfast habits and taste preferences (including tastings) of the younger generation. The results of the desk research and the qualitative data were then quantitatively evaluated through a survey at the point of sale. All findings were incorporated into the marketing concepts that three student teams developed and pitched to each other. The best results were then presented to the marketing management at the „Glück“ marketing headquarters.



*Figure 8: Participants in the Workshop Glück (Göbber) Jam*

*Source: Own photo*

#### **Excursion to the Ministry of Justice**

Prof. Dr. Andreas Gran

On April 11, 2025, a group of 12 participants (including LL.B. students from ISM) had a meeting with representatives of the Federal Ministry of Justice (BMJ) in Berlin.

The ministry's visitor service offers educational institutions, among others, the opportunity to gain insight into its operations. Professor Dr. Andreas Gran, the local head of the Business Law (LL.B.) program, took advantage of this opportunity. Despite the distance to the capital, enough interested students were quickly found at the Frankfurt campus, not only from the LL.B. program. A student from

the Hamburg campus also joined the group. The details of the visit were coordinated beforehand, and the ministry required a list of participants for security purposes, including later identity verification.

Upon arrival at the Federal Ministry of Justice (BMJ) in Berlin's Mitte district, the excursion participants were given a legal presentation by a lawyer from the department. The presentation focused on aspects of child custody and the state's options for intervention. Questions were then asked, and the general working methods within ministries under different governments with varying political orientations were discussed. At the time of the excursion, the responsible minister was Dr. Marco Buschmann of the FDP (Free Democratic Party).

Following this, another speaker gave an informative presentation on recent German political history. In particular, the events surrounding the opening of the Berlin Wall were highlighted. The room where the presentation took place holds historical significance, as it was there that Günter Schabowski held his press conference on November 9, 1989, announcing the new and immediately effective right of travel to East Germany. A discussion about the presentation followed. Attendees also received further information about the work of the Ministry and had the opportunity to ask questions.

The group also visited premises at the Federal Ministry of Justice (BMJ). Following their visit there, they also visited the Berlin campus of the International School of Management (ISM) in the Schöneberg district.

Professor Dr. Andreas Gran subsequently thanked the responsible officials at the Federal Ministry of Justice (BMJ) once again and remains in contact with the head of the department. The students gave positive feedback. Their understanding of how German democracy functions and of reunification was enhanced.



*Figure 9: Participants in the excursion to the Ministry of Justice*

*Source: Own photo*

## Research Projects

Prof. Dr. Tanja Engelmann

- WS 24/25: Research project with students in the 5th semester of Business Psychology at the Stuttgart campus on the topic of "Influencing factors of voluntary overtime", implemented as a quantitative correlation study: Potential influencing factors for voluntary overtime were analyzed using Icek Ajzen's theory of planned behavior.
- SS 25: Research project with students in the 5th semester of business psychology at the Stuttgart campus on the research question " How do older employees (50+) experience and cope with the integration of AI-supported technologies in their everyday work?", implemented as a qualitative study: Several semi-structured interviews were conducted and subsequently analyzed using content analysis.
- SS 25: Quantitative study to record and evaluate the housing situation of Stuttgart students with the aim of deriving measures to support the search for housing.
- Research proposal „Promoting soft skills in an XR environment and their transfer to the real world of work“ submitted to the 5th call of the Innovation Program for Business Models and Pioneering Solutions (IGP) on August 19, 2025, collaborative project by Martin Hölscher (Big-skills and Beimdick Group), Martina Piel (Bigskills), Prof. Dr. Nicole Behringer (ISM), Prof. Dr. Tanja Engelmann (ISM) and Prof. Dr. Kai Rommel (ISM).

## AI and Sociotechnology

Prof. Dr. Mike Hammes

The AI and Sociotechnology project comprises research conducted as part of two Master's theses in the M.Sc. program in Work and Organizational Psychology, in collaboration with Verena Kalwa and Darian Gorba. We have also invited Prof. Dr. Daniel Thiemann to contribute to our project. The project addresses the question of how acceptance models for AI technology need to be supplemented with sociopsychological concepts. This is based on the introduction of the concept of the sociotechnical interface, which views AI systems as systems that both represent a technical interface and act as social actors within organizations. This concept has been investigated in the context of the introduction of AI assistants and AI-supported personnel selection. A conference paper, a presentation, and a preprint have been produced. Furthermore, our manuscript is currently under review in the journal Behavior & Information Technology.

## STENO – AI-Powered Interviewing and Rating

Prof. Dr. Mike Hammes

The STENO project comprises research conducted as part of two Master's theses in the M.Sc. program in Work and Organizational Psychology, in collaboration with Michelle Plaßmann and Justina Schuhknecht. The research explores whether artificial intelligence can be used to develop software capable of conducting state-of-the-art semi-structured interviews and evaluating the interview transcripts based on psychological characteristics. Publications have resulted from a conference paper and two presentations. We are currently preparing a manuscript for submission to the European Journal of Psychological Assessment.

### **S-Grit-J**

Prof. Dr. Mike Hammes

The S-Grit-J project comprises research conducted as part of a Bachelor's thesis in Business Psychology, in collaboration with Maleen Ritter. We have also invited Prof. Dr. Timo Zimmermann to participate in our project. The project investigates whether mental strength gained through recreational sports positively impacts job satisfaction, or conversely, whether recreational sports promote mental strength, which in turn improves job satisfaction. We are currently preparing a manuscript for submission to the journal Occupational Health Science.

### **Research Project: Analysis of Strategic Applications of AI at Imperial Brands**

Prof. Dr. Dagmar Tomanek

During the summer semester of 2025, students in the Master's program "International Logistics & Supply Chain Management" at the International School of Management (ISM) in Hamburg had the opportunity to explore the strategic relevance of artificial intelligence (AI) through a practical consulting project. The project focused on how AI technologies could be effectively integrated into the business processes of Imperial Brands, one of the world's largest tobacco companies. Its German subsidiary, Reemtsma, headquartered in Hamburg, plays a key strategic role, particularly as the location of the company's Strategy Leadership Team. The project was supervised by Piotr Wendowski, Head of Strategic Initiatives at Imperial Brands, and by Prof. Dr. Dagmar Tomanek, who mentored the students in his role as program director and professor of logistics and production management.

The students approached this question through a systematic potential analysis, taking into account both technological trends and company-specific requirements. The goal was to identify concrete application areas that not only promise efficiency gains but also create strategic added value. The student project group investigated the relevance of AI for various business areas – from the supply chain and customer management to decision support. In doing so, they considered both opportunities and potential challenges, such as data availability, implementation costs, and organizational prerequisites. The results of the analysis were summarized in the form of practice-oriented recommendations that can serve as a basis for future innovation projects for Imperial Brands. This student consulting project offered the students not only the opportunity to apply theoretical knowledge in a real-world context but also to actively participate in the strategic considerations of an internationally operating company.



*Figure 10: Successful completion of the student research project in the Logistics Master's program with Imperial Brands*

*Source: Own photo*

### **Fascination Sea at the ISM in Hamburg**

Prof. Dr. Dagmar Tomanek

The 2nd Maritime Business & Career Talk in 2024 addressed current topics and developments in the maritime industry. Many of the cross-cutting themes discussed support research at the International School of Management. Professor Dr. Dagmar Tomanek, Professor of Logistics and Supply Chain Management at ISM, organized and moderated the maritime summit. The maritime industry is one of the most diverse and interesting sectors of the economy. It encompasses disciplines such as logistics, finance, manufacturing, and tourism. Furthermore, the maritime industry offers numerous career opportunities both at sea and ashore. The sector continues to grow and offers a wide range of opportunities for well-trained and motivated young professionals with a passion for maritime affairs.

This year's host, TUI Cruises, opened the event with a welcome address by CEO Wybcke Meier. This was followed by a keynote presentation from Simone Weber, Robin Brüggemann, and Marcus Puttich (also from TUI Cruises) on the topic of „Opportunities in the World of Cruise Shipping“. Adrian Graf Domaschke from Carnival Maritime also inspired the audience with his main presentation on „Shore-Ship Communication 2.0“, focusing on global fleet management. The subsequent networking session provided an opportunity for in-depth discussions, with additional participants from PWL (shipping and transport sector), Lufthansa Industry Solutions (IT service provider), and Gebr. Heinemann (travel retail). Overall, the event was a great success, primarily due to the strong turnout of over 60 attendees. The well-designed program facilitated dialogue on various aspects of the industry. The success of the event was certainly also due to the joint organization of the Maritime Business & Career Talks by Hamburg Cruise Net (namely Christine Beine and Julia-Katharina Gelbe), TUI Cruises, the Association of Hamburg and Bremen Shipbrokers and the International School of Management.



Figure 11: Prof. Dr. Tomaneck moderates the 2<sup>nd</sup> Maritime Business & Career Talk 2024

Source: Own photo

### Research Project: Optimizing Returns Processes at Tchibo

Prof. Dr. Dagmar Tomanek

In the summer semester of 2025, a practice-oriented research project was conducted in cooperation with Tchibo GmbH as part of the Master's program „International Logistics & Supply Chain Management“ at the International School of Management (ISM). Tchibo is a long-established Hamburg-based company that has become one of Germany's best-known multichannel retailers through its combination of coffee trading, weekly changing non-food offerings, and services. The project aimed to analyze the existing returns processes in the online shop and develop concrete measures to reduce the return rate. The central question was how targeted optimizations in the presentation of product information and return options could create a more customer-friendly and efficient returns process. Laura Andersch, Head of SCM Reverse Logistics at Tchibo, and Prof. Dr. Dagmar Tomanek, Chair of Supply Chain Management and Logistics, were responsible for the project's academic and organizational management.

The student team began by conducting a comprehensive analysis of Tchibo's current return processes. This included examining existing return options, the presentation of information in the online shop, and the return policies. Benchmarks were also conducted with competitors in the online retail sector and combined with scientific findings on the design of return processes. Customer feedback on reasons for returns was also incorporated into the analysis. The project culminated in the development of concrete recommendations for Tchibo. These included suggestions for optimizing the online shop design, adapting return policies, and improving the communication of information to customers. Through a sound scientific methodology combined with a strong practical focus, the student research project made a valuable contribution to measurably increasing customer satisfaction and sustainably reducing the return rate in the future.



*Figure 12: Students present solutions for reducing returns at Tchibo's headquarters*

*Source: Own photo*

### **Founding of the Start-Up Accelerator innoclub in January 2025**

Prof. Dr. Kai Rommel

Innoclub – An exclusive network to strengthen innovation in Dortmund and the region.

In January 2025, the innoclub was founded at the Dortmund Technology Center. The founding members are the Dortmund Economic Development Agency, the Dortmund Chamber of Industry and Commerce (IHK), TU Dortmund University, Dortmund University of Applied Sciences and Arts, and ISM. This accelerator supports startups that have already been founded and are in the market establishment phase. To support startups that apply to us, the innoclub has developed a concept that allows interested companies to participate in the targeted support of one or more startups. So far, twelve companies have agreed to participate and are involved in the innoclub as corporate partners. We distribute these funds in various rounds (pitches) to the member startups that have applied to the innoclub. Investors in the Premium membership package are involved in the selection of applicants. In summary, the innoclub and its further procedures can be described as follows:

The innoclub is an **exclusive network for strengthening innovation in Dortmund and the Westphalian Ruhr region**. Here, medium-sized businesses and corporations meet a curated selection of excellent startups to inspire each other and share experiences, knowledge, skills, and resources. To this end, the club admits both corporate and startup members.



Figure 13: Founding members of the innoclub

Source: Own photo

**Startups** must apply for membership. Only the best startups are accepted. The target group consists of more mature startups that already have several employees and are active in the market. Accepted startups receive a wide range of services in their first year, similar to a traditional startup accelerator, to help them grow at the location. They have €10,000 at their disposal, which they can invest as they see fit, for example, in consulting, office space, or national/international travel and trade fair appearances. In addition, they receive mentoring and access to exclusive events through the innoclub.

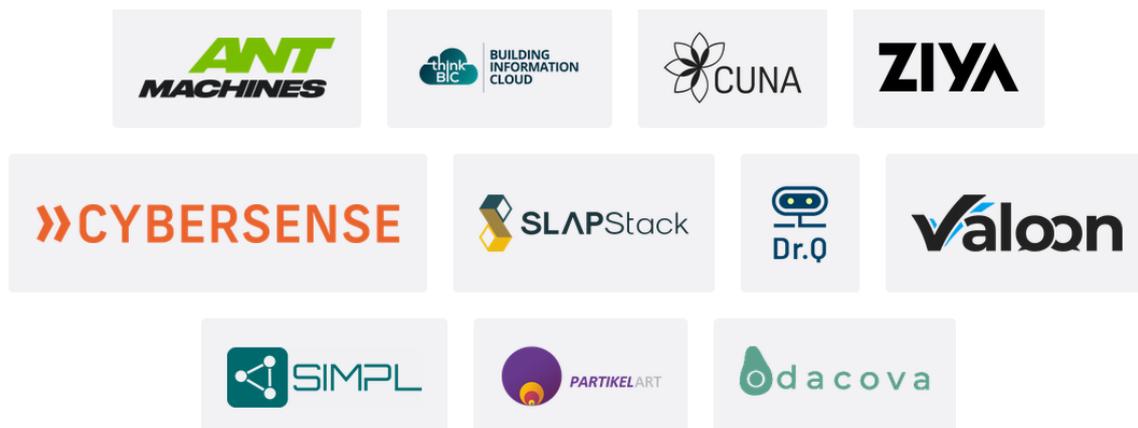
**Corporate members** must pay an annual membership fee, which varies depending on company size and service package. The advantages of corporate membership and the reasons for joining are numerous:

- **Keeping pace with the times:** Members gain direct access to the latest technological trends and innovations right on their doorstep, enabling them to broaden their horizons and transfer new ideas into their own company.
- **Exclusive exchange:** In various formats, you can get in touch with start-ups as well as with the innovation managers of other corporations and exchange ideas in a confidential manner.
- **Visibility/Marketing:** As an innoclub member, you position yourself as an innovative, attractive company to other companies and future employees.
- **Supporting the region:** Members provide concrete support to start-ups with their contributions, thereby helping the region's start-up and innovation ecosystem.



Source: *innoclub.net* (October 2025)

The innoclub awards a one-year **fellowship** to **innovative start-ups** to support their further growth in Dortmund. Currently, these start-ups are receiving individual support services with a total value of €10,00.



Source: *innoclub.net* (October 2025)

The addition of further fellows is possible on an ongoing basis. Interested start-ups can apply for an innoclub fellowship at any time.

The innoclub is located in the TZDO (Technology Center Dortmund) building at Emil-Figge-Str. 80 in 44227 Dortmund, occupying over 300 square meters. From day one, it is thus integrated into the local landscape of innovative companies and excellent research and science. This on-site "clubhouse" will provide startups with coworking spaces, meeting rooms, and office space. All exclusive events will also take place there.

Further information is available at <https://innoclub.net/> erhältlich.

## Sustainable Web-design: Digital Marketing Potentials

Prof. Dr. Kai Rommel

The 6<sup>th</sup> Symposium on Circular Economy and Sustainability took place in Alexandroupolis (Greece) from 16 to 18 June 2025.



<https://6th.circulareconomy2050.eu>

Figure 14: Alexandroupolis (Griechenland)

Source: INFER 2025

In the „Circular Innovation and Design“ session, Prof. Kai Rommel presented research findings in the presentation „Sustainable Web-design: Digital Marketing Potentials“. This study of Markus Linden, Jens K. Perret, Andreas Helferich and Kai Rommelis motivated by the increasing ecological impact resulting from the energy consumption of the internet, i.e., the large number of websites. Sustainable web design, the reduction of data volume, the optimization and compression of website elements as well as ecological hosting, can not only reduce the ecological footprint, but also improve the technical performance and user experience of websites.

Against this background, a mixed-methods research approach is developed combining expert interviews and a discrete choice experiment. Based on the results of a literature analysis and the expert interviews, five attributes are deduced for the design of this study's choice cards. A fast loading time of websites turns out to be particularly decisive and users will perceive the company or brand and the quality of their products or services more positively. The probability of a purchase also increases. In addition, communication measures of sustainable web design practices in the form of sustainability seals, the disclosure of hosting using green electricity and the provision of transparent information about corresponding sustainability efforts also have a positive impact on users. Their use and implementation significantly increase the probability of a positive perception, quality assessment and purchase decision on the user side.

The study is the first to consider the topic of green and sustainable web design from a consumer-centric perspective. It also focuses on the effects of the adoption of green practices and does not recapitulate the status quo, considering multiple aspects of website design in the context of a sophisticated discrete choice experiment. Finally, it determines which characteristics of green website design actually communicate sustainability best. It is planned to publish the study as a working paper

### **The Aging Population: Promoting Employability**

Alexandra Weilhartner, Irmgard Mausz & Dieter Frey

Demographic change is leading to an aging and simultaneously shrinking working-age population, posing significant challenges for both the economy and society. To counteract the resulting shortage of skilled workers, promoting employability is increasingly coming into focus. In a collaborative project between ISM, LMU Munich, and a consulting firm from the DACH region, we are dedicating a publication project to the study on the relationship between corporate culture and employability .

Irmgard Mausz & Daniel Thiemann

In a further study (an online survey using a repeated measures design), we are investigating the process by which current job demands—such as emotional labor or technostress—lead to reduced subjective work ability. Furthermore, we are identifying protective factors that can mitigate these effects.

### **Dark Triad and Tetrad in the Work Context**

Irmgard Mausz, Sandra Diller, Daniel Thiemann & Dieter Frey

A multi-site study (survey conducted in eight countries) investigates the relationship between Dark Triad personality traits and hierarchical levels in academia. We consider both subjective and objective factors of career success. The findings shed light on the role of dark personality traits in career development within higher education and underscore the importance of promoting ethical behavior and responsible personnel selection at universities.

Sandra Diller, Irmgard Mausz & Daniel Thiemann

Another study on the *Dark Tetrad* addresses the question of which work environments are particularly preferred by individuals with high levels of narcissism, Machiavellianism, psychopathy, and sadism. It also examines how these preferences relate to work attitudes and well-being .

### **Visibility of Women in Science**

Irmgard Mausz, Silke Friedrich, Ricarda Merkwitz & Nina Weber

The ongoing research project aims to analyze the visibility of women in academia – particularly at public and private universities – using a mixed-methods design. The focus is on structural and personal conditions, as well as factors that promote and hinder the visibility of female scientists. An initial online survey on the status quo of differences between female and male professors at German universities has already been conducted.

### AI Co-Piloting in Leadership Communication

Johannes Arendt (LMU Munich) & Irmgard Mausz

An online vignette study investigated whether the targeted use of AI co-piloting in email communication by managers can lead to a higher perceived quality of relationships with employees – and to what extent awareness of the AI's use influences this effect. The results show that the use of AI did indeed increase the perceived quality of relationships, but less so when participants believed that AI was involved in writing the emails.

### BMW Field Project (01.07.2025)

Prof. Dr. Andreas Widenhorn

Under the direction of Professor Andreas Widenhorn, approximately 30 students from the Master's program in Business Intelligence & Data Science presented the results of a practical project in cooperation with the BMW Group. Divided into eight groups, the students examined key topics of the international IT job market – including salary structures, talent availability, team composition, and the impact of future developments. Many teams focused on cross-border comparisons and analyzed differences between markets such as Germany, India, Hungary, and others.



Figure 15: Andreas Widenhorn and participants of the BMW Field Project

Source: Own photo

### **TikTok Marketing Data Workshop (27.06.2025)**

Prof. Dr. Andreas Widenhorn

On June 27, 2025, the Munich campus had the special opportunity to welcome TikTok on-site. A workshop entitled "The TikTok Effect: Where Creativity Meets Data" took place. Students from a wide range of disciplines were warmly invited, as platforms like TikTok have a significant impact on almost every industry. The workshop explored what constitutes truly successful content, how TikTok can be used effectively in business and marketing, and the role AI plays in this. After a Q&A session, the afternoon concluded with drinks in a local beer garden – the perfect end to the semester.



*Figure 16: Andreas Widenhorn and participants of the TikTok Marketing Data workshop*

*Source: Own photo*

### **Celver Predictive Modeling Workshop (12.06.2025)**

Prof. Dr. Andreas Widenhorn

A workshop held in cooperation with Celver covered the fundamentals, challenges, and best practices of demand forecasting. It explained how demand forecasting can be used as a central management tool for various business areas – from supply chain management to production planning. Different forecasting approaches were presented, ranging from classic statistical methods to modern machine learning and ensemble techniques. Particular emphasis was placed on integrating external influencing factors, incorporating forecasting into business processes, selecting appropriate forecast metrics, and conducting systematic evaluations. A practical example demonstrated how demand forecasting can be implemented at the product level and integrated into existing systems. The workshop highlighted that successful forecasting projects require a combination of data availability, technical implementation, and close coordination with the relevant departments.

### **Celver Alumnus (David Schneider, BIDS Absolvent) Project Management Day (04.06.2025)**

Prof. Dr. Andreas Widenhorn

On June 4, 2025, ISM alumnus David Schneider had the opportunity to lead an engaging workshop on sales and operations planning at the International School of Management in Munich. Around 30 master's students from the Business Intelligence & Data Science program gained practical insights into his work as a management consultant and learned how multidimensional planning works in practice – including concrete application examples. A particular highlight was that David, as a former ISM student, was able to pass on his experience and expertise to the next generation in the interactive sessions. A big thank you to Andreas Widenhorn for the invitation, the organization, and the motivating feedback! A truly fantastic and inspiring format for the exchange between theory and practice – we would love to come back.



*Figure 17: Andreas Widenhorn and participants at the Celver Alumnus Project Management Day*

*Source: Own photo*

### **Ernst & Young Guest Lecture Business Continuity (02.06.2025)**

Prof. Dr. Andreas Widenhorn

During a workshop at EY, we focused intensively on business continuity and crisis management in the context of organizational resilience. Together with the participants, we discussed how companies can identify events that are potentially harmful to their business processes and how their impact might develop over time.

A central element of the workshop was the question of what fundamental structures are required for effective crisis management – from clearly defined roles and responsibilities to established decision-making and communication channels. Furthermore, the importance of business continuity and recovery plans was examined, as these ensure the company's ability to act in an emergency and enable the smoothest possible return to normal operations.

The workshop offered valuable insights into best practices and concrete implementation options to make companies more crisis-proof and resilient.

### **BMW Practical Seminar (Abschlusspräsentation) B.Sc. (26.05.2025)**

Prof. Dr. Andreas Widenhorn

In a practical seminar with BMW, an evaluation system was developed that enables the rapid and objective assessment of the AI capabilities and strategic suitability of 347 suppliers. Using automated web analytics and a scorecard, it was revealed that only about 9% of the suppliers have production-ready AI applications, primarily in the areas of quality control and maintenance. The results were categorized into three groups, and concrete recommendations were provided for prioritizing collaboration. The developed framework provides BMW with a data-driven decision-making basis for the targeted digitalization of its supply chain.

### **Kantar Online Marktforschung Workshop (09.12.2024)**

Prof. Dr. Andreas Widenhorn

Insights into online market research were provided, focusing on the Kantar LifePoints Panel, a globally available, double opt-in validated online panel with over 5.5 million participants. Various data collection methods were explained, with a particular emphasis on cost-effective computer-assisted web interviewing (CAWI). Special attention was paid to quality assurance and panel management, including comprehensive fraud prevention measures, participant profile validation, and the use of incentive systems and interactive elements to ensure a high panel engagement rate.

### **Celonis Guest Lecture Process Mining (02.12.2024)**

Prof. Dr. Andreas Widenhorn

The focus here was on process mining, a method that enables companies to gain real insights into business processes by analyzing event logs. This allows them to visualize workflows, verify compliance, and identify optimization potential. The Celonis Execution Management System (EMS) platform was presented, demonstrating how it enables significant cost savings and efficiency gains in practice. The workshop covered the fundamentals of process analysis, the most important application areas of process mining, and practical guidance on data integration, process data management, and training and certification opportunities. The benefits of data-driven methods for process improvement and informed decision-making were particularly emphasized.

#### IV Bachelor and Master Theses

A total of **1287** 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	51
	Master	80
Dortmund	Bachelor	153
	Master	114
Frankfurt	Bachelor	84
	Master	94
Hamburg	Bachelor	121
	Master	94
Cologne	Bachelor	131
	Master	48
Munich	Bachelor	94
	Master	141
Stuttgart	Bachelor	63
	Master	19

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.A. Business Administration	2
	B.A. Global Brand & Fashion Management	2
	B.A. International Sport Management	6
	B.A. Marketing & Communications Management	1
	B.Sc. Finance & Management	1
	B.Sc. International Management	33
	B.Sc. Psychology & Management	4
	B.Sc. Wirtschaftspsychologie	2
		<b>Σ 51</b>

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

Bachelor Programs	Study Course	Amount
Dortmund	B.A. / B.Sc. Betriebswirtschaft	26
	B.A. Business Administration	8
	B.A. Global Brand & Fashion Management	15
	B.A. International Sport Management	4
	B.A. Marketing & Communications Management	8
	B.A. Tourism & Event Management	11
	B.Sc. Finance & Management	3
	B.Sc. Information Systems	1
	B.Sc. International Management	59
	B.Sc. Psychology & Management	7
	B.Sc. Realstate Management	1
	B.Sc. Wirtschaftspsychologie	4
	LL.B. Business Law	6
	<b>Σ 153</b>	

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

Bachelor Programs	Study Course	Amount
Frankfurt	B.A. Business Administration	6
	B.A. Global Brand & Fashion Management	15
	B.A. Marketing & Communications Management	2
	B.A. Tourism & Event Management	2
	B.Sc. Betriebswirtschaft	10
	B.Sc. Finance & Management	4
	B.Sc. International Management	35
	B.Sc. Psychology & Management	10
		<b>Σ 84</b>

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

Bachelor Programs	Study Course	Amount
<b>Hamburg</b>	B.A. / B.Sc. Betriebswirtschaft	7
	B.A. Business Administration	4
	B.A. Global Brand & Fashion Management	13
	B.A. International Sport Management	6
	B.A. Marketing & Communications Management	5
	B.Sc. Finance & Management	6
	B.Sc. International Management	61
	B.Sc. Psychology & Management	7
	B.Sc. Realstate Management	2
	B.Sc. Wirtschaftspsychologie	6
	LL.B. Business Law	4
		<b>Σ 121</b>

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

Bachelor Programs	Study Course	Amount
<b>Cologne</b>	B.A. / B.Sc. Betriebswirtschaft	39
	B.A. Business Administration	5
	B.A. Global Brand & Fashion Management	16
	B.A. International Sport Management	7
	B.A. Marketing & Communications Management	5
	B.A. Tourism & Event Management	1
	B.Sc. Finance & Management	5
	B.Sc. International Management	45
	B.Sc. Psychology & Management	2
	B.Sc. Wirtschaftspsychologie	6
		<b>Σ 131</b>

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

Bachelor Programs	Study Course	Amount
<b>Munich</b>	B.A. Business Administration	3
	B.A. Global Brand & Fashion Management	13
	B.A. International Sport Management	4
	B.A. Marketing & Communications Management	4
	B.A. Tourism & Event Management	3
	B.Sc. Betriebswirtschaft	6
	B.Sc. Finance & Management	6
	B.Sc. Information Systems	4
	B.Sc. International Management	38
	B.Sc. Psychology & Management	8
	B.Sc. Realstate Management	3
	B.Sc. Wirtschaftspsychologie	2
	<b>Σ 94</b>	

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

Bachelor Programs	Study Course	Amount
<b>Stuttgart</b>	B.A. Global Brand & Fashion Management	6
	B.A. Marketing & Communications Management	4
	B.A. Tourism & Event Management	4
	B.Sc. International Management	34
	B.Sc. Psychology & Management	7
	B.Sc. Wirtschaftspsychologie	8
		<b>Σ 63</b>

In total, **697** 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	19
	M.A. Management	8
	M.A. Strategic Marketing Management	21
	M.A. Sustainability & Business Transformation	3
	M.Sc. Finance	12
	M.Sc. International Management	17
		<b>Σ 80</b>

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

Master Programs	Study Course	Amount
Dortmund	M.A. / M.Sc. International Business	11
	M.A. Management	44
	M.A. Strategic Marketing Management	8
	M.A. Strategic Sports Management	1
	M.Sc. Arbeits- & Organisationspsychologie	2
	M.Sc. Business Intelligence & Data Science	11
	M.Sc. Finance	12
	M.Sc. International Management	17
	M.Sc. Organizational Psychology & Human Resources Management	3
	M.Sc. Psychology & Management	1
	MBA General Management	4
	<b>Σ 114</b>	

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

Master Programs	Study Course	Amount
Frankfurt	M.A. / M.Sc. International Business	9
	M.A. Management	33
	M.A. Strategic Marketing Management	5
	M.Sc. Finance	11
	M.Sc. International Logistics & Supply Chain Management	19
	M.Sc. International Management	17
		<b>Σ 94</b>

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	5
	M.A. Luxury, Fashion & Sales Management	11
	M.A. Management	24
	M.A. Strategic Marketing Management	7
	M.Sc. Business Intelligence & Data Science	8
	M.Sc. International Logistics & Supply Chain Management	19
	M.Sc. International Management	10
	M.Sc. Psychology & Management	4
	M.Sc. Real Estate Management	6
		<b>Σ 94</b>

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

Master Programs	Study Course	Amount
Cologne	M.A. Digital Marketing	7
	M.A. Luxury, Fashion & Sales Management	5
	M.A. Management	22
	M.Sc. International Management	9
	M.Sc. Psychology & Management	5
		<b>Σ 48</b>

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

Master Programs	Study Course	Amount
Munich	M.A. International Business	2
	M.A. Luxury, Fashion & Sales Management	12
	M.A. Management	21
	M.A. Strategic Marketing Management	15
	M.Sc. Business Intelligence & Data Science	17
	M.Sc. Finance	12
	M.Sc. International Management	17
	M.Sc. Psychology & Management	16
	M.Sc. Real Estate Management	17
	MBA General Management	12
		<b>Σ 141</b>

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

Master Programs	Study Course	Amount
Stuttgart	M.A. Management	11
	M.Sc. International Management	8
		$\Sigma$ 19

In total, **590** master's theses were successfully completed at all locations.

## V Short Reports on Doctorates

In this chapter, a selection of the current doctorates within the framework of ISM's cooperation programmes with the Strathclyde Business School (SBS) in Glasgow, with the Bond Business School (BBS) in Australia, and with the Westcliff University in Irvine, USA examined. A selection of doctoral programmes carried out by ISM professors in individual collaborations with partner universities, such as Twente University Enschede and Universitat Polytechnica 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. The reports of all doctoral candidates can be viewed at the Research Dean's Office of the ISM ([www.en.ism.de](http://www.en.ism.de), PhD & DBA Programs).

<b>Name:</b>	<b>Klaus Beiermann</b>
<b>Topic:</b>	The Use of Corporate Political Advocacy to Secure Trust in Brands
<b>University:</b>	Bond University
<b>Supervisor:</b>	Prof. Dr. Rajat Roy, Prof. Dr. Kuldeep Kumar
<b>ISM-Supervisor:</b>	Prof. Dr. Ralf A. Brickau
<b>Type of program:</b>	PhD / full-time
<b>Start:</b>	September 2022

### Abstract

A challenging dilemma has been occurring over the last few years: companies and brands have been communicating their attitudes toward controversial sociopolitical issues publicly and primarily via digital platforms. One of the most quoted examples is Nike's anti-racism brand campaign starring former professional National Football League player Colin Kaepernick.

Controversial sociopolitical attitudes of brands continue to trigger crises which may as well have financial repercussions: Because the US beer brand Bud Light entered into a cooperation with a transgender influencer, it was sharply criticized by conservative groups in the USA, which also called for a boycott of the brand. Others, on the other hand, accused the brand of not being authentic, as it had distinguished itself in the past with conservative values in its communications. Shortly after, Bud Light lost significant market share in the US.

The 2019 Edelman Trust Barometer reports that 76% of those surveyed in the study believe that CEOs are responsible for leading change processes in society rather than leaving it to the government or authorities. Companies and brands are thus increasingly finding themselves in a dilemma in this new role of sociopolitical opinion leadership, in which corporate goals may take a back seat but definitely cannot be ignored. After all, they could suffer or even profit from this. Showing an attitude could even lead to the acquisition of new customers – a paradigm shift, considering that the risk of losing customers has been an important reason for companies to stay out of sociopolitics until recently.

This new form of communicating attitudes towards controversial socio-political issues by brands and companies is called corporate political advocacy (CPAd). Research in this field is still young and has

increased significantly, especially in recent years. So far little is known about impacts of CPAd on certain branding constructs. Researchers have recently called for the impact on brand trust to be investigated.

### **Aim and Objectives**

In this research, we argue that CPAd has a positive influence on brand trust under the mediating effect of brand authenticity and the moderating effects of the Influence-of-Presumed-Influence-Effect and the time of day. The research model will be explained by the schema theory.

This project closes the research gap on the impact of CPAd on brand trust, and contributes to the

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*The complete bibliography can be requested from the Dean of Research.*

<b>Name:</b>	<b>Julia Bößendörfer</b>
<b>Topic:</b>	Investment Patterns & Lifestyle Choices of High Net Worth Individuals (HNWIs) and Ultra High Net Worth Individuals (UHNWIs)
<b>University:</b>	Westcliff University
<b>Supervisor:</b>	TBD
<b>ISM-Supervisor:</b>	Prof. Dr. Jens Perret
<b>Type of program:</b>	DBA / part-time
<b>Start:</b>	March 2025

### Abstract

High Net Worth Individuals (HNWIs) and Ultra High Net Worth Individuals (UHNWIs) occupy a pivotal position at the intersection of finance, consumption, and cultural influence. Their lifestyle preferences and investment behaviours extend beyond individual choice, shaping patterns of demand in luxury markets and influencing wider economic developments. From real estate and art to fashion and private aviation, these groups both reflect and redefine what constitutes value in contemporary economies.

While financial research has long emphasized diversification and rational optimization of returns, and consumer research has examined luxury as a field of symbolic distinction, the interrelation of these perspectives remains insufficiently understood. Wealth in its most concentrated form is never purely financial. It is embedded in cultural practices, social hierarchies, and values such as exclusivity, prestige, and sustainability. The convergence of financial strategies with lifestyle-driven orientations creates a distinctive logic that challenges conventional assumptions in both economics and marketing.

This doctoral study seeks to advance understanding of how such dynamics reshape the luxury goods industry and broader market structures. By situating the behaviour of HNWIs and UHNWIs within theoretical debates on portfolio theory, conspicuous consumption, and wealth inequality, the research contributes to a more integrated account of the ways in which affluence is expressed, preserved, and legitimised in a globalised economy.

### Aim and Objectives

The principal aim of this research is to investigate the interrelationship between the investment strategies and lifestyle choices of HNWIs and UHNWIs, and to assess their impact on the luxury goods industry and broader economic dynamics. This overarching aim will be pursued through the following objectives:

- To analyse the portfolio strategies of HNWIs and UHNWIs, with particular reference to risk preferences, diversification, and alternative investments.
- To explore the extent to which lifestyle preferences (e.g. exclusivity, sustainability, and prestige) shape financial decision-making and asset allocation.
- To evaluate the implications of these behaviours for luxury brand management and marketing strategies.
- To examine the role of values and symbolic consumption in influencing long-term investment orientations.

- To provide actionable recommendations for luxury brands, wealth managers, and startups seeking to engage this clientele.

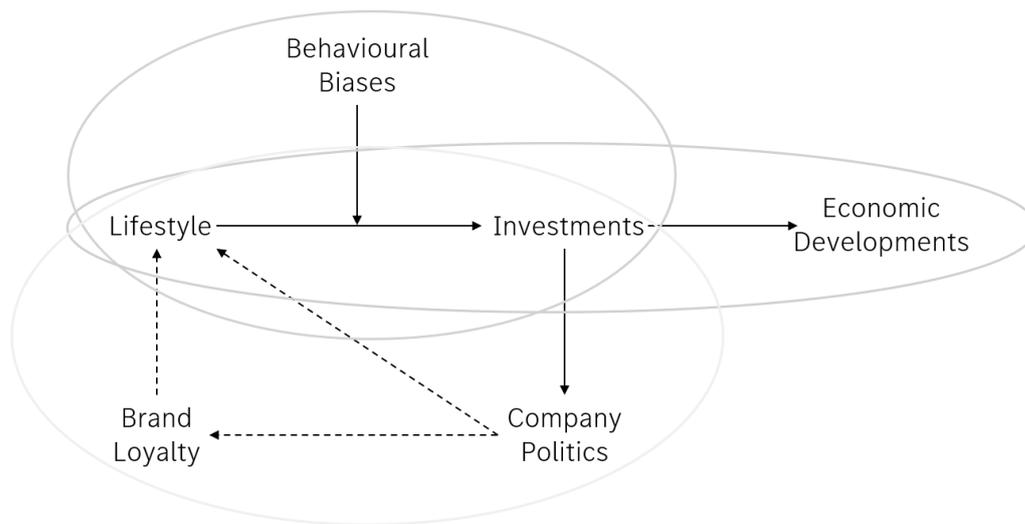


Figure 18: Determinants and Interrelations within the Research Framework

Source: Own representation

### Problem, Description and Literature Review

HNWIs and UHNWIs embody not only an extraordinary concentration of wealth but also a wider sphere of cultural and economic influence. Their behaviours shape both financial markets and luxury consumption, yet the interplay between investment strategies and lifestyle preferences remains insufficiently theorised. While Modern Portfolio Theory (Markowitz, 1952) emphasises diversification and rational risk optimisation, affluent investors frequently integrate non-financial considerations such as prestige, cultural capital, and lifestyle aspirations into their financial decisions (Wiedmann, Hennigs, & Siebels, 2009).

The luxury sector has traditionally been explained through conspicuous consumption (Veblen, 1899), but contemporary scholarship highlights symbolic and experiential dimensions (Atwal & Williams, 2009) as well as rising concerns with authenticity and sustainability (Kapferer & Michaut-Denizeau, 2014). At the same time, global wealth concentration has intensified (Piketty, 2014; Saez & Zucman, 2016; Capgemini, 2024), heightening the systemic impact of affluent groups on markets and consumption alike.

Industry evidence (Capgemini & RBC Wealth Management, 2025; Capgemini, 2024) further indicates that investment choices in this segment often blur financial and lifestyle logics – for instance, in art, sustainable real estate, or luxury technology. This duality of rational optimisation and symbolic expression challenges conventional distinctions between finance and consumption. The current literature has yet to integrate these perspectives, leaving open the question of how lifestyle values shape financial strategies and, conversely, how investment behaviours redefine luxury consumption.

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<b>Name:</b>	<b>Victoria Dohmen</b>
<b>Topic:</b>	Successful development and establishment of a scoring model to evaluate influencer collaborations in the premium segment
<b>University:</b>	Universitat Politcnica de Valencia
<b>Supervisor:</b>	Dra. Amparo Baviera-Puig
<b>ISM-Supervisor:</b>	Prof. Dr. Kai Rommel
<b>Type of program:</b>	PhD / part-time
<b>Start:</b>	October 2024

### Abstract

Digitalization and the rise of social media have fundamentally reshaped corporate marketing strategies (cf. Betz & Kübler, 2013, p. 46; Weinberg, 2014, p. 1). Increasing market transparency has made consumers more demanding, as social media platforms now function as sources of information, communication, and evaluation (cf. Weinberg, 2014, p.1; Corduan, 2018, p. 1). In contrast to the conventional internet, users have become active content producers, influencing brand perceptions and market dynamics. Within this context, influencer marketing has emerged as a central component of the marketing mix (cf. Stelzner, 2023, p. 13). Influencers, understood as opinion leaders with considerable reach, credibility, and expertise in specific fields, enhance authenticity, foster customer loyalty, and enable targeted communication (cf. Breves et al., 2019; Casalo et al., 2018; De Veirman et al., 2017). Studies show that almost 50 percent of 3,700 millennials worldwide perceive influencer recommendations of a brand or product as more engaging than conventional advertising, while 36 percent consider them more trustworthy than average ads (cf. Robson, 2023). As a result, global expenditures on influencer

marketing have increased from \$1.7 billion worldwide in 2015 to an estimated \$32.55 billion in 2025 (cf. Geysler, 2024). Despite its growing importance, one of the significant challenges remains the measurement of return on investment and branding effects (cf. Statista Research Department, 2024). This challenge is particularly relevant for premium products, which require influencers capable of credibly communicating complex product characteristics (cf. Schmidt, 2001, p. 2). Therefore, the proposed dissertation addresses the research question: To what extent should a scoring model be designed to measure and compare influencer content based on quantitative and qualitative parameters?

### **Aim and Objectives**

The thesis seeks to make an empirical contribution to influencer marketing research by applying qualitative methods. Its objective is to examine collaborations using key performance indicators (KPIs) and develop a scoring model that systematically integrates quantitative and qualitative parameters. This model is designed to enable companies to identify suitable influencers and assess the effectiveness of collaborations more accurately and efficiently. Particular attention is given to high-quality consumer goods, which present specific challenges due to their complexity, need for explanation, and premium positioning. Such products demand more persuasive communication and credible presentation, while intense competition further increases the difficulty of differentiation and consumer engagement (cf. Simon & Fassnacht, 2019, pp. 53–55).

In the course of the dissertation, the following four research questions will be addressed:

1. What characteristics and competencies of influencers are essential for effectively marketing high-quality consumer goods?
2. Which quantitative key performance indicators (e.g., follower count, engagement rate, and reach) have the most decisive influence on the perceived success of influencer collaborations?
3. How do influencers with high-scoring values differ from those with lower scores regarding quantitative performance metrics?
4. To what extent can the branding impact of influencer campaigns be assessed using quantitative and qualitative methods?

### **Problem Description and Literature Review**

Methodologically, the research questions are addressed through semi-structured expert interviews, which provide a structured yet flexible framework for data collection and analysis, ensuring comparability across interviews while allowing participants freedom of expression (cf. Kallio et al., 2016, p. 2955; Döring & Bortz, 2016, p. 372). The interview guide, derived from theoretical assumptions and prior research, is tested in pilot interviews and typically comprises 8-15 open-ended questions, progressing from general to specific topics (cf. Gläser & Laudel, 2010, p. 144).

A sample of 40 participants will be selected, including representatives of influencer agencies, startups, consumer goods companies, and industry experts. These stakeholders are chosen for their specialized knowledge and practical experience, granting privileged insights into influencer collaborations (cf. Gläser & Laudel, 2010, p. 11). To capture the consumer perspective, additional interviews with 400 laypersons are conducted. Scenario-based questions explore attitudes toward social media, influencer promotions, and product presentations, enabling respondents to reflect on expectations, behaviors, and preferences (cf. Marktforschung, 2022).

The data are transcribed using a simplified system (cf. Kuckartz et al.; Dresing & Pehl) and analyzed using Mayring's qualitative content analysis. Following an inductive-deductive approach, categories are derived from theory and the interview guide, while further categories may emerge from the material (cf. Mayring, 2002, pp. 114-115; Kuckartz, 2012, p. 54). The coding and analysis process is supported by ATLAS.ti, which facilitates the systematic identification of patterns and variations across interviews, enabling structured insights into the evaluation of influencer collaborations, particularly in the premium consumer goods sector.

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<b>Name:</b>	<b>Jörg Forthmann</b>
<b>Topic:</b>	A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional market Research
<b>University:</b>	University of Twente
<b>Supervisor:</b>	Prof. Dr. Ton de Jong
<b>ISM-Supervisor:</b>	Prof. Dr. Arne Westermann
<b>Type of program:</b>	DBA / part-time
<b>Start:</b>	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., 2025).

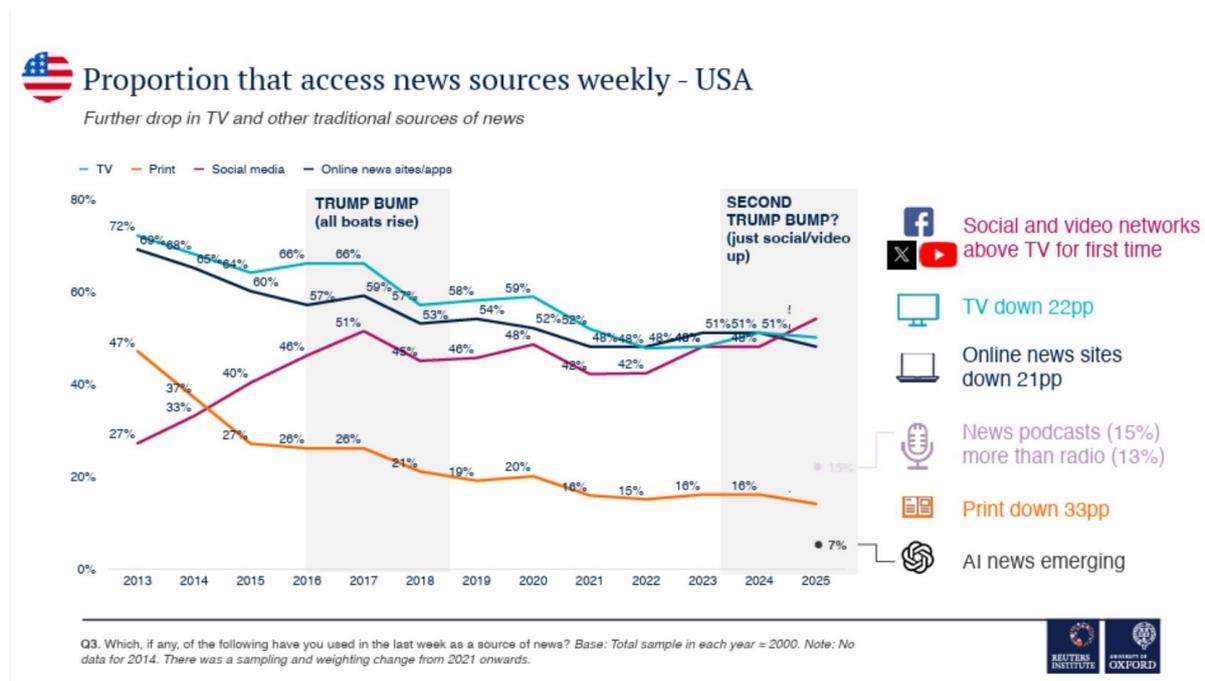


Figure 19: Proportion that access news sources weekly for the USA

Source: Newman et al., 2025

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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<b>Name:</b>	<b>Felix Fronapfel</b>
<b>Topic:</b>	The influence of Artificial Intelligence on the Entrepreneurial Process
<b>University:</b>	University of Strathclyde
<b>Supervisor:</b>	Dr. Stathis Tapinos, Dr. Russell Mathews
<b>ISM-Supervisor:</b>	Prof. Dr. Marcus Becker
<b>Type of program:</b>	PhD / part-time
<b>Start:</b>	Juli 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 the entrepreneurial strategic perspective and focuses on the entrepreneurial process literature. This research is built upon an interpretivism-grounded theory approach as a **methodology**. The sample consists of founders of startups in the seed to growth stage. Using semi-structured interviews with 30 founders of early-stage AI startups, findings show that there are different strategic routes that they take in terms of technological and business choices.

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<b>Name:</b>	Lara Ihlbrock
<b>Topic:</b>	Measuring and applying Quality of Experience in immersive Metaverse environments across industries
<b>University:</b>	Universitat Politcnica de Valencia
<b>Supervisor:</b>	Cesar Emilio Insfran Pelozo, Silvia Mara Abrahao Gonzales
<b>ISM-Supervisor:</b>	Prof. Dr. Kai Rommel
<b>Type of program:</b>	PhD / part-time
<b>Start:</b>	October 2024

## Abstract

The Metaverse, often described as the next iteration of the Internet, integrates real-time interactions, economic ecosystems (e.g., NFTs, blockchain) interoperability and multimodal interfaces (e.g., haptics, XR). However, there is no singular Metaverse only fragmented, disconnected “Microverses”. QoE frameworks fail to address immersive experiences holistically. They typically measure usability or performance but neglect emotional immersion, behavioural adaptability, or multimodal interactions. Furthermore, existing research rarely accounts for the integration of sector-specific expectations in immersive systems. This study responds to these gaps by developing a comprehensive and interdisciplinary approach to QoE in immersive environments.

The objective of this study is to identify and address research gaps at the intersection of the Metaverse and Quality of Experience (QoE). This research will conceptualize and test a hybrid QoE framework tailored to immersive environments across healthcare, manufacturing, and retail sectors, incorporating behavioural, technical, contextual, and emotional dimensions.

## Aim and Objectives

The objective of this study is to identify and address research gaps at the intersection of the Metaverse and Quality of Experience (QoE). This research will conceptualize and test a hybrid QoE framework tailored to immersive environments across healthcare, manufacturing, and retail sectors, incorporating behavioural, technical, contextual, and emotional dimensions.

## Problem Description and Literature Review

The Metaverse, often described as the next iteration of the Internet, integrates real-time interactions, economic ecosystems (e.g., NFTs, blockchain) interoperability and multimodal interfaces (e.g., haptics, XR). However, there is no singular Metaverse – only fragmented, disconnected “Microverses.” QoE frameworks fail to address immersive experiences holistically. They typically measure usability or performance but neglect emotional immersion, behavioral adaptability, or multimodal interactions. Furthermore, existing research rarely accounts for the integration of sectorspecific expectations in immersive systems. This study responds to these gaps by developing a comprehensive and interdisciplinary approach to QoE in immersive environments.

## Methodology

Methodology: The overall doctoral thesis will follow a mixed-methods approach combining both inductive and deductive reasoning, to enable robust theory building and employing employs an embedded, exploratory–explanatory sequential research design. The following steps will be included:

1. Systematic literature review (SLR) as an exploratory and deductive step to identify existing methods and research gaps within healthcare, manufacturing and engineering, and retail (Done)
2. Inductive development of a quality model based on empirical data, integrating quantitative (e.g., sensor and telemetry data, surveys) and qualitative (e.g., questionnaires, interviews) approaches and proceeding toward explanatory deductive methods to test and validate the model.
  - a. Quantitative Surveys & Sensor Data: Validate and test models using structured questionnaires, biometric wearables, and telemetry
  - b. Qualitative Analysis: Expert interviews and focus groups to identify key experience factors
  - c. Iterative Framework Design and Refinement: Build a multidimensional QoE model
  - d. Application Testing: Apply model to sector-specific prototypes or case studies
  - e. Iteration and Refinement: Peer feedback, statistical analysis (e.g., PLS-SEM), and expert panels

## Work Plan

The Work Plan is structured for the upcoming and remaining four years, planned with one publication per year, developed within certain industries and companies to be able obtain an industrial doctorate:

- Year 1/ 2025-26: Systematic Literature Review and QoE Taxonomy Design for the Metaverse
- Year 2/ 2026-27: Quantitative Testing and Qualitative Data Analysis
- Year 3/ 2027-28: Cross-Sector Case Studies and Framework Refinement
- Year 4/ 2028-29: Potential Research stay abroad
- Year 5/ 2029-30: Additional writing, revision, publication and presentation buffer

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<b>Name:</b>	<b>Benedikt Kießling</b>
<b>Topic:</b>	Leader Burnout and Job Resources: An Analysis of Antecedents and Moderators of Abusive Supervision
<b>University:</b>	Bond University
<b>Supervisor:</b>	Prof. Dr. Libby Sander
<b>ISM-Supervisor:</b>	Prof. Dr. Alex Michel
<b>Type of program:</b>	PhD / part-time
<b>Start:</b>	April 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 and Contribution:**

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. 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.

**Current Status:**

Over the past year, 30 semi-structured and exploratory interviews were conducted with leadership experts. This process took longer than initially expected due to participants' limited availability and varying levels of commitment. Nevertheless, all planned interviews were successfully completed.

Following data collection, the analysis process began, focusing on transcription and coding using MAXQDA software. Grounded Theory and Thematic Coding served as the primary techniques for identifying patterns and insights across the dataset. The next step in the research process is the discussion of the findings.

## 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:**

International Management, Strategic Marketing Management, Intercultural Competence, Diversity and Inclusion Management

**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, Network Economics, Price Calculation in Network Industries, Regulatory Pricing, Cost Allocation in Network Industries

**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

**Prof. Dr. Brandt,  
Jens**



**Role in addition to the professorship:**

Head of Business Psychology & HR Department; Programme Management M.Sc. Work and Organisational Psychology; B.Sc. Business Psychology; Vice President Digital Transformation & Quality Management

**Research Focuses:**

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

**Prof. Dr. Breitzkreuz,  
Robert**



**Research Focuses:**

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, Neuro-marketing 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. Engelmann,  
Tanja**



**Role in addition to the professorship:**

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

**Research Focuses:**

Computer-supported Collaborative Learning, Problem Solving, Negotiating and Working, Group Awareness Tools, E-learning, Media psychological Studies with Virtual Reality and Augmented Reality Technologies, Evaluation Research

**Prof. Dr. Fabisch,  
Nicole**



**Research Focuses:**

Sustainability Management and Marketing, Corporate Social Responsibility (CSR), Sustainable Consumer Behavior and Fair Trade, Marketing Ethics: Ethical Aspects and Dilemmas in the Marketing Context, Success Factor Research in the Context of Sustainable Business

**Prof. Dr. Fadl,  
Bakr**



**Role in addition to the professorship:**

Vice President for Transfer, Sustainability, Entrepreneurship & Innovation

**Research Focuses:**

Entrepreneurship and Innovationmanagement, Artificial Intelligence, Digital Business Models, Strategic Management and Business Development, Digital Marketing and Management

**Prof. Dr. Feldmann,  
Christoph**



**Research Focuses:**

Purchasing, Logistics & Supply Chain Management; Customer-centric, Dynamic End-to-End Supply Chains as well as Purchasing & SCM 4.0; Distribution: Market Access, Sales Channel Strategies, Integrated Service-Product Packages; Strategic Innovation and Technology Management; Global Health: Fully Integrated Patient Care Concepts

**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:**

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

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



**Research Focuses:**

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

Strategic Communication, Marketing, Consumer Behavior, Brands and Branding

**Prof. Dr. Hammes,  
Mike**



**Research Focuses:**

Company Health Management, Mental Health, Regulation of Work Activities, Work Analysis and Design, Acceptance of Digitalization and Automation

**Prof. Dr. Heckel,  
Doris**



**Research Focuses:**

General Business Administration, History Communication and History Marketing, Brand Communication, Economic History, Project Management

**Prof. Dr. Helferich,  
Andreas**



**Research Focuses:**

Digitalisation and Innovation, Platform-based Business Models, IT Management, Agile (project) Management, IT in Transport and Logistics

**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. Jockel,  
Otto**



**Role in addition to the professorship:**

Course Director B.Sc. Business Administration (Dual)

**Research Focuses:**

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

**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. Kaul,  
Helge**



**Research Focuses:**

Art and Creation, Strategy & Design, Digital Transformation, Co-creating Experiences, Visitor & Motivation Research

**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. Knapstein,  
Michael**



**Role in addition to the professorship:**

Academic Director of the Kienbaum Institute @ ISM until May 2025

**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. 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:**

Vice President for Teaching; Campus Management ISM Hamburg  
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, Promoting Work Ability, Stress and Burnout Prevention, Career Development, Positive Psychology

**Prof. Dr. Mehn,  
Audrey**



**Role in addition to the professorship:**

President of the ISM; Managing Director of the ISM; 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. 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:**

Brand Management, Consumer & Luxury Goods, Entrepreneurship & Family Business

**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

**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, Head of Institute REL @ ISM, Course Director B.Sc. International Management

**Research Focuses:**

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

**Prof. Dr. Schlömer,  
Natascha**



**Role in addition to the professorship:**

Course Director B.Sc. Real Estate Management

**Research Focuses:**

Urban Development, Urban Identity, Demographic Urban Development, Housing Construction, Sustainable Real Estate

**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 and Venture Capital, Disruptive Digital technologies in Finance, Sustainability in Finance

**Prof. Dr. Schulte,  
Benjamin Krischan**



**Research Focuses:**

Customer-centric Digital Systems, Brands on Social Media, Customer Centricity, Sustainability and Sales, Consumer Behavior and Customer Loyalty

**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:**

Marketing and Communication, Values-oriented Corporate and Leadership Culture, Sustainability Management, New Working and Leadership Environments, Digitalization and Innovation

**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

International Capital Markets, Derivative Financial Instruments, Institutional Investors and Hedge Funds, Fixed-Income Sales and Trading, Blockchain Technology, Crypto Securities and DeFi

**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. 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:**

Digital Transformation of Business processes, value creation management, (green) supply chain management, production and logistics, Industry 4.0

**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, Labor Law

**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, ESG Finance and Sustainability Reporting

**Prof. Dr. Vogler,  
Oliver**



**Research Focuses:**

Brand Management, B2B Distribution, Marketing, Empirical Economics, Financial Reporting

**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:**

Sustainability in Sports,  
Management and Marketing of Professional Athletes, Management and Marketing of Professional Sports Organizations

## Research Assistants

**Fastenroth,  
Lukas**



**Role:**

Research Assistant (Academic Director Consulting) Kienbaum Institut @ ISM (until December 2024)

**Research Focuses:**

Digital Competence (Digital Fluency); Leadership, especially Digital and Ambidextrous Leadership , 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

**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.

**Hammes, M.; Ritter, M.; Zimmermann, T.:** S-Grit-J. Project period: 03.03.2025 – 31.12.2025.

**Engelmann, T.:** Quantitative Studie zur Erfassung und Bewertung der Wohnungssituation Stuttgarter Studierenden. Project period: 03.03.2025 – 27.02.2026.

**Mausz, I.; Weilhartner, A.:** Die Alternde Bevölkerung: Förderung der Arbeitsfähigkeit.

Project period: 26.09.2023 – 31.12.2025.

**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**

**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.

**Spieß, B.:** Empirische Studie „Kompetenzprofile für die Nachhaltige Transformation im Mittelstand“.

Project period: 14.08.2024 – 28.02.2025.

## **d Current Publication List**

*The publications of the ISM professors refer to the period from 01.09.2024 bis 31.08.2025. The list of publications is sorted alphabetically by author name and includes contributions to journals, anthologies and conference proceedings, editorships of collective works, as well as other publications, e. g. working papers and newspaper articles.*

### **Journal Articles**

**Beyerhaus, C.; Kadow, J. S.; 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.

**Finken, S. (2025):** Innovatives Mindset ist erfolgskritisch. In: BankInformation, 2025 (8), pp. 70-75.

**Finken, S.; Hensen, J. (2025):** Embedded finance. An evaluation of current and future use cases. In: Journal of Digital Banking, 9 (4), pp. 294-316.

**Fontanari, M.; Traskevich, A. (2024):** Confidence-Model. Cooperative Networks to Develop Destination Resilience. In: Journal of Destination Marketing & Management, 35 (100962), pp. 1-17.

**Fontanari, M.; Traskevich, A. (2024):** Resilience Agility in Tourism and Hospitality: Empirical Research using 3D Modelling. In: International Journal of Hospitality Management, 126, p. 104013.

- Ghorbani, M.; Westermann, A.** (2024): Exploring the role of packaging in the formation of brand images. A mixed methods investigation of consumer perspectives. In: *Journal of Product and Brand Management*; 34 (2), pp. 186-202.
- Goetjes, D.; Lütke Entrup, M.** (2024): Transportkosten auf den Punkt gebracht. 10 Praktiker-Tipps für die nächste Transportausschreibung. In: *Fleischwirtschaft*, 2024 (9), pp. 56-59.
- Goetjes, D.; Lütke Entrup, M.; Kaatz, J.** (2024): Ist Ihr Supply Chain Management effektiv organisiert? Zehn Praktiker-Tipps zur SCM-Organisation. In: *Farbe und Lack*, (<https://www.farbeundlack.de/nachrichten/markt-branche/ist-ihr-supply-chain-management-effektiv-organisiert/>). Accessed on 15.11.2025.
- Gran, A.** (2024): Ausgeliefert in der digitalen Welt. In: *Deutsche Jugend – Zeitschrift für die Jugendarbeit*, 72 (9), pp. 416-418.
- Gran, A.** (2024): Rechthaberei gegen unbeschwerte Kindheit. In: *Deutsche Jugend – Zeitschrift für die Jugendarbeit*, 72 (10), pp. 367-368.
- Gran, A.** (2024): Zum Wohle des Kindes? In: *Indes: Zeitschrift für Politik und Gesellschaft*, 11 (3-4), pp. 124-131.
- Gran, A.** (2025): Bedarf an Wissensverbreitung beim internationalen Handelsrecht – Ergebnisse einer empirischen Umfrage im kaufmännischen Bereich. In: *Internationales Handelsrecht*, 2025 (3), pp. 85-94.
- Gran, A.** (2025): Die Rechtsprechung zum Transportrecht im Jahr 2024. In: *Neue Juristische Wochenschrift*, 78 (14), pp. 936-940.
- Gran, A.** (2025): Einschüchterungsklagen – moralische Bewährungsprobe. In: *Zeitschrift für Rechtspolitik*, 2025 (5), pp. 156-157.
- Gran, A.** (2025): Erforderliche Verknüpfung von wirtschaftlichem und rechtlichem Wissen. In: *Juristische Arbeitsblätter: Ja ; Zeitschrift für Studenten und Referendare*, 2025 (5), pp. IV-VI.
- Gran, A.** (2025): Mehr Mündigkeit statt Staatseingriffe in die Konsumgesellschaft. In: *Zeitschrift für Rechtspolitik*, 58 (7), p. 232.
- Gran, A.** (2025): Rechtskunde in die Lehrpläne. In: *NJW-aktuell*, 2025 (22), pp. 12-13.
- Hailer, J.; Heckel, D.** (2025): Green Nudging im Unternehmen. Wie subtile Impulse umweltfreundliches Verhalten fördern. In: *WiSt – Wirtschaftswissenschaftliches Studium*, 54 (4), pp. 10-14.
- Jockel, O.; Fritze, L.** (2025): Developing a Model for an Internal Control System for Usage in Financial Accounting and Controlling. In: *Journal of Financial Risk Management*, 14. (1), pp. 18-36.
- Kamran, Q.** (2025): Sustainability in marketing: a review using multiple correspondence analysis. In: *Cogent Business & Management*, 12. (1), pp. 1-15.
- Kaul, H.** (2024): Ein strategischer Bezugsrahmen zur integrierten Entwicklung eines teilhabeorientierten Audience Development. In: *Kulturelle Bildung Online*, (2024), pp. 1-10.
- Komeyer, M.; Perret, J. K.; Skretkowicz, Y.; Rommel, K.** (2025): ESG Reporting and Consumer Product Choice. Evaluating Corporate Sustainability Branding in Fast Moving Consumer Goods. In: *International Journal of Applied Research in Management and Economics*, 8 (2), pp. 11-28.

- Kugler, S.; Kuonath, A.; Mausz, I.; & Frey, D. (2025):** The Role and Development of Psychological Capital in the Context of Academia. In: *International Journal of Applied Positive Psychology*, 10 (2), p. 38.
- Lichtenthaler, U. (2024):** Chancen durch mehr Nachhaltigkeit. Wie das Sustainability Management sich künftig weiterentwickelt. In: *zfo – Zeitschrift Führung + Organisation*, 93 (6), pp. 340-345.
- Lichtenthaler, U. (2025):** Auf Wachstumskurs. Die Green Grass Strategy – Welche Chancen bietet die PUMO Welt der Kreislaufwirtschaft. In: *Neue Verpackung – Grüne Industrie*, (<https://www.neue-verpackung.de/markt/auf-wachstumskurs-die-green-grass-strategy-548.html>). Accessed on 20.11.2025.
- Lichtenthaler, U. (2025):** Esg unter Druck in der PUMO-Welt. In: *Haufe Sustainability*, ([https://www.haufe.de/sustainability/strategie/esg-pumo-welt\\_575772\\_646750.html](https://www.haufe.de/sustainability/strategie/esg-pumo-welt_575772_646750.html)). Accessed on 15.11.2025.
- Lichtenthaler, U. (2025):** From VUCA and BANI to a PUMO world. Why agile innovation is not enough. In: *International Journal of Innovation and Technology Management*, 22 (3-4), pp. 1-16.
- Lichtenthaler, U. (2025):** Responsive and Proactive Sustainability Orientation. A Strategy and Innovation Typology for the ESG Era. In: *International Journal of Innovation and Technology Management*, 22. (2), pp. 1-17.
- Lichtenthaler, U. (2025):** So behaupten sich Marken in Zeiten großer Verunsicherung. In: *Absatzwirtschaft*, (<https://www.absatzwirtschaft.de/so-behaupten-sich-marken-in-zeiten-grosser-verunsicherung-267721/online>). Accessed on 15.11.2025.
- Lütke Entrup, M.; Goetjes, D. (2024):** Gesamtheitlich betrachten. 10 Praktiker-Tipps zur Optimierung der Inbound-Logistik. In: *MM Logistik*, (<https://www.mm-logistik.vogel.de/10-praktiker-tipps-zur-optimierung-der-inbound-logistik-a-d6d8fdecac0b93598f8d084662e43c19/?cmp=beleg-mail&pt=66f4ea606f2c4>). Accessed on 15.11.2025.
- Lütke Entrup, M.; Goetjes, D. (2024):** Getting to the point faster with supply chain benchmarking. In: *Brauwelt International*, 2024, pp. 389-301.
- Lütke Entrup, M.; Goetjes, D. (2025):** Lieferketten im Handels- und Zollkrieg – Relevanz und Handlungsoptionen für die Fleischindustrie in Deutschland. In: *Fleischwirtschaft*, 2025 (8), pp. 46-47.
- Lütke Entrup, M.; Goetjes, D.; Kaatz, J. (2024):** 10 Praktiker-Tipps ... zur SCM-Organisation in der Getränkeindustrie. In: *Getränkeindustrie*, 2024 (12), pp. 34-37.
- Lütke Entrup, M.; Goetjes, D.; Kaatz, J. (2024):** Ist Ihr Supply Chain Management effektiv organisiert? In: *Farbe und Lack*, (<https://www.farbeundlack.de/nachrichten/markt-branche/ist-ihr-supply-chain-management-effektiv-organisiert/>) Accessed on 15.11.2025.
- Lütke Entrup, M.; Goetjes, D.; Kaatz, J. (2024):** Supply Chain Management effektiv organisieren. In: *Molkerei-Industrie*, 2024, pp. 2-4.
- Lütke Entrup, M.; Goetjes, D.; Kaatz, J. (2024):** Supply Chain Management effektiv organisieren. Fünf Praktiker-Tipps zur SCM-Organisation. In: *CHEManager*, 2024 (10), p. 24.
- Lütke Entrup, M.; Stueve, D. (2024):** Zehn Tipps für die Einführung von Supply-Chain-Planungssystemen. In: *Deutsche Molkereizeitung*, 2024 (17), pp. 15-17.

- Lütke Entrup, M.; Stueve, D.** (2025): Zehn Tipps für die Einführung von Supply-Chain-Planungssystemen. In: Deutsche Molkereizeitung, (<https://www.deutsche-molkerei-zeitung.de/politik-wirtschaft/zehn-tipps-fuer-die-einfuehrung-von-supply-chain-planungssystemen/>). Accessed on 15.11.2025.
- Marten, E.** (2024): Digitalisierung ist das Zukunftsmodell für HR. In: HR Performance, 2024 (3), pp. 70-73.
- Mausz, I.; Stockhecke, V.; Merkwitz, R.; Trompke, M.** (2025): Der Zusammenhang von Emotionsarbeit mit Stress und Leistung im Studium. In: Zeitschrift für Hochschulentwicklung, 20 (1), pp. 461-479.
- Mausz, I.; Vilser, M.; Frey, D.; Siegrist, J.** (2024): Effort-Reward Imbalance in PhD Students. Adaptation and Validation of the Effort–Reward Imbalance Scale for Doctoral Students. In: International Journal of Stress Management, 31 (3), pp. 313-328.
- Ohlwein, M.; Bruno, P.** (2024): Wenn starke Marken das Designduell suchen. In: Markenartikel: das Magazin für Markenführung, 86 (9), pp. 54-57.
- Ohlwein, M.; Bruno, P.** (2025): Algorithms of (un)fairness – Is personalized pricing fair game or foul play? In: International Journal of Market Research, 67 (4), pp. 363-374.
- Perret, J. K.; Beyerhaus, C.; Steinkamp, L. H.** (2025): Counterfeit Luxury Goods – Effects on the Brand Image and Exclusivity Perception. In: International Journal of Applied Research in Management and Economics, 7 (4), pp. 21-31.
- Perret, J. K.; Gomez-Velazquez, A. C.; Mehn, A.** (2025): Green Cosmetics – The Effects of Package Design on Consumers’ Willingness-to-Pay and Sustainability Perceptions. In: Sustainability, 17 (6), p. 2581.
- Perret, J. K.; Skretkowitz, Y.** (2025): Nutri-Score – A Bibliographic Review of the Literature. In: Journal of Food and Nutrition Research, 64 (2), pp. 91-103.
- Reichel, A.** (2025): Unternehmerische Suffizienz. Strategien und Herausforderungen für Unternehmen aus einer Postwachstumsperspektive. In: Zeitschrift für Wirtschafts- und Unternehmensethik, 26 (2), pp. 156-173.
- Rommel, K.; Meyerhoff, J.** (2025): Preferences for attributes of running events. Evidence from a choice experiment among recreational runners. In: International Journal of Sports Marketing and Sponsorship, June 2025, pp. 1-18.
- Samunderu, E.; Hruby, J.; Canfield, E.; Busse, R.** (2025): How Effective Are Companies in Developing Global Leadership Competencies? In: Journal of International Business Education, 2025 (19), pp. 141-174.
- Samunderu, E.; Posada Kandel, C.** (2024): Testing the applicability of the low cost carrier model in East African aviation market. A gravity demand model analysis. In: Bohr International Journal of Operations Management Research and Practices, 3 (1), pp. 37-47.
- Samunderu, E.; Yordanova, A.** (2025): Herausforderungen und Potenzial des Low-Cost-Modells für den afrikanischen Markt. In: *airliners.de.*, (<https://www.airliners.de/low-cost-airlines-8-herausforderungen-potenzial-low-cost-modells-afrikanischen-markt/78679>). pp. 1-6.

- Schmid, P.; Widenhorn, A.; Sandmaier, C. M.** (2025): Meta-Analysis of Consensus About Transition Scenarios with Respect to Hydrogen as a Replacement for Crude Oil. In: *International Journal of Sustainability Policy and Practice*, 21 (2), pp. 71-105.
- Schröder, J.; Iurasov, D.; Demirtas, Y.** (2025): Die digitale Aktie. Das Zukunftsfinanzierungsgesetz als Treiber für kostengünstigere Börsengänge? In: *Der Betrieb*, 78 (26), pp. 1567-1571.
- Schuck, K. A.; Derqui, B.; Grimaldi, D.; Mehn, A.** (2025): Sustainability and Luxury in Hospitality: Achieving Compatibility for a better Future. In: *International Journal of Hospitality & Tourism Administration*, 2025, pp. 1-24.
- Tata, F.** (2025): Art on the Blockchain. From Artist to Investment Portfolio. In: *Journal of Wealth Management*, 28 (2), pp. 9-23.
- Tata, F.** (2025): Digitale Potenziale entfesseln. In: *Bankmagazin*, 2025 (7-8), pp. 22-25.
- Tiemann, V.** (2025): Risiko Mensch. Wie kann man wahrhaftige Antworten auf sensible Fragen bekommen? Anonymität! In: *Zrfc – Risk, Fraud & Compliance*, 25 (3), pp. 117-121.
- Trams, K.** (2025): Deliktische Forderungen im Rahmen eines Insolvenzplanverfahrens. In: *NJW-Spezial*, 2025 (17), p. 533f.
- Traskevich, A.; Fontanari, M.** (2024): Resilience-agility in tourism and hospitality. Empirical research using 3D modelling. In: *International Journal of Hospitality Management*, 126 (2024), Article 104013.
- Vilser, M.; Mausz, I.** (2024): Bessere Hochschulen durch bessere Arbeitsbedingungen. Ableitungen anhand des Effort-Reward Imbalance Modells. In: *Personal- und Organisationsentwicklung*, 19 (1), pp. 6-11.
- Vilser, M.; Gentile, S.; Mausz, I.** (2024): Putting PhD students front and center: an empirical analysis using the Effort-Reward Imbalance Model. In: *Frontiers in Psychology*, 14 (2024), p. 1298242.
- von Reibnitz, C.** (2024): Antimikrobielle Wundauflagen im Fokus. In: *Heilberufe: Pflege einfach machen*, 76 (3), pp. 50-52.
- von Reibnitz, C.** (2024): Chancen des Employee Life Cycle nutzen. In: *Pflegezeitschrift*, 77 (8), pp. 14-15.
- von Reibnitz, C.** (2024): Gesundheitskompetenz reduziert Suchtgefahr. In: *Pflegezeitschrift*, 77 (3), pp. 10-13.
- von Reibnitz, C.** (2024): Innovationen und Erfahrungen verknüpfen. In: *Heilberufe: Pflege einfach machen*, 76 (7-8), pp. 18-21.
- von Reibnitz, C.** (2024): Mitarbeitergesundheit als Führungsaufgabe. In: *Heilberufe: Pflege einfach machen*, 76 (4), pp. 27-29.
- von Reibnitz, C.** (2024): Nutznachweis gefordert. Antimikrobielle Wundauflagen. In: *Pflegezeitschrift*, 77 (5), pp. 14-16.
- von Reibnitz, C.** (2025): Blankoverordnung & Co. in der Praxis. In: *Heilberufe: Pflege einfach machen*, 77 (5), pp. 42-43.
- von Reibnitz, C.** (2025): Hilfsmittel XXL. Medizinprodukte für Patient\*innen mit Adipositas. In: *Heilberufe: Pflege einfach machen*, 77 (6), pp. 17-19.

- von Reibnitz, C.** (2025): Was Palliativversorgung leisten kann. Spezialisierte Ambulante Palliativversorgung. In: Heilberufe: Pflege einfach machen, 77 (1), pp. 52-54.
- Werling, U.; Breitzkreuz, R.** (2025): Die steuerliche Kaufpreisaufteilung – Ein Verfahrensvergleich. Grundstücksmarkt und Grundstückswert. In: GuG: Zeitschrift für Immobilienwirtschaft, Bodenpolitik und Wertermittlung, 36 (3), pp. 139-142.
- Werling, U.; Breitzkreuz, R.** (2025): Verfahrenswahl nach ImmoWertV für die steuerliche Aufteilung von Anschaffungskosten für bebaute Grundstücke. In: Finanzrundschau, 107 (2025), pp. 293-340.
- Westermann, A.; Ghorbani, M.** (2024): Emotionale Brücken bauen. KI-generierte Geschichten werden künftig im Marketing an Bedeutung gewinnen. In: Markenartikel: das Magazin für Markenführung, 2024 (11), pp. 54-56.
- Widenhorn, A.; Schmid, P.; Sandmaier, C. M.** (2025): Beyond the Barrel. Evolving Oil Price Forecasting Models in an Era of Uncertainty and Transition. In: Sustainability and Climate Change, 18 (2), pp. 132-149.

### Contributions in Anthologies and conference Proceedings

- Bamberger, B.** (2024): ESG als Testamentsvollstreckung. In: Niggemann, K. A.; Dahlhausen, U.; Schmitz, R.; Everling, O.; Hofer, M. B. (Eds.): ESG als Treiber von M&A: Unternehmenskäufe und -zusammenschlüsse erfolgreich managen. Wiesbaden: Springer Gabler, pp. 439-453.
- Beyerhaus, C.; Hodeck, A.** (2025): Sustainable Luxury Sport Tourism. An Empirical Investigation. In: Hodeck, A.; van Rheenen, D.; Sobry, C. (Eds.): Sport Tourism Development. Local to Global Perspectives. UK: Cambridge Scholars Publishing, p. 169.
- Hammes, M.; Schuhknecht, J.; Plassmann, M.** (2025): Von automatisierten Interviews zu validen Beurteilungen: Natural Language Processing als Brücke zwischen idiografischer und nomothetischer Diagnostik. In: Schroeders U.; Zimmermann J. (Eds.): 18. Arbeitstagung der Fachgruppe Differentielle Psychologie, Persönlichkeitspsychologie und Psychologische Diagnostik – Individuelle Unterschiede im digitalen Zeitalter. Kassel: Kassel Univ. Press, p. 189.
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- Lichtenthaler, U.; Fronapfel, F.** (2024): Sustainability Skills: Kompetenzen für ein erfolgreiches Management von Nachhaltigkeit und ESG. In: Lichtenthaler, U.; Fronapfel, F. (Eds.): Sustainability Skills: Welche Fähigkeiten Unternehmen und Führungskräfte für die Kreislaufwirtschaft benötigen. Freiburg: Haufe, pp. 17-27.
- Mausz, I.; Frey, D.** (2024): Work-Life-Balance. Vereinbarkeit von Wissenschaft und Privatleben. In: Frey, D.; Vilser, M. (Eds.): Führung und Personalentwicklung an Hochschulen. Berlin: Springer, pp. 207-215.
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- Spieß, B.; Davydchik, M.** (2025): Nachhaltige Transformation als Katalysator für neue Schlüsselkompetenzen in der Führung und innovative Lernkulturen. In: Schmidpeter, R. et al. (Hrsg.): SDG8 –

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**Spieß, B.; Ürz, G.** (2025): Nachhaltiges Bauen und bezahlbarer Wohnraum – Wie GROPYUS mit digitalen Werkzeugen und „Deep Sustainability“ Gebäude als Produkte entwickelt. In: Just, V. et al. (Hrsg.): Innovative Nachhaltigkeit oder Nahhaltige Innovation. Wechselwirkung zwischen Digitalisierung, Technologien und nachhaltiger Unternehmenspraxis. Wiesbaden: Springer Gabler, S. 283-208.

### Editorships

**Fabisch, N., Schmidpeter, R., Schuster, G., Sihl-Weber, A.** (2025): SDG 8: Menschenwürdige Arbeit und Wirtschaftswachstum. Globale Ziele für nachhaltige Entwicklung. Berlin: Springer Gabler. (In appearance).

**Hodeck, A.; van Rheenen, D.; Sorby, C.** (2025): Sport Tourism Development. Local to Global Perspectives. Großbritannien: Cambridge Scholars.

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

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### Other Publications

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**Nickel, F.** (2025): Strohfeuer und Dauerbrenner: Motivation im Berufsleben verstehen. Warum fällt es uns manchmal leicht, voller Energie loszulegen, während wir uns in anderen Momenten kaum aufraffen können? (<https://www.hrjournal.de/motivation-im-berufsleben-verstehen/>). Accessed on 15.11.2025.

**Perret, J. K.; Linden, M.; Helferich, A.; Rommel, K.** (2025): Sustainable Web-design. Digital Marketing Potentials. Social Science Research Network (SSRN.com), (<https://dx.doi.org/10.2139/ssrn.5532599>). Accessed on 15.11.2025.

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- Perret, J. K.; Skretkowitz, Y.** (2025): On the Effectiveness of the Nutri-Score in Poland. Results from two discrete Choice Experiments. Social Science Research Network (SSRN.com), ([https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=5453457](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5453457)). Accessed on 15.11.2025.
- Perret, J. K.; Stonke, J.; Mehn, A.** (2025): Pre-Ordering in the Fashion Industry – Consumer Preferences of the Sustainability Strategy: Social Science Research Network (SSRN.com), ([https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=5740742](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5740742)). Accessed on 15.11.2025.
- Steinberg, D.** (2025): Age-dependent investment decisions in light of intergenerational altruism. München: MPRA Paper / University Library Munich, ([https://mpra.ub.uni-muenchen.de/125619/1/MPRA\\_paper\\_125619.pdf](https://mpra.ub.uni-muenchen.de/125619/1/MPRA_paper_125619.pdf)). Accessed on 15.11.2025.

### e Conference and Meeting Presentations

*Listed below are the presentations given by ISM professors at conferences or meetings.*

- Fontanari, M. & Traskevich, A.** (2025): Cooperative networks for destination resilience: Theoretical confidence-model. Dubrovnik, (Balancing Technology and Sustainability (ICOT), 26.06.2025).
- Hammes, M.** (2025): Gestatten: Computer. Darf ich Ihnen ein paar Fragen stellen? (Berufsverband Deutscher Psychologinnen und Psychologen, online, 10.03.2025).
- Lichtenthaler, U.** (2024): Integrierte Intelligenz – KI kann mehr als Automatisierung, (Online Talk, Digitale Woche Dortmund, Dortmund, 25.09.2024).
- Lichtenthaler, U.** (2025): The Green Grass Strategy for Overcoming Barriers in Circular Transformation, (Circular Valley Convention, Düsseldorf, 13.03.2025).
- Ohlwein, M.; Bruno, P.** (2025): The Blame Game – Does Ambiguous Brand Responsibility trigger Construal in Brand Transgressions, (54th Annual Conference of the European Marketing Academy, Madrid, 27. 05. 2025 – 30. 05. 2025).
- Ohlwein, M.; Bruno, P.** (2025): Blurred Lines – Does Construal play a Role in Brand Transgressions with Ambiguous Brand Responsibility, (25th Academy of Marketing Science World Marketing Congress, Dijon, 01. 07. 2025 – 04. 07. 2025).
- Perret, J. K.** (2025): Discrete Choice Models – A Statistical Tool to Elicit Consumer Preferences in Marketing, Finance and Management, (Summer Course 2025: Empowering Business Innovation & Collaboration through Cross-cultural Synergy (Virtual Presentation), University of Diponegoro, Indonesia, 24.06.2025).
- Perret, J. K.** (2025): Quo vadis Factory Outlet Centers? From Disney Entertainers to Discounters? (9th CONFERENCEME Conference, Zurich, Switzerland, Keynote (Virtual Presentation), 06.07.2025).
- Perret, J. K.; Beyerhaus, C., Steinkamp, L.H.** (2024): Counterfeit Luxury Goods – Effects on the Brand Image and Exclusivity Perception, (10th ICBMECONF Conference, London, UK (Virtual Presentation) 24.11.2024).

- Perret, J. K.; Skretkowitz, Y.** (2024): Seven Years of Nutri-Score – An Evaluation by German Experts, (8th International Conference on Advanced Research in Management, Business and Finance (IC-MBF), Vienna/Online, 30.11.2024).
- Perret, J. K.; Komeyer, M.; Skretkowitz, Y.; Rommel, K.** (2024). ESG Reporting and Consumer Product Choice – Evaluating Corporate Sustainability Branding in Fast Moving Consumer Goods, (8th International Conference on Advanced Research in Management, Business and Finance (ICMBF), Vienna/Online, 30.11.2024).
- Rommel, K.; Linden, M.; Helferich, A.; Perret, J. K.** (2025): Sustainable Web-design: Digital Marketing Potentials, (6th CESUST 2025 Conference, Crete, Greece, 16.06.2025).
- Tata, F.** (2024): Interest rate risk and asset-liability management in bank, (ESE Seminar: Interest Rate Risk and Asset-Liability Management in Banks, Vienna, 04.09.2024 – 06.09.2024).
- Traskevich, A. & Fontanari, M.** (2025): How to develop destination resilience through cooperative networks: Empirical investigation, (Balancing Technology and Sustainability (ICOT), 26.06.2025).
- Vilser, M.; Hommelhoff, S.; Mausz, I.** (2024): Effort-Reward Imbalance Profiles among Doctoral Students, (53. Kongress der Deutschen Gesellschaft für Psychologie, Vienna, 17.09.2024)
- Weilhartner, A.; Mausz, I.; Frey, D.** (2024): Erhaltung der Arbeitsfähigkeit von älteren Mitarbeitenden. Unterschiede zwischen älteren und jüngeren Mitarbeitenden im Hinblick auf die Pufferwirkung sozialer Unterstützung, (53. Kongress der Deutschen Gesellschaft für Psychologie, Vienna, 18.09.2024).
- Westermann, A.; Forthmann, J.** (2024): Von Daten zu Taten. KI-gestützte Reputationsmessung und -optimierung, (Kommunikationskongress 2024, Berlin, 13.09.2024).
- Zimmermann, T.** (2025): Sportsponsoring. Win-Win für Sponsoren und Sport, (Sport Business Forum, Dortmund, 09.10.2025).

#### **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.:** Bestseller- KI im Controlling Bereich. Project period: 17.03.2025 – 04.12.2025.
- Beyerhaus, C.:** Givenchy Retail 3.0. Project period: 11.04.2025 – 05.12.2025.
- Beyerhaus, C.:** PUMA – Implementing KI in Recruiting, Training and Employer Branding. Project period: 04.10.2024 – 05.12.2025.
- Brickau, R.:** Identifikation weiterer Geschäftsfelder – Welche Märkte und Branchen bieten attraktive Anwendungsfelder für den metallischen 3D-Druck und die patentierte Wärmetauscherstruktur von Kueppers Solutions jenseits des bestehenden Brennergeschäfts? Project period: 01.09.2025 – 01.12.2025.
- Brickau, R.:** Sichtbarkeit von Kueppers Solutions GmbH – Welche Maßnahmen erhöhen die Sichtbarkeit von Kueppers Solutions in ausgewählten Auslandsmärkten? Project period: 01.09.2025 – 01.12.2025.

- Brickau, R.:** Wahrnehmung und Sichtbarkeit der Lions Clubs – Erwartungen, Bekanntheit und Zuordnung von Activities – Welche Activities wirken nach außen besonders attraktiv und aufmerksamkeitsstark? Project period: 01.09.2025 – 01.12.2025.
- Brickau, R.:** Which country would be ideal for internationalization outside Europe in order to achieve growth? Project period: 01.03.2025 – 01.06.2025.
- Brickau, R.; Meierhof, D.:** Branchen-News – welche DatenSources gibt es – wer bietet die relevanten News an (Agenturen etc.)? Project period: 01.09.2024 – 01.12.2024.
- Brickau, R.; Meierhof, D.:** Entwicklung eines Konzepts zur Know-How-Vermittlung an Channelpartner. Project period: 01.09.2024 – 01.12.2024.
- Brickau, R.; Meierhof, D.:** Transaktionale Vertriebs-Aktionen – Bestimmung der geeigneten Prozesse und Rahmenbedingungen für ein neue Sales Center bei Fujitsu, mit Fujitsu Technology Solutions. Project period: 01.03.2025 – 01.06.2025.
- Brickau, R.; Meierhof, D.:** Transaktionale Vertriebs-Aktionen – Entwicklung eines Dashboards und KPIs für transaktionale Vertriebs-Aktionen, mit Fujitsu Technology Solutions. Project period: 01.03.2025 – 01.06.2025.
- Brickau, R.; Meierhof, D.:** Website Relaunch des Dortmund Airport – Perspektiven und Chancen für die erfolgreiche Entwicklung der Online-Präsenz. Project period: 01.09.2024 – 01.12.2024.
- Engelmann, T.:** Einflussfaktoren freiwilliger Überstunden. Project period: 09.09.2024 – 28.02.2025.
- Engelmann, T.:** Wie erleben und bewältigen ältere Arbeitnehmende (50+) die Integration von KI-gestützten Technologien in ihren Arbeitsalltag? Project period: 10.03.2025 – 29.08.2025.
- Fontanari, M. & Aslan, N.:** Product Development-Ansätze für Schulungen zum Thema AI („AI Deployment“). Project period: 01.10.2024 – 10.01.2025.
- Fontanari, M. & Hoffmann, S.:** Technisch-infrastrukturelle Resilienzindikatoren in der Hotellerie als existentielle organisatorische Entwicklungsfelder in disruptiven Zeiten. Project period: 01.03.2025 – 31.07.2025.

## g ISM Publications 2024/2025

### Working Paper

- No. 27**      **Hurerah, A.; Shehzad, H. T.; Anwar, M. A.; Razzaq, M.; Becker, M.** (2025): Securing Hospital Data: Blockchain-Enhanced Electronic Health Record Solutions. ISM Working Paper.
- No. 28**      **Koch, F. A.; Neumair, S.; Levasier, M.** (2025): Instrumente zur Subventionierung von Wohnen und Bauen in Deutschland – eine ordnungspolitische Analyse. ISM Working Paper.
- No. 29**      **Vikoulov, S.; Hodeck, A.; Grund, M.** (2025): Konsumentenverhalten im E-Sport: Konsummotive von E-Sport-Zuschauern und Implikationen für das E-Sport-Management. ISM Working Paper.

## VII New Monographs



**Brickau, R.; Strangemann, M.** (2024): Strategisches Management. Die klassischen Tools in der Anwendung – kurz & einfach erklärt. Norderstedt: BoD Books on Demand.

ISBN: 978-3-7597-5115-7 **24,99€**

While the number of management tools and methods in scientific literature has steadily expanded over the past decades, the challenge for managers remains the same: What do I use successfully and when in order to achieve what I am paid for—namely, business success!

From our many years of experience as management consultants and lecturers in the field of strategic management, we have repeatedly seen how difficult it is to establish the connection between the many tools and a comprehensive strategy and its implementation.

This often raises the question: How do complex management theories fit into the often hectic reality of everyday business life? This is exactly where this book comes in. It is not about explaining management tools in isolation, but rather placing them in a larger strategic context. Because we know that the art of strategic management lies not only in knowing the right tools, but also in using them at the right time and in the right context.

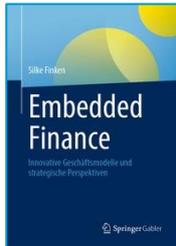
We have developed this practical textbook for practical use in order to provide guidance to students and practitioners alike (important sections include references to relevant academic sources for further reading and research). In doing so, we have drawn on our own wealth of experience—whether in consulting for companies or in teaching and research at universities. So if you want to not only learn about strategic tools, but also be able to apply them, you've come to the right place.



**Gran, A.** (2025): Rechtswissen für junge Menschen. Ein Guide für viele Lebenssituationen. Frankfurt: Wochenschau Verlag. (In appearance).

ISBN: 978-3-7344-1738-2 **19,90€**

Law permeates our entire lives. Understanding it protects us in our self-determined, solidarity-based lives in a free democracy. This book, which is aimed specifically at young people, i.e. everyone between the ages of 16 and 27, is intended to contribute to this. The book focuses on situations in the lives of young people, which are examined from a legal perspective in easy-to-understand language, including education, money, consumption, the internet, social media, clubs, pets, the environment, housing, jobs, liability, punishment, relationships, friendship, and politics.



**Finken, S. (2025):** Embedded Finance. Innovative Geschäftsmodelle und strategische Perspektiven. Wiesbaden: Springer Gabler.

ISBN: 978-3-658-46862-0 **44,99€**

This book provides an overview of the drivers and background of the development of embedded finance and shows concrete strategic perspectives specifically for financial services companies and their corporate clients, as well as all companies that can benefit from the integration of financial services into their customer journeys.

The integration of financial services such as payments, financing, and insurance into the products and offerings of companies and lifestyle apps is becoming increasingly commonplace. This is driven by a combination of technological developments, changing customer expectations and behavior, and regulatory initiatives. For companies, embedded finance offers the opportunity to optimize their customer journeys through a more seamless integration of financial services. For financial service providers, it presents opportunities for more intensive development of new offerings in collaboration with their customers. On the other hand, it also creates significant business policy challenges that require a comprehensive strategic perspective on the topic.



**Jockel, O.; Femerling, J. C.; Gleissner, H. (2025):** Logistik und Supply Chain Management. Grundlagen – Übungen – Fallbeispiele. 3., updated and expanded edition, Wiesbaden: Springer Gabler.

ISBN: 978-3-658-48242-8 **42,99€**

This book is an easy-to-understand basic work and workbook on logistics tailored to bachelor's degree programs. It presents the fundamentals of logistics and important sub-areas in a modular and clear manner. Each chapter contains learning objectives and numerous case studies that supplement the respective topic with practical examples.

The third edition has been updated and thoroughly revised. New chapters emphasize the importance of value chains, supply chains, and logistics chains. Additions include topics such as recycling and waste management, maintenance, and spare parts logistics. An additional chapter on supply chain risk management analyzes risks such as natural disasters, geopolitical conflicts, and trade restrictions that significantly affect global networks. It underscores the need for holistic risk management, supported by innovative IT systems. In addition, industry-specific solutions for the chemical, textile, and food industries have been expanded, and insights into future trends and developments that shape and influence supply chain management and logistics have been described.

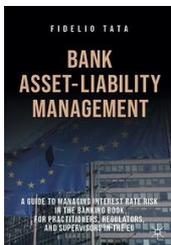


**Jockel, O. (2025):** Logistik. Kompakt-Training Praktische Betriebswirtschaft. 8., updated edition, Herne: Nwb Verlag.

ISBN: 978-3-470-53448-0 **24,00€**

Easy to understand and clearly presented, this compact training course offers a quick introduction to the theory and practice of modern logistics. In addition to basic approaches, procedures, and tools, all important areas of logistics (procurement, warehouse, production, and marketing logistics) are covered comprehensively.

Numerous examples illustrate how theory is put into practice. Fifty precisely tailored exercises with solutions enable targeted knowledge assessment. This allows you to quickly and reliably acquire a solid foundation for successful study or further training.



**Tata, F. (2025):** Bank asset-liability management. A guide to managing interest rate risk in the banking book for practitioners, regulators, and supervisors in the EU. Cham: Springer Nature Switzerland.

ISBN: 978-3-031-80204-1 **74,89€**

This book provides a practical and intuitive view of how European banks manage asset-liability mismatch risk from both a practitioner and supervisory perspective. After a prolonged period of zero interest rate policy (ZIRP) by central banks around the world, the period from Q1 2022 to Q2 2023 has seen the largest, fastest, and most widespread increase in interest rates since the 1980s, with 1-year euro yields rising by more than 400 bp. The recent market turmoil has exposed the increased vulnerability of banks, particularly those with significant exposures to long-term, fixed income assets, fueled by shorter-term, less stable funding. This challenging interest rate environment reinforces the strategic importance of asset-liability management (ALM) for banks. Indeed, a bank's survival now depends more than ever on prudent ALM. This book introduces the most common components of interest rate risk management within a bank's asset-liability management framework, including the concepts of economic value of equity (EVE), net interest income (NII), funds transfer pricing (FTP), and the replicating model. In addition to bridging the gap between widely used general interest rate risk management techniques in the fixed income area and what is best practice in European banks, the book also provides an update on recent changes in the regulatory framework for European banks' management of interest rate risk in the banking book (IRRBB), including new EBA guidelines. It also covers the latest developments in interest rate risk management, such as rapidly changing interest rates and modeling bank customers' behavior.



**von Reibnitz, C.; Skowronsky, A. (2024): Wundversorgung von A-Z. 2. edition,**  
Berlin: Springer Nature.

ISBN: 978-3-662-70114-0 **24,99€**

This book is aimed at nursing professionals, physicians, and other relevant professionals, providing concise answers to common questions and terms related to wound care.

Chronic wounds pose considerable care problems for hospitals, nursing homes, and outpatient care services. The experienced authors provide you with technical terms, preparations, and background knowledge on the most important topics. The alphabetical structure allows you to quickly find the content you are looking for. This provides you with professional support in the assessment and treatment of wounds.