

ISM

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SCHOOL OF MANAGEMENT

University of Applied Sciences

ISM Research Report 2023



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Foreword

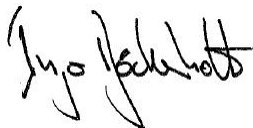
The reporting period for this research report has been aligned with the academic year for the first time, and represents all research-relevant achievements of the ISM in the period from 1 September 2022 to 31 August 2023. A number of research objectives were realised in this reporting year. For example, the set-up phase of the joint project Deutsches Rettungsrobotik Zentrum (DRZ) e. v. was successfully completed in October 2022. This project, which was funded by the Federal Ministry of Education and Research from the end of 2018 to the end of 2022, enabled the establishment of a centre of excellence in Dortmund that can develop to market maturity over the next few years. During this funding phase, ISM was involved in the development of a business model as well as the strategic and operational communication and marketing activities of the association's management. The Entrepreneurship Institute @ ISM, for example, is involved in another area of third-party funded projects as part of the EXIST-Potentials funding programme.

The following chapters present the developments during the reporting period. Following a description of the developments, the interview with Ms Heistermann provides interesting insights into the digitalisation of logistics processes and the wide range of opportunities for companies and graduates. As co-founder of AXIT GmbH, a global cloud platform for the digitalisation of logistics processes, she has extensive knowledge of the design and optimisation of workflows. In the interview in Chapter II, she provides exciting insights into digitalisation processes in the fields of logistics and SCM with an assessment of the relevant development paths.


This is followed by reports from ISM's doctoral programmes and an overview of the research-relevant achievements of the professors with a brief profile as well as the publications in the peer-reviewed Research Journal for Applied Management (RJAM). A concluding look at the research year 2024 shows the further objectives of ISM research.

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

Dortmund in December 2023



Prof. Dr. Ingo Böckenholt
President



Prof. Dr. Kai Rommel
Vice-President for Research

I Development in the Reporting Year

During the reporting year, the research structures established in recent years were further expanded and stabilised. The focus here is on three key areas of expertise. Firstly, the **institutes**, with which cross-location research projects are carried out and networks in scientific practice are expanded and established. The **departments**, to which all university lecturers are assigned according to their thematic expertise, form the second focus of expertise. In addition to the goal of **acquiring third-party funding**, the professors are involved in the transformation of research expertise into ISM's degree and doctoral programmes. These **doctoral programmes** in cooperation with international partner universities form the third key area of expertise. Some highlights are briefly presented here as examples.

The **ISM institutes** work in various areas of application-oriented research. With the EXIST project, the Entrepreneurship Institute@ISM in Cologne has been establishing a sustainable start-up culture at ISM since 2020. This four-year project, which is funded by the Federal Ministry of Education and Research (BMBF), has enabled the expansion of start-up support structures to be further developed since the start of the project following the successful implementation of the concept phase. BRMI@ISM's involvement in the joint project of the non-profit organisation Deutsches Rettungsrobotik-Zentrum (DRZ) e. v. (German Rescue Robotics Centre) is another central focus of the institute's activities and third-party funded projects at ISM. As part of this project, a competence centre was established at the Dortmund site between November 2018 and October 2022 with the participation of BRMI@ISM, which enables research into mobile robot systems for civil security and can be developed to market maturity. By creating a scientific position, ISM has supported the DRZ e. v. in the development of a business model, strategic issues as well as marketing and communication activities. In addition, further collaborative proposals were submitted for research tenders and the expansion of the mid-level academic staff at the ISM locations. For example, the Kienbaum Institute@ISM has developed a business coaching programme and a series of seminars on the topic of "Excellence in Human Resources - Answers to Current Challenges". These training programmes impart key knowledge and skills and transfer them into practice. The RERI@ISM researches a. o. in the field of municipal land management and develops sustainable management concepts. Sustainable Transformation@ISM, which was founded in autumn 2022, works at the interface between business, ecology and society. The institute develops sustainable business models for use in the transformation of SMEs and in education and training.

The research activities of the **departments** consist of numerous activities by the members of the departments. These include lectures, workshops, management training, university competitions, communal co-operation and concept studies in the subject areas covered by the departments. The department structure of the ISM is shown in Figure 1.

The **doctoral collaborations** with European and an Australian partner university have been in place for several years and were further established in the reporting year, with graduations scheduled for 2024. The partners are the Bond Business School (BBS) at Bond University in Australia, Ramon Lull University in Barcelona, with whom the collaboration began in 2018, Strathclyde Business School (SBS) at Strathclyde University in Glasgow and Newcastle Business School (NBS) at Northumbria University, with whom the collaboration began in 2013. All partner universities are AACSB-accredited. In addition, there are ongoing individual collaborations with various departments, such as collaboration with the University of Twente in Enschede in the field of marketing. Further cooperation programmes with international universities have been concluded and will begin in 2024.

ISM's **research collaborations**, such as the City of Dortmund's Science Masterplan, the Cologne Chamber of Industry and Commerce and the Entrepreneurs Club Cologne (ECC), were further expanded in the reporting year. This also includes participation in regional networks such as the Institute for Fire and Rescue Services (IFR) of the City of Dortmund, the Fraunhofer Institute for Material Flow and Logistics, the Gesellschaft für Immobilienwirtschaftliche Forschung e. v. (gif), the Institute for Retail Research (IFH) in Cologne and the Content Marketing Forum e. v. (CMF). Table 1 provides an overview of ISM's main research activities in the reporting year.

Table 1: Research Activities at ISM

| Research Activities | Period 1.9.2022 – 31.8.2023 |
|---|-----------------------------|
| Third-party funds raised by the ISM and within the association* | 1.153.000 Euro |
| Research projects | 5 |
| Current publications | 106 |
| Of which published in peer reviewed journals | 59 |
| Ongoing doctoral supervisions | 19 |

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

Source: ISM

Within the framework of its doctoral programmes, the ISM has taken over over the respective secondary supervision. These include regular meetings between the ISM professors and the doctoral candidates and an annual seminar week in Dortmund. This is also offered as a hybrid event and is coordinated with the doctoral regulations of the partner universities. During these five days, methodological competences are deepened and the respective procedure is presented and discussed in the group. In addition, the ISM supports interested parties in the application process and in the preparation of a research proposal and helps interested parties and doctoral candidates with various questions. The doctoral programmes shown in Table 2 began at different times and most of them run for five to six years on a part-time basis.

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. Finken | <i>Münster, Florian</i> : The relevance of risk management in the cash and carry wholesale industry | SBS – PhD |
| Prof. Dr. Groher | <i>Köster, Svenja</i> : Supplier Relationship Management: A transdisciplinary approach to leverage the innovation potential for financial service companies | NBS - DBA |
| Prof. Dr. Groher | <i>Turinsky, Richard</i> : Artificial Intelligence in Procurement | SBS – PhD |
| Prof. Dr. Kamran | <i>Tian, Yating</i> : The Role of Retail Organic Brands for Brand Equity in Perspective of Consumers' Purchase Intention and its Marketing Effects | Uni Twente – PhD |
| Prof. Dr. Kattenbach | <i>Horn, Andreas</i> : Leadership and their impact on corporate culture and performance applied through an extension of the JD-R-Model | SBS – PhD |
| Prof. Dr. Lütke Entrup | <i>Stüve, David</i> : Supply chain analytics in the food industry: Utilization, challenges and best practices | SBS – PhD |
| Prof. Dr. Mehn | <i>Schuck, Katharina</i> : Sustainable luxury fashion consumption: Evaluation of decision parameter and strategic implications for brands | IQS – PhD |

| | | |
|----------------------|--|------------------|
| Prof. Dr. Meitner | <i>Pröckl, Christoph: Key Success Factors of Young Companies and Their Implications on Value and Valuation</i> | SBS – PhD |
| Prof. Dr. Meitner | <i>Franz, Simon: Discovering fundamental data valuation approaches to support the accurate determination of the true value of data as an asset</i> | BBS – PhD |
| Prof. Dr. Moss | <i>Grimm, Nils: Newsroomness in Corporate Communication</i> | Uni Twente – PhD |
| Prof. Dr. Moring | <i>Dohrmann, Marcel: Sustainable Urban Development – Measurement and control methods for urban sustainability</i> | IQS - PhD |
| Prof. Dr. Rommel | <i>Mull, Sascha: Impacts on digitalization on the energy market: Business model innovation for the transforming energy and utility sector</i> | SBS – PhD |
| Prof. Dr. Schabbing | <i>Franek von Schumann, Uta Sonja: Children as experience (co-)creators in family tourism? The case of family cruise holidays</i> | NBS – PhD |
| Prof. Dr. Tomanek | <i>Hafenrichter, Dennis: Taking a ride to through a city: Developing a model to compare public transport and mobility service costs with costs of private cars</i> | BBS – PhD |
| Prof. Dr. Westermann | <i>Forthmann, Jörg: A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional market Research</i> | Uni Twente – DBA |
| Prof. Dr. Westermann | <i>Ghorbani, Mijka: My brands and my self – Understanding the influence of personality traits on why and how consumers build relationships with brands</i> | SBS – PhD |

Source: ISM

With the department structure shown in Figure 1, the degree programmes are assigned thematically and combined with the respective research topics of the professors. The members of the departments also carried out projects and expanded their own networks in the reporting year. As a result, the structure of quality assurance in teaching and research presented here has been further developed and synergies with the ISM institutes have been created.

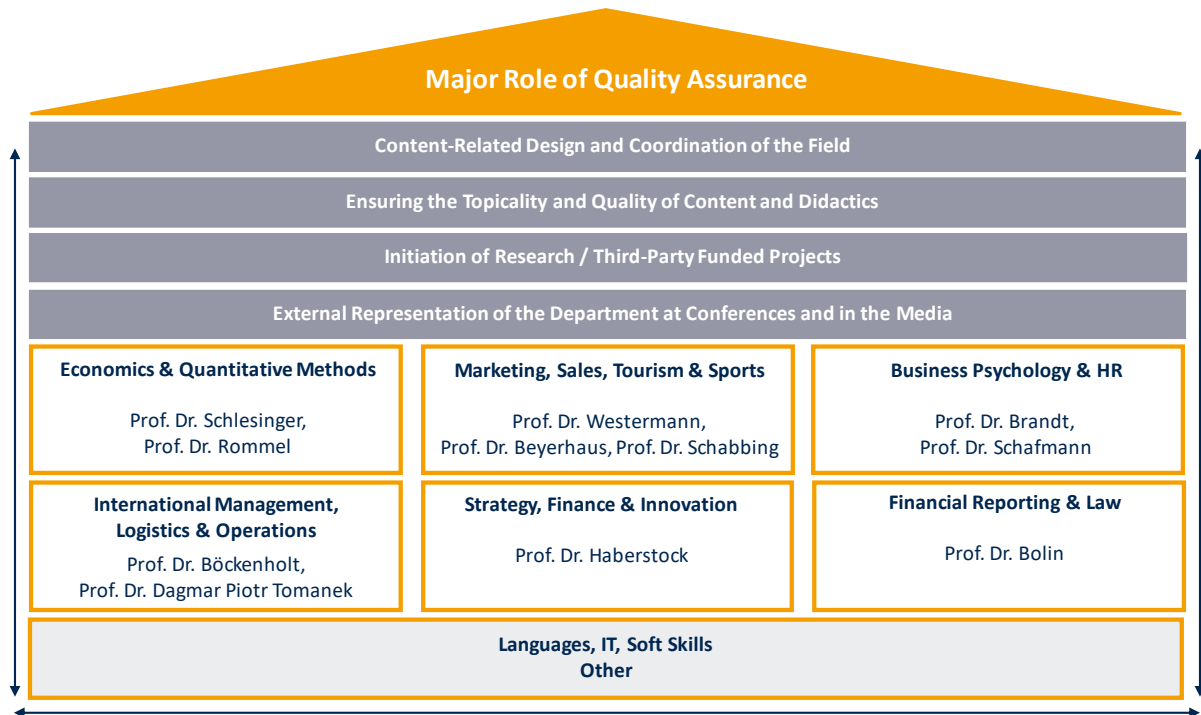


Figure 1: Department structure of the ISM

Source: ISM

The structure of the ISM publication series "Research Journal for Applied Management" and "ISM Working Paper" has remained unchanged in the reporting year. This journal is available for publications by internal professors and for external contributions. The articles in the ISM Research Journal are subject to a double-blind peer review process and are practice-orientated and based on scientific findings. To ensure scientific quality, the Editorial Board is made up of 17 internal professors as well as five people with research experience from other universities and companies. The Editorial Board examines each submitted article anonymously for scientific quality and decides whether to open the peer review process. Issue 1/2022 is available here: (<https://ism.de/images/downloads/research-journal-2022-11.pdf>).

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

Interview with Frauke Heistermann, Co-Founder of AXIT GmbH

Frauke Heistermann is a respected expert in the fields of digitalisation, IT, logistics and supply chain management. With over 20 years of experience in these areas, she has a wide range of expertise, which she brings to her activities as a member of the supervisory board, chairwoman of the German Technology Council and board member of the German Logistics Association. Ms Heistermann has played a key role in the development and implementation of digitalisation strategies at renowned companies such as Logistics. As co-founder of AXIT GmbH, a global cloud platform for the digitalisation of logistics processes, she has extensive knowledge in the design and optimisation of logistics processes. Through her collaboration with the ISM Board of Trustees, Ms Heistermann contributes to the modernisation and

practical orientation of the course content in the field of International Logistics & Supply Chain Management. Her expertise and commitment are valuable contributions to the further development of the industry.

Ms Heistermann, as Chair of the German Technology Council and Deputy Chair of the Advisory Board of the German Logistics Association, you have extensive experience in the areas of digitalisation and logistics/supply chain management. What future developments and innovations do you see in these areas and how will they influence the industry?

Modern technologies and software in the field of digitalisation are already well advanced and immediately usable. The next five years will therefore mainly be characterised by the increased use of current technologies in order to convert them into applicable services or products. It is currently not due to a lack of technology that companies are lagging behind in digitalisation. Companies are still investing too little in digital products or innovation, which is why they will have to make massive upgrades over the next five years.

It is important to think about how to use the opportunities offered by digitalisation to develop innovative services and products. To make this transformation possible, you not only need new technologies, but often also a change in corporate culture. In addition, companies should think more in terms of ecosystems in which they can collaborate with partners in digitalisation and thus generate greater benefits together. This offers enormous potential for improvements, e. g. in the areas of transport optimisation, sustainability, predictability of risks, increasing delivery reliability, etc. In the area of risk management, for example, data can be used to identify risks such as impending natural disasters, strikes and suppliers affected by crisis. Digitalisation can also improve the transparency of supply chains to make them more resilient and flexible. Sustainability also plays a role in the digitalised supply chain, e. g. less or more efficient transport. Blockchain technology could also be used to trade sensitive data in the area of customs clearance or to handle the transport of valuable goods such as pharmaceuticals, electrical goods or diamonds more securely.

I also see great potential for change in the area of AI. ChatGPT has shown what is possible. This is leading to a rethink in top management, as AI is now very clearly demonstrating possibilities that may have been difficult to imagine previously.

In your role as Chief Digitalisation Officer at Siemens Postal, Parcel & Airport Logistics, you were responsible for creating the digitalisation strategy. What challenges did you face and what successes did you achieve?

It is important to integrate people in the company right from the start and ask for their ideas on digitalisation. I was delighted with the feedback from employees and their comprehensive ideas on how digitalisation can help them, customers or process improvement. It is important to listen to them and then bring together the collected ideas in a holistic strategy. This requires cross-departmental thinking.

Another important step in digitalisation is to actually operationalise the strategy. People often make the mistake of expecting employees to develop, validate and implement ideas alongside their regular work. If operationalisation is to succeed, the necessary resources such as money, time and additional staff must also be made available.

As co-founder of AXIT GmbH, you have established a global platform for the digitalisation of logistics processes. What advantages does digitalisation offer in logistics and how can companies use it effectively to optimise their processes?

When logistics companies develop their digitalisation strategies, the first question they ask themselves is what their specific objectives are: Is it to achieve operational excellence, e. g. cost reduction, better quality, speed and agility, or do they want to increase sales, e. g. through new services or products for customers? Trying to achieve both at the same time can be too great a challenge if resources are limited.

In concrete terms, digitalisation enables us to achieve greater transparency, for example, especially in complex global supply chains. Digitalisation reduces interfaces, makes processes smoother and allows stakeholders to recognise more quickly whether a delivery is at risk of going wrong. Information is available at the touch of a button instead of having to research it at great expense. All of this leads to greater delivery reliability, fewer surprises and more room for manoeuvre. Digitalisation also helps to reduce waste along the processes, such as excessive administration, paper-based documentation, media disruptions or waiting times.

As a member of the ISM Board of Trustees and in collaboration with the business school's network of experts, you are working on modernising the course content and making it more practice-oriented. What significance does the close integration of theory and practice have for the training of students in the field of logistics and supply chain management?

From a business perspective, I find it extremely positive that the course content at ISM is practice-orientated and takes into account the requirements of companies. ISM quickly recognises what skills the future generation will need when they soon enter the job market. The close link between theory and practice is exactly what companies need. It is also crucial for students to recognise the meaning behind what they are learning. Pure theory alone is often not motivating enough. It is therefore important to understand how theoretical knowledge can be put into practice.

How can logistics companies benefit from new forms of mobility and the effects of digitalisation on logistics processes? What opportunities and challenges does this present?

New forms of mobility, such as alternative drive systems in e-mobility or new technologies such as hydrogen, will contribute to ecological sustainability in logistics. In addition, new logistics concepts will be further developed, such as delivery with cargo bikes in cities or micro-hubs in cities. Logistics can play a leading role in sustainability and mobility.

Thank you very much, Mrs Heistermann, for this interview.

II Institute Reports

Brand & Retail Management Institute @ ISM

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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 in 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 internationally.

In concrete terms, the research areas and topics listed in the following diagram are at the forefront. 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.

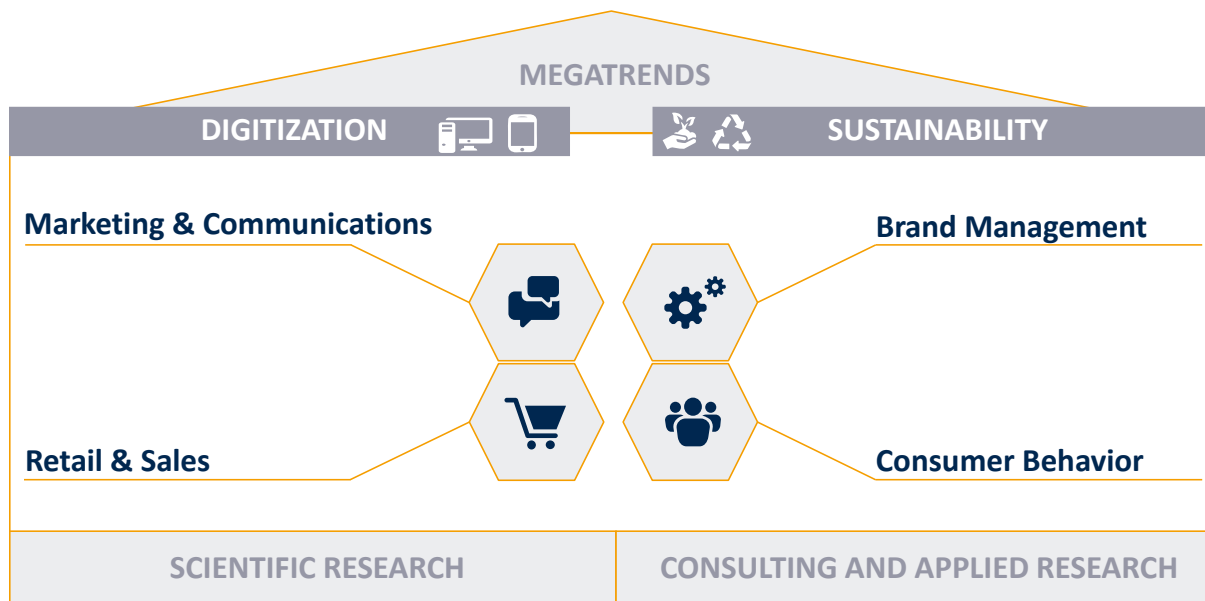


Figure 2: Main topics at the Brand & Retail Management Institute @ ISM

Source: Own representation

As in previous years, in the 2022/2023 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. Finally, a **textbook on brand management in the digital age** was published together with a doctoral student.

The Institute also participated in **the ongoing consultancy of the German Rescue Robotics Centre (DRZ e. v.)**. This project came to an end in September 2022.

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

b Main Research Projects

Influence of Sustainability on CSR Perception

In recent decades, the topics of responsibility and sustainability have become central aspects for companies. Both areas have an impact on corporate social responsibility (CSR), which as a concept encompasses the consideration of the impact of business practices on society, employees and all other stakeholder groups. In essence, CSR is about acting responsibly along the entire value chain and taking social and environmental aspects into account when making business decisions. Corporate sustainability, on the other hand, tends to be understood as a healthy, self-sustaining system that endures over time. It consists of three dimensions: ecological, social and economic sustainability. CSR and corporate sustainability therefore have some aspects in common - especially with regard to the social and environmental dimensions of sustainability – but are slightly divergent concepts at their core. Nevertheless,

they are often barely separated from each other or even used synonymously. The importance of sustainability and social responsibility is constantly increasing, so that there is a scientific, social and entrepreneurial interest in following the development of these constructs, sharpening their definitions and, above all, finding out to what extent and in what way they relate to each other. The practical connection – measured empirically – is particularly important in order to derive recommendations for companies and political administration. The aim of the study conducted in 2023 was therefore to examine the relationship between CSR and the various dimensions of sustainability in more detail from an empirical perspective. The results of the study were presented at BledCom 2023 in early summer 2023. The Hamburg Institute for Management and Economic Research (IMWF), which is part of the Faktenkontor Group, was the cooperation partner and responsible for the technical realisation of the study.

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, which makes them 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 the 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, a concept for an anthology on the topic of the platform economy was developed in 2023 and a corresponding publishing contract was concluded with Springer Gabler Verlag for the publication of the anthology. 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 sub-areas of the phenomenon. In addition, a representative survey of consumers was conducted in summer 2023 to provide insights from a target group perspective. Completion is planned for mid-2024. In the reporting period and the following months, the acquisition of authors, the evaluation of the survey and the preparation of two essays as well as the editing of the successively arriving essays were or are pending.

c Third-Party Funded Projects

movers

“Parent taxis“ are a normal morning sight in front of 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.

Apart from unsystematic observations of the morning and afternoon situation in front of schools, however, 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 dropped off 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.

With this in mind, parents of pupils in Baden-Württemberg are to be surveyed in the second half of 2023.

The following topics are of central interest here:

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

d Other Projects (ongoing)

Social Listening

In order to gain experience with innovative analysis methods, the Brand & Retail Management Institute @ ISM acts as a scientific partner in several so-called social listening studies on various topics such as customer preferences and employer branding. The studies themselves are conducted by an external partner, the Faktenkontor agency. They are based on the automated, statistical evaluation of user communication in social media and therefore fall into the area of so-called big data analyses. The results are successively published in consumer media (a. o. Wirtschaftswoche, Harvard Business Manager, Capital, Focus). The science partnerships represent the popular science counterpart to scientific research in this area. (see research project "Crisis communication in the Covid 19 pandemic").

Kienbaum Institute @ ISM

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a Presentation of the institute

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



Figure 3: Organisation of the Institute

Source: Own representation

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

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

b Digital Survey Solutions

1) Leadership Compass (LC)

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

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

2) Digital Readiness Check (DRC)

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

3) Change Capability Profile (CCP)

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

4) Kienbaum Personality Inventory (KPI)

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

5) Organization Compass (OC)

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

c Executive Programms

1) Business Coaching Education

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

updated and adapted to current challenges. In autumn 2022 and spring 2023, a total of 16 new participants started the training. In order to secure this level in the long term, further investment in search engine advertising is required, among other things. Discussions are currently underway with the ISM Academy and ISM Marketing.

2) HR-Exzellenz

In order to meet the new challenges posed by social developments, the Kienbaum Institute @ ISM, in collaboration with Dr Hermann Troger, has developed a series of seminars entitled "Excellence in Human Resources – Answers to Current Challenges". The specialisation is aimed at both experienced and new HR managers at medium-sized companies who are looking for a proactive approach to shaping the world of work. In total, there are six modules of 1.5 days each with keynote speeches, discussions, simulation games and expert panels, e. g. with renowned labour lawyers, as well as evening events. Each module focuses on different topics and moments. Speakers provide impulses and space for discussion at each moment based on practical projects from the participants' companies. Each participant is encouraged to bring in problems from their HR company practice, for which solutions are developed in the course of the specialisation. This ensures the transfer of knowledge into practice.

The series of seminars was held very successfully for the first time between September 2022 and May 2023. A total of 11 participants met for the six modules at different, sometimes very inspiring locations, all of which had a different connection to the topic of work (e. g. colliery, coworking space, monastery). The positive dynamic within the group should also be emphasised. A new edition is planned to start in September 2023.

d Third-Party Funded Projects

The Institute is continuously involved in current application processes with internal and external partners. A close exchange with the Vice President for Research at ISM, Prof. Dr. Kai Rommel, is ensured.

e Peer Reviewed Studies

Publications in peer-reviewed journals are another important component of the activities of the Kienbaum Institute @ ISM. In the reporting period, an article on the effects of learning on employability in the *European Journal of Work and Organisational Psychology*, which was finally published in May 2023, deserves special mention. Prior to this, another paper on leadership skills in the digital transformation was published in the *Leadership and Organisation Development Journal* in April 2023. Further articles have been published in the journals *PERSONALquarterly* and *Controlling & Management Review*.

Regular presentations at academic conferences are an important prerequisite for successful publications and networking with co-authors. The next presentation based on a full paper submission took place in September 2023 at the autumn workshop of the Human Resources Commission of the Association of University Professors of Business Administration in Berlin.

f Publications in Reference Journals

Knowing one's own expertise and making this knowledge available to others is seen as an important part of the Kienbaum Institute's research and teaching mission. In the reporting year, specialist articles in *Personalmagazin* (in cooperation with the Bundesverband der Personalmanager and another on the Comopass organisation) and in *Harvard Business Manager* (on AI and leadership) should be highlighted here.

g Research Topic Sustainability

Another forward-looking research topic at the institute is that of organisational sustainability. Despite the growing relevance of all three pillars of sustainability (ecological, social, economic), there is no consensus on the pillar of social sustainability, neither in science nor in practice. For companies, sustainable social processes also play a major role in the context of HR management. But what exactly is social sustainability? How can reliable statements be made about the degree of social sustainability within an organisation? For this purpose, a measurement model was developed that expresses the measurement of relevant facets of social sustainability in key figures: Social Sustainability Culture Assessment. An article has already been published in *Wirtschaftspsychologie Aktuell* and a peer-reviewed study on how socially sustainable behaviour can be promoted among employees and managers is currently in the submission process.

h Organization and Structure

The managing directors of the institute are Prof Dr Walter Jochmann, member of the management board of Kienbaum Consultants International, and the President of ISM, Prof Dr Ingo Böckenholt. The Academic Director for Research is Prof Dr Michael Knappstein, Professor of International HR Management & Digital Transformation at ISM. Lukas Maximilian Fastenroth is Academic Director for Consulting/Doctoral Candidates. Lea Marie Dreifert and Hannah Winter are research assistants/doctoral students. The core team is currently supported by a working student and students who complete their two to three-month mandatory internships at the institute on an ongoing basis.

Real Estate Research Institute RERI @ ISM

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a Presentation of the Institute

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

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

b Main Research Projects

1) Development of Sustainable Properties

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

2) Digitalisation of Processes

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

3) Office and Working Environments of the Future

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

4) Promotion of the Housing Industry and Land Management

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

c Other Projects (ongoing)

1) ISM Students organise Guided Tours at the Real Estate Arena 2023 in Hannover

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

2) Summit with Property Experts on 14. November 2023

ESG strategies for Sustainable Neighbourhood Development

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

Programme with Keynote Speeches and Expert Discussion

- Andreas Helferich, ISM Stuttgart: Mobility
- Moritz Marx, Agradblue: Energy
- Lukas Schilling, Rockethome: Digitalization
- Anne Vogelpohl, Freie und Hansestadt Hamburg: Social Affaires

- Sören Senkfeil, Architekten Venus: ESG-Project Development
- Sebastian Spitra, Bohnzirlewagen: Revitalization

d Organization and Structure

Currently exist the institute management and a few student assistants.

Entrepreneurship Institute @ ISM

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a Presentation of the Institute

The Entrepreneurship Institute@ISM (EPR@ISM) bundles entrepreneurship know-how, research results and current trends in a competence centre. Findings from research projects are transferred to science and practice. Current research topics are incorporated into teaching, for example in the M.A. Entrepreneurship programme at the International School of Management (ISM). The institute is located on the ISM Campus in Cologne. The areas of research, education and consulting form the three central pillars of the institute (see Fig. 4). Research includes both internal research projects and 'thought leadership' as well as co-operation projects and contract research. In the context of entrepreneurship education, a distinction can be made between the courses at ISM, in particular as part of the Master's programme in Entrepreneurship, and the implementation of entrepreneurship events for students and professionals. The third area, counselling, is aimed in particular at students, employees and alumni interested in setting up their own business as well as external founders and established companies.



Figure 4: Central Pillars of the Institute
Source: Own representation

b Staff Member at the Entrepreneurship Institute @ ISM

The EPR@ISM team consists of the institute management, represented by Prof. Dr. Ingo Böckenholt, Prof. Dr. Ulrich Lichtenthaler and Prof. Dr. Horst Kutsch, as well as the research assistants Marlén Firmont, Christina Vlachantonis, Sarah M. Siepelmeyer and Felix Fronapfel.

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

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

Prof. Dr. Kutsch is Professor of Entrepreneurship and Statistics at ISM Cologne and head of the M.A. Entrepreneurship programme. He has also been a consultant for entrepreneurship, statistical methods and data analyses for many years. As a member of the Innovative Technologies Business Research Group at the University of Cologne, he completed his doctorate on the subject of “Representativeness in online market research“. He then spent several years as a scientific project manager at the University of Koblenz-Landau, where he was a founding partner and CEO of “Scienovation“, a consultancy firm for start-ups from and in science that emerged from a BMWi-funded project.

Ms. Firmont has been working as a research assistant at the institute at 75% since the beginning of March 2021 (on parental leave until the end of 2023). She is also doing her doctorate at the Technical University of Kaiserslautern in the field of venture capital. Before joining ISM, she worked as a management consultant in the field of Mergers & Acquisitions.

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

Ms. Siepelmeyer has been working as a research assistant at the institute at 75% since April 2021. As part of her studies, she obtained degrees specialising in Communication Science & Change Management (B.A.), Psychology & Management (M.Sc.) and Project Management & Project Communication (M.Sc.). She has been researching efficiency and effectiveness enhancement in communication in the healthcare sector for several years now.

Ms. Vlachantonis has been employed at the institute as a research assistant at 75% since January 2023. She studied Economics with a focus on Entrepreneurship & Digitalisation (M.Sc.) at the Technical University of Dortmund and has already gained practical experience during her time as an employee at the "Centre for Entrepreneurship & Transfer" in Dortmund.

c Research

1) Projekt EXIST-Potentiale

The EXIST funding application "Entrepreneurship as a Service" (EaaS@ISM) submitted by EPR@ISM as part of the "EXIST-Potentials" funding programme was proposed for funding by the expert committee in December 2019 and currently has a project volume of over 600,000 euros. One of the aims of the four-year project is to establish a perceptible and activating start-up culture at ISM and create ideal conditions for the emergence of innovative start-ups from within the university. The project was launched on 1 October 2020 under the direction of Prof. Dr. Horst Kutsch. Prof. Dr. Ulrich Lichtenthaler took over as project manager in January 2021. Mr. Fronapfel has been working 50% on the project since 01.01.2021. Ms. Firmont, Ms. Siepelmeyer and Ms. Vlachantonis were employed on the project at 75% on 1 March 2021, 1 April 2021 and 1 January 2023 respectively. Ms. Firmont is on parental leave until the end of 2023.

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

as part of the digital Startup Days in the winter semester and the Startup Days in Presence in the summer semester at the Dortmund, Berlin and Hamburg locations.

Another goal concerns the classic basic promotion of start-up-oriented thinking and action across all target groups (professors, academic staff, students, administrative staff) and across all locations. In the winter semester 2022/23, for example, “Business meets Technology“ (BmT) cooperation events were offered with the legal advice platform Raketenstart and the International School of Management's sales department to raise awareness of the topic of start-ups and enable founders and those interested in founding a company to exchange ideas and network. The BmT format gives ISM students the opportunity to exchange ideas with students from technology-orientated subjects or other departments. In addition, the cooperation with the so-called Entrepreneurs in Residence, who are available for events and counselling and support for those interested in founding a company, was continued at five ISM locations.

A third objective focusses on the special promotion of the research institutes in the direction of start-up-oriented thinking and action. ISM's research institutes aspire to be particularly good not only in application- and practice-oriented teaching, which characterises a university of applied sciences, but also in research. To achieve this, the institutes must be made capable of innovation on the one hand, and on the other, a targeted search must be made for research results that have the potential to be transferred into innovations and start-ups. The analysis together with the service provider Atrineo according to the “Enabling Innovation“ concept has shown that the start-up dynamic develops independently of the institutes and therefore a wider circle of teaching staff must be involved. As a result, a concept for lecturer workshops was developed, which is presented in more detail under Education and Events. So far, six workshops for lecturers have been organised as part of this. Two further workshops are planned for the end of the project, one of which will be on the topic of “Science communication“ in autumn 2023.

2) Start-up Research

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

3) Skills for Sustainability Management

As part of a research project on skills for successful sustainability management, Prof. Dr. Lichtenthaler is developing a maturity model for sustainability management and, building 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 analogue context, but also in the context of digital transformation. In particular, it will show how activities to strengthen sustainability can not only lead to efficiency improvements, but also to completely new solutions. Together with Felix Fronapfel, an interview-based study on this topic is planned as the next step.

4) Innovation und Sustainability

Prof. Dr. Lichtenthaler and Felix Fronapfel published an edited volume with Haufe Verlag in 2022 with the working title “Sustainability as a competitive advantage: How companies benefit from sustainability and innovation”. Well-known authors from companies such as dm drogerie-markt, Jägermeister and Miele were recruited for this purpose. In addition, exciting specialist contributions from sustainable startups were integrated into the editorial volume.

d Education and Events

1) Betreuung von Bachelor- und Masterarbeiten

External doctoral projects as well as numerous ISM theses (Bachelor's and Master's) in the field of entrepreneurship are continuously supervised by the institute's employees as first or second assessors.

2) Events

Startup Days Wintersemester 2022/23

With the Startup Days, ISM students, alumni and employees had the opportunity to find out more about starting a business and gain exciting ideas. A highlight of the week of events was the keynote speech by Silicon Valley serial founder Rushton Hurley. In addition, 5 further lectures and workshops took place at the Munich and Cologne locations with a total of 93 participants.

Startup Days Munich

At the two-day event in Munich from October 5th to 6th, 2022, a workshop on the topic “How to find your startup idea?” was held. ISM Professor Phillip Rathgeber also spoke about the path of the “ELIXIR” brand and its path to the “Lion’s Den”. Finally, there was an online lecture by Silicon Valley founder Rushton Hurley, which provided an insight into the endless possibilities of starting a business under the title “What if...?”.

Startup Days Cologne

The Startup Days in Cologne on October 20, 2022 offered the students both a waffle brunch including free start-up advice and a tour of the “STARTPLATZ” startup center. Finally, the online start-up evening gave students from all locations the opportunity to network and cooperate.

Startup Days Sommersemester 2023

A highlight of the week of events was the keynote speech by Oxford visiting professor Ajit Jaokar at the Berlin location. In addition, 11 further lectures and workshops took place at the Hamburg and Dortmund locations with a total of 414 participants.

Startup Days Hamburg

The Startup Days in Hamburg on April 25, 2023 consisted of a waffle breakfast including free start-up advice, a “Lego Serious Play” workshop, a lecture by the startup Fainin and an insight into start-up support from Price Waterhouse Cooper (PwC).

Startup Days Berlin

The Startup Days in Berlin on May 10, 2023 focused on new technologies in the world of business startups. After a waffle breakfast including free start-up advice and a “Lego Serious Play” workshop, the students had the opportunity to learn something about “Designing Artificial Intelligence Applications for Businesses” and take part in a no-code workshop on creating their own application via Visit modular system.

Startup Days & Summer Party Dortmund

The Startup Days in Dortmund on May 23, 2023 were the crowning conclusion of the Startup Days in the summer semester. After a waffle breakfast including free start-up advice and a “Lego Serious Play” workshop, a workshop on the topic of “D2C as the future of e-commerce” was offered, followed by a keynote by ISM alumnus Béla Seebach, founder of Just Spices Title “From the cellar to Kraft Heinz”. Finally, the ISM summer festival was celebrated in the inner courtyard.

Startup Competition 2023

The cross-campus competition was launched by the Entrepreneurship Institute @ ISM for the first time in 2018 and aims to discover new innovative start-up ideas, reward successful founders, consolidate the start-up culture at ISM and promote the ‘entrepreneurial spirit’ at ISM . After the successful implementation of previous years, the starting signal for the Startup Competition 2023 was announced again in spring 2023. All students, alumni and employees with an idea or a specific project can apply. The competition will once again award three prizes as well as the special prize sponsored by Gutmann Global Advisory in the form of consulting services amounting to: 10,000 Euros awarded.

Founding Evening

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

Workshops for Lecturers

As part of the Enabling Innovation concept, it was determined that the start-up culture develops independently of thematic research institutes and that the concept must therefore be established dynamically and in line with requirements. A concept was therefore developed in which all teachers at ISM have the opportunity to receive further training on topics related to start-ups. Susanne Demir kicked off the workshop series with a workshop on “Winning Rhetoric” on February 22nd, 2022. On March 24, 2022, a second workshop on the topic of “Digital Self-Marketing” was offered. This was carried out together with the service provider Insight. The third workshop followed on May 31, 2022 with the aim

of “Life Design Coaching” for all participants. The “Anti-Bias” workshop with psychologist Julia Ewerdwalbesloh also took place on November 29, 2022. Two further workshops are planned until the end of the project, one of which will take place on the topic of “Science Communication” in autumn 2023.

Design Thinking Workshops

The EaaS@ISM project also includes design thinking workshops, which are carried out in cooperation with the other ISM institutes. The aim is to teach students how creativity techniques can be applied in the sense of design thinking. In a first workshop at the Munich campus in September, a cooperation concept for startups was developed together with the ISM founders of Loremo and Wohnsinn. Further workshops followed at the Hamburg locations 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. Another workshop with the “Lego Serious Play” method is planned in Cologne for the coming semester.

3) Networks and Cooperations

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

e Consulting

The Entrepreneurship Institute @ ISM is the central contact point for startups, founders and those interested in starting a business at ISM and has been listed as an EXIST start-up network at the Federal Ministry for Economic Affairs and Climate Protection (BMWK) since 2018. As such, the ISM can carry out EXIST funding projects through the institute, apply for and manage EXIST start-up grants for start-up teams, advise start-up teams on their founding and support them in 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 start-ups are continually being expanded and gradually expanded through further collaborations with external partners.

In 2022/23 there were a total of 7 spin-offs by ISM students or alumni. In addition to individual start-up advice, the LinkedIn group “ENTREPRENEURS@ISM” has also been expanded and now has 149 participants with the aim of offering those interested in starting a business an exchange platform. The institute also operates a focus page on LinkedIn. Current posts are shared once or twice a week with the current 792 subscribers. The number of subscribers has almost doubled since last year, which shows a high level of interest in the topic of starting a business at ISM. There are currently 104 subscribers on the Moodle platform, which was introduced in 2022. The LinkedIn page aims to increase

the visibility of the EPR@ISM internally and externally. The LinkedIn page is coordinated by Ms. Siepel-meyer.

Furthermore, numerous consultations specifically on the subject of the EXIST start-up scholarship took place in 2022/23. In September 2022, the EPR@ISM was able to submit ISM's second funding application to the BMW to support an EXIST start-up grant project for a student start-up team. From October 1st, 2022 to September 30th, 2023, the "Acquirepad" team will receive the EXIST start-up scholarship.

The project with an applied funding amount of 135,000 euros is being led by Prof. Dr. Maximilian Levasier who was responsible as a mentor and accompanied by Ms. Firmont and Ms. Vlachantonis as contact persons for the ISM-EXIST start-up network. In spring 2023, another EXIST funding application was submitted for the startup "Squair Health" under Prof. Dr. Lietz as a mentor and Ms. Vlachantonis as a representative of the start-up network. Feedback from the project sponsor regarding eligibility for funding is expected this year

f Scientific Contributions, Practical Contributions and Conference Presentations

In a lively exchange between science and practice, research results are continuously and sustainably transferred into teaching, consulting and to the public through publications, lectures and other events. Current startup trends are identified, processed in a research-led manner and existing collaboration with practice is strengthened. The institute thus offers an important basis for the creation of independent publications. The results and achievements of the ISM in the startup sector are made visible and the institute provides ISM employees with 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:

Lichtenthaler, U. & Fronapfel, F. 2022 (Ed.). Sustainability als Wettbewerbsvorteil: Wie Unternehmen von Nachhaltigkeit und Innovation profitieren. Freiburg: Haufe.



Contributions to Collective Works:

Lichtenthaler, U. 2023. Interview ‚Die Gen Z als Digital und Sustainable Natives‘. Terstiege, M. 2023. Die DNA der Generation Z: Der direkte Weg in ihr Mindset. Freiburg: Haufe: 191-194.

Lichtenthaler, U. 2022. Marketing Automation und Augmentation: Besseres Marketing mit Integrierter Intelligenz? Terstiege, M., Cinar, M., & Hehemann, J. (Eds.). Marketing-Automation: Erfolgsbeispiele aus Forschung und Praxis. Wiesbaden: SpringerGabler: 217-229.

Articles in Scientific Journals:

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

Lichtenthaler, U. 2022. Data management efficiency: Major opportunities for shared value creation. *Management Research Review*, 45(2): 156-172.

Other Publications:

Lichtenthaler, U. 2022. „Sustainable Natives“: Sie wollen mehr geben als nehmen. *Personalmagazin*, 9: 46-49.

Lichtenthaler, U. 2022. „Sustainable Natives“ stellen Forderungen an HR. *Haufe HR Management*, online, 2022-08-25.

Presentations:

Lichtenthaler, U. 2023. The Green Grass Strategy: An Introduction. Online Talk, MUNA+, Cologne, Germany, 2023-07-18.

Lichtenthaler, U. 2023. The Green Grass Strategy for Sustainability and Innovation. Online Talk ISM Broaden Your Horizon, Cologne, Germany, 2023-03-27.

Lichtenthaler, U. 2023. Die Green Grass Strategy für Nachhaltigkeit und Innovation. Sustainability Summit, Startplatz, Cologne, Germany, 2022-04-04.

Lichtenthaler, U. 2023. Nachhaltigkeit und Digitalisierung: Herausforderungen und Chancen. Logistik Dialog Rheinland, Cologne, Germany, 2023-03-21.

g Outlook

The projects and plans presented above will be continued in the coming year. In-person events are also planned for the winter semester of 2023/24 at the Frankfurt, Stuttgart, Cologne and Munich locations. Furthermore, participation in the G-Forum in Darmstadt by Sarah Siepelmeyer and Felix Fronapfel is part of the further accompanying research. At the end of the year, the Entrepreneurship Institute, together with the ISM, will apply for an additional funding program from the project sponsor specifically for the advancement of women. There will be a 10-month ideation program for female students and alumnae called “EXIST Women” in order to promote female founders at ISM. If the application is approved, the project management for EXIST Women should be handled by Sarah Siepelmeyer, who, together with Christina Vlachantonis, will ensure the implementation of the project at the EPR Institute. Furthermore, teaching and research should be more closely interlinked by increasingly awarding theses from the institute's research areas and offering additional project courses.

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

Institute Management:

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Presentation of the Institute

The SCM@ISM is an integrated institute of the ISM based on the ISM campus in Frankfurt - also with office space in the House of Logistics and Mobility (HOLM). It serves professors, academic staff and students who are interested in or specialize in supply chain management, purchasing, logistics or mobility as an organizational basis for their research and project work. The scientific focus is on application and action-oriented research. The core of the institute is the full-time master's degree program. M.Sc. International Logistics & Supply Chain Management (ILS), which is offered in Frankfurt and Hamburg.

The aim of the institute is to continuously expand its position as a relevant and active operations think tank of the ISM for networking science, practice and students as potential young talent. The institute's advisory board, which includes renowned experts from industry as supporters and sparring partners of the institute, promotes its development.

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

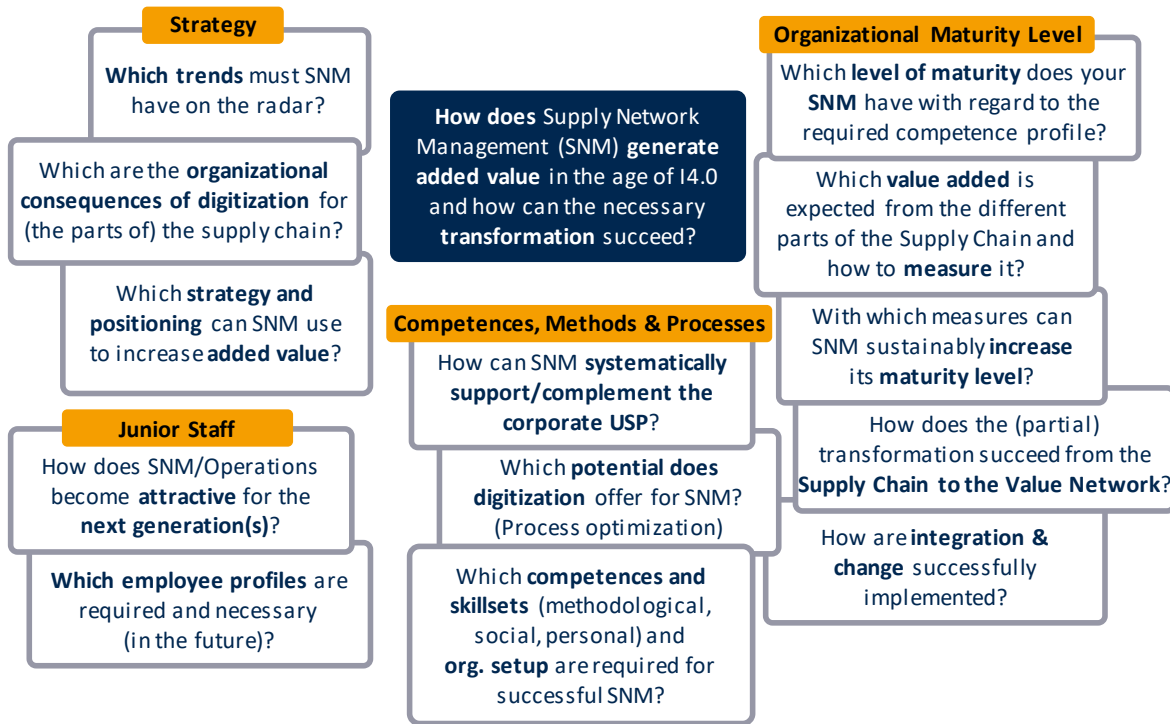


Figure 5: Current labor issues of the Institute
 Source: Own representation

It is the institute's vision to continually expand its position in supply network management and expand its expertise in the areas of smart mobility and smart cities.

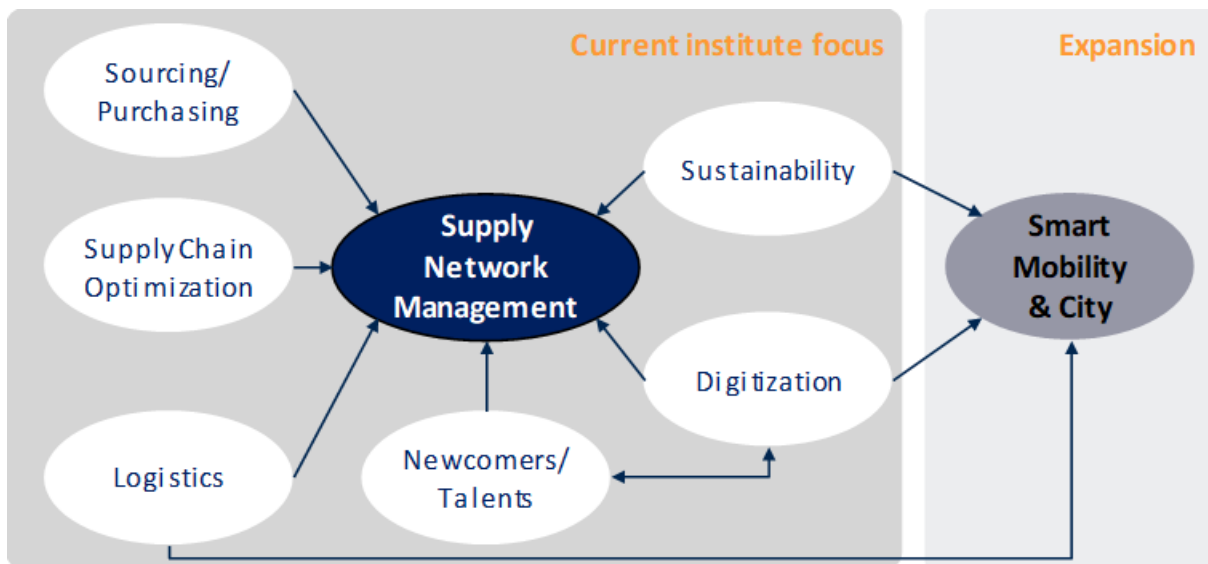


Figure 6: Main topics of the Institute
 Source: Own representation

The SCM@ISM Institute acts in different ways:

Competence center: In the medium term, the institute bundles professional, technical and methodological expertise in the spectrum of Supply Network Management (SNM) as well as in the areas of Smart Mobility & Logistics.

Think Tank: The institute deals – also in collaboration with partners – with current and relevant topics in supply network management, develops and develops solutions, leads the interaction between students, practice and science, and acts as an integrative platform for the search for talent and solutions of practice and offers our students practical relevance and relevance (events, excursions, workshops, etc.).

Network: The institute is actively involved in the further development of these topics with leading partners (BME, BVL, HOLM etc.).

Consulting Partner & Coach: The institute acts as a project partner in topics relevant to our customers in terms of analysis, conception, transformation and optimization.

Research drivers: The institute develops and publishes practice-relevant topics in a scientific context, i.e. H. in the form of studies, white papers, publications or focus groups.

Input Provider for Teaching: The knowledge gained at the institute as well as the collaborations that are being established flow into the continuous development of teaching

Institute for Sustainable Transformation @ ISM

Institute Management:

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a Presentation of the Institute

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

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

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

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

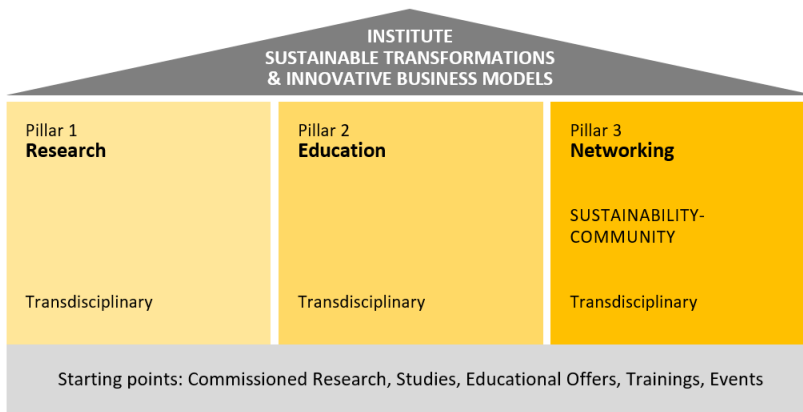


Figure 7: Pillars of the Institute
 Source: Own representation



Figure 8: Research
 Source: Own representation



Figure 9: Education and further training
 Source: Own representation

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

Figure 10: *Networking/Community*

Source: *Own representation*

b Research

1) Empirical Study (under construction)

Expertise profiles for sustainable transformation in the SME sector

In cooperation with the management consultancy Better Earth – Partners for Business Transformation, the Institute is planning an empirical study on current and future sustainability expertise in SMEs. We want to show which competences are currently available in selected departments across all industries and which profiles will be needed in the future to integrate sustainability throughout the entire company and in all relevant decisions. The target group for the survey should be experts from the areas of finance, procurement, marketing and human resources, for example. The study comprises both a quantitative and qualitative survey of managers from SMEs and family businesses. In the run-up to the study, potential sponsors and other cooperation partners (e. g. foundations, associations and interested SMEs) will be acquired.

The background to the planned study is the increasing realisation that sustainability is seen as an interface function within the company. In order to implement a credible and successful sustainability strategy, expertise must therefore be developed at all levels in order to independently improve the company's own sustainability expertise through training, certificates and seminars.

2) Keynote speech and jury activity (14.6.-15.6.2023)

At the Research and Transfer Day at Rhine-Waal University of Applied Sciences (Kleve), Prof Dr Brigitte Spieß gave the keynote speech “Sustainable transformation in the economy. Changing perspectives and decision-making in the force field of economic, ecological and social goals”.

The Centre for Research, Innovation and Transfer also asked her to be a member of the jury for the award for outstanding scientific and transfer achievements.

Rhine-Waal University of Applied Sciences is working on a project from January 2023 to the end of 2027 that is being funded by the “Innovative University” funding initiative of the Federal Ministry of Education and Research with almost 10 million euros. As part of this, cooperation talks were held with

the ISM Institute on joint research approaches in the field of "Multidisciplinary Transformation in Sustainability".

3) Publication

Spieß, B.; Uerz, G. (2024). Nachhaltiges Bauen und bezahlbarer Wohnraum – Wie GROPHYUS mit digitalen Werkzeugen und „Deep-Sustainability“ Gebäude als Produkte entwickelt. In: Just, V.; Bode-
mann, M.; Paul, A; Weber, J. (Hrsg.). Innovative Nachhaltigkeit oder Nachhaltige Innovation. Wiesbaden: Springer Gabler. (will be published in early 2024)

c Education and Training Programmes

According to figures from the German Council for Sustainable Development, less than one per cent of companies operate in a holistically sustainable manner. There is therefore an urgent need for further support for companies to implement the transformation in their respective organisations. There is a great need for sustainability managers (15,000 in Germany by 2030 (XING, Stepstone, Green Skills Report 2023)) with corresponding skills profiles. In response to these developments, the institute developed two certificate courses in sustainability in cooperation with the ISM Academy immediately after it was founded in autumn 2022. Further training concepts, particularly for SMEs, are currently being developed.

1) Certificate Courses:

Sustainable Transformation & Legal Requirements

Reporting on sustainability issues and regulatory requirements are developing rapidly. In order to utilise the strategic opportunities of a sustainable orientation in the company and to gain a competitive advantage, the certificate course offers valuable insights into current sustainability management and ESG-related topics, such as supply management, circular economy, sustainable supply chains and implementation, reporting and communication. The programme is aimed at specialists and managers as well as career changers from various areas of the company. Sustainability experts selected exclusively from the Institute's network to implement the programme have sound scientific and practical expertise in the fields of business, law, the environment and politics.

Internal Training to become a Sustainability Ambassador at Lidl

In cooperation with the consulting firm GREEN FROM WITHIN, the institute has developed a concept for another certificate course for the discounter group Lidl. Lidl launched a transnational sustainability initiative in the week of 4-8 September 2023. The long-term programme is intended to give around 360,000 employees in 31 countries an overview of international sustainability management, enable them to better understand the interrelationships and at the same time motivate them to get involved individually or as part of a team. The aim is to anchor sustainable behaviour even more firmly in the corporate culture and in the everyday working lives of employees. In this context, the next step planned is the internal training programme for sustainability ambassadors, in which our concept will be tailored within the Lidl Foundation in cooperation with the CSR managers.

Sustainability Ambassadors as a Certification Programme as Part of the ISM Academy

Independently of the Lidl concept mentioned above, the Institute, in cooperation with the ISM Academy and Green from Within, has developed the "Sustainability Ambassador" certificate programme for the individual further training of companies. The aim of the training is to strengthen sustainability ambassadors in their competences and ambitions and to establish an internal sustainability community. The modules include, for example, courses on corporate responsibility, interaction and communication with stakeholders, and personal empowerment in dealing with dilemmas and conflicts. The target group includes sustainability experts and interested parties who are already contributing their experience to the respective areas of responsibility and/or would like to do so more in the near future.

2) Webinar

A Career in Sustainability. Change the World with the right Job

In the ISM online format "Probeforen", a webinar was held on 6 July 2023 with Prof. Dr Brigitte Spieß on the requirements, opportunities and new professional fields related to sustainability. In this context, the offers of the Master's programme "Sustainability & Business Transformation" were also explained in more detail.

d Events, Media Offerings and Networking

By organising its own event formats and discussion forums, e. g. on the sustainable transformation of business models or on cross-industry digital and sustainable future topics, the institute aims to promote the initiation and support of model projects and innovative solutions through new alliances and collaborations.

1) Series of Events

Inspiring Ideas – Sustainability meets Digital Entrepreneurship (21.12.2022)

In collaboration with Prof. Dr Florian Böckling and selected students from ISM (Campus Berlin), the Institute develops an ongoing roundtable discussion each semester with start-up pioneers from the fields of sustainability and digital entrepreneurship on the latest trends in the sustainability and digitalisation sector. The roundtable with around 30-40 multidisciplinary guests serves to practise stakeholder discourse and evaluate innovative approaches to solving sustainability challenges. Interested ISM students are also among the guests.

The CEOs of the start-ups "Hidden Smiles" (Dari-ush Franczack) and "Bubble Group New York" (Theo Goldberg) provided the impetus for the pilot event on 21 December 2022. They discussed digital tools that aim to solve the problem of a lack of recognition and appreciation in hybrid working life (Hidden Smiles) and no-code development platforms (Bubble), which enable companies to create prototypes and a visual programming language on their own without any technical software knowledge (Bubble Group New York).

The Double Transformation (or Twin Transition) in the Construction Industry (24.4.2023)

The second roundtable event took place at the premises of tech start-up Gropyus in Berlin. Dr Gereon Uerz, Head of Sustainability at Gropyus, provided the impetus for the topic of “Affordable construction and sustainable living space”. The second impulse topic covered the “Digital and efficient refurbishment process of real estate”, represented by Chief Technology Officer Dr Mario Speck (42watt). The multidisciplinary guests are made up of sustainability experts from the construction industry, digital economy, NGOs, design, consulting and public welfare. ISM students were also integrated into this event as active participants and guests.

2) Podcasts and Interviews

Social Sustainability (3.10.2022)

In the podcast of the ISM distance learning series *ISM Perspectives on...* we focus on people in the sustainable economic process. Humane working conditions, fair wages and social security are just some of the keywords that play a role here. Companies face a particular challenge in human resources. Sustainable HR systems and processes are highly dependent on a sustainable management and corporate culture. A lack of recognition and appreciation in everyday working life often leads to a high willingness to change jobs or to negative stress. These and other topics were discussed in the podcast.

Sustainable Management for People and the Planet (30.3.2023)

Recruiting expert Henning Zaborowski's podcast series *Human Place* focussed on social issues, including sustainable relationships between companies and people. Important characteristics here are diversity as an expression of justice and equal opportunities as well as respect for human rights along the entire supply and value chain. In the broadest sense, they cover the entire field of social responsibility. Sustainable fields of action arise from demographic change, efficiency debates in the healthcare sector and structural changes in the labour market. The range of topics relating to the “S” (social) of the ESG regulations was both diverse and specific in the podcast.

ESG Transformation in Triple Dsteps (Interview Personalwirtschaft 06 2023)

Winfried Gertz's interview with Prof. Dr. Brigitte Spieß for the magazine *Personalwirtschaft Special Betriebliches Gesundheitsmanagement* dealt with the topic of ESG transformation. The new ESG regulations (e. g. CSRD standards, EU taxonomy) oblige companies to report on the impact of their activities on the environment, society and the stakeholders involved. However, companies must not only prepare themselves for sustainability because the regulations prescribe it and investors are increasingly demanding it. As employers, they also have a duty to look after the well-being of their employees and offer them prospects. If more and more employees fall ill in body and soul instead of being valued, as health insurance statistics and health reports show, company health management has failed to achieve its goals. Employers lose their attractiveness and miss out on the opportunity to retain employees in the long term.

Further interviews with the head of the institute were conducted as part of doctoral theses (Lea Seifert/Kienbaum Institute@ISM) and master's theses on the topic of sustainability.

3) Trade Fair Visit and Guided Tour

Real Estate Guided Tours

On 25.5.2023, Prof. Dr. Brigitte Spieß gave a guided tour with ISM students on the topic of “Climate change/ESG” in the construction industry at the trade fair for real estate. The invitation was issued in collaboration with the Real Estate Institute@ISM, Prof. Dr. Martin Töllner and his team of students.

4) Networking

In the run-up to and from the founding of the Institute in 2022, numerous networks and collaborations with institutions, foundations, associations and companies were established (e. g. IÖW, Peer School for Sustainability Development, Bundesverband Nachhaltiges Wirtschaften, Impact Hub Berlin, Rat für Nachhaltige Entwicklung, econsense – Forum Nachhaltige Entwicklung, Bundesverband der Deutschen Industrie, Cradle to Cradle e. v., Common Good Economy, UN Global Compact Network Germany, Rhine-Waal University of Applied Sciences, Friedrich Ebert Foundation, Conrad Adenauer Foundation, Bertelsmann Foundation, Deutsche Bahn, Underberg, Jägermeister, Getränke Hoffmann, Better Earth, Allfoyer). These networks are time-consuming in the start-up phase of the institute, but play a central role in further funding projects. The numerous invitations to expert discussion series, sustainability conferences and congresses in 2023 show that the ISM Institute's public profile is increasing significantly.

III Project Reports

Workshop: Nivea (Beiersdorf): Launch of a sustainable cross-category special edition for Nivea deodorant, shower gel, body lotion.

Prof. Dr. Nicole Fabisch

In cooperation with Beiersdorf's management team (consisting of Patrick Hoven, Corporate VP Personal Care & Market Research and Consumer Centricity, Jens Treu Global R&D Nivea Deo Product Development, Central Packaging & Formula Science and Future Lab and Corina Kurscheid, Global Marketing Director NIVEA Personal Care Women), students had to work in a sequential mixed-method design consisting of:

1. desk research on current trends and topics in the cosmetics industry,
2. qualitative research (design, implementation and evaluation of a focus group, including creative techniques) and
3. quantitative validation of the results with the help of an online survey

and developed own creative ideas for a sustainable cross-category special edition for Nivea deodorant, shower gel, body lotion 2025.

These ranged from the "Marvelous Marine" edition as a cause-related marketing project in favour of saving the oceans and cleaning them with a power treatment for particularly dry and sensitive skin to the Four Elements edition, a personalized series for different user types, for which the team of students even designed a matching website and created an individual quiz to determine whether you were more of an Earth, Air, Water or Fire type. All editions paid attention to sustainability and were free from microplastics, unnecessary packaging waste or problematic ingredients.

Hamburg Fair Trade University Competition 2022.

Prof. Dr. Nicole Fabisch

As part of the Hamburg Fair Trade university competition "Hamburg! Act! Fair!", in which Hamburg universities are matched with corporate partners and then compete against each other for the best concepts, ISM Master's students developed the winning concept. Based on extensive desk research on the background to fair trade, market and competition analyses and a customer survey, a marketing and communication concept was developed for the long-established Hamburg organic bakery Springer. The comprehensive analysis of potential revealed that the introduction of Fairtrade products such as pepper, cinnamon or cocoa would be a worthwhile addition to regional organic ingredients and is desired by customers. "The concept is so practical and very specific to our company that it has really set something in motion for us," said junior manager Carl Springer.

Project report: “Upgrading Dortmund's Strobelallee to a tourist sports and experience mile with supra-regional appeal: Development of a staging and presentation concept centred on sports and football for Strobelallee.”

Prof. Dr. Bernd Schabbing

In summer 2022, ISM (Prof. Dr. Schabbing) was asked to support the project due to the good cooperation with the city of Dortmund to date, also in previous projects with the city, and was asked to work with a group of students to develop impulses and a rough concept with project components and other attractions in order to turn Strobelallee into a tourist sports and experience mile of supra-regional appeal in addition to the purely structural redesign with the help of stagings and performances around sports and football.

This was carried out in close coordination with the city and the neighbours of Strobelallee such as BVB, Westfalenhalle and other stakeholders such as the city's planning office and the individual departments of the city administration involved. To this end, workshop meetings and presentations as well as bilateral exchanges took place from September 2022 to February 2023.

The final report was then presented in spring 2023 and accepted by the participants. Initial implementation of the students' ideas and suggestions is already underway on site.

Lecture at the VHB autumn workshop: “The dark, negative side of informal learning in the workplace”.

Prof. Dr. Michael Knappstein

On 29 and 30 September 2022, Prof. Dr. Michael Knappstein gave a presentation at the autumn workshop of the Human Resources Commission of the Association of University Professors of Business Administration (VHB). The workshop was organised by Prof. Marion Festing (ESCP Berlin) at the Harnack House in Berlin.

The Human Resources Commission of the VHB was founded in 1973. The Commission's work focuses on issues relating to the description, explanation and design of human work in organisations, in particular companies. With their research activities, the more than 100 members of the commission represent economic, psychological and sociological approaches as well as policy-oriented, pedagogical and labour science approaches. Workshops are organised annually to promote research as well as communication between theory and practice.

The topic of Prof. Dr. Knappstein's presentation was the dark, negative side of informal learning in the workplace. As learning itself is actually something positive from both the company's and the employee's point of view, possible negative consequences have not yet been the focus of academic research. However, if, for example, safety regulations are circumvented during the learning process, this cannot be in the interests of either the company or the employee. Such a learning scenario is particularly conceivable under stress.

Initial results of a vignette study confirm the negative characteristics of dark informal learning in the workplace. Job satisfaction and work engagement are negatively affected. A field study is currently being prepared to verify the results and make dark informal learning measurable. A publication based on all empirical data in a peer-reviewed journal will follow. However, an important conclusion that can

already be drawn from the company's perspective is that such learning is not worthwhile and that employees need to be sensitised to it.

Demographic Teamwork Leadership (DeTeF): Training on age-diverse leadership (August 2022 to December 2023).

Prof. Dr. Franziska Jungmann, Tamara Ronski und Sophie Mietens

Demographic change is altering the age composition of teams and workforces in organisations, leading to older employees and increasingly mixed-age teams. Demographic change shows that managers and organisations need to create a working environment that meets age-related needs and preferences, promotes well-being and creates appropriate work opportunities regardless of age. However, the implementation of policies and practices in organisations is slow.

Managers have a particular role to play in shaping the experiences of ageing and age-diverse employees, as they have the opportunity to influence key team processes and most aspects of their employees' experiences, wellbeing and performance in the workplace. While research shows positive effects of age-inclusive leadership on health, job satisfaction, performance and conflict reduction, studies on interventions in this area are scarce. For this reason, we have developed a leadership training programme based on the latest research in the field of ageing and mixed-age workforces, leadership development and diversity training.

The aim of the intervention is to increase awareness and knowledge of age-related changes and age-diverse leadership, to develop a positive attitude towards age diversity and, above all, to promote behaviours in line with the 3-I model among the participating managers. The intervention comprises a modular training programme that includes activity-based workshops, action planning and individual coaching. The two-day training is backed up by a 4-hour follow-up workshop approx. 6-8 weeks after the training and coaching programmes for the participating managers.

The training was conducted as a quasi-experimental field study with 45 managers in Germany and 35 managers in Australia and their respective teams. The effectiveness of the training was tested by surveying the managers and their employees before and after the training. The data collection will be completed in December 2023.

The project "Leader intervention: Comparing the impact of an age diversity training between Australia and Germany" is carried out in cooperation with Eva Zellman, PhD student at Curtin University in Perth, and the working group around Sharon Parker, at the CEPAR Institute of the Australian Curtin University in Perth. The project is funded by the 'Mature Workers in Organisations' Small Grant Award Scheme of the Australian Centre of Excellence in Population Aging Research (CEPAR).

Presentations on: “Consumer behaviour in the second-hand luxury market”, “Opportunities and challenges of the sharing economy – using the example of online business models in the German clothing industry”, “The Nutri-Score – A quantitative study on the effectiveness of visual nudging on consumer behaviour” and “Methods workshop - Which method works best when?”

Prof. Dr. Jens Perret

Conferences serve not only to share scientific knowledge, but also to establish international contacts. When Prof. Dr. Jens K. Perret and a former ISM student (Laura Galic, GBF) presented their bachelor's thesis at the 6th ICBMECONF conference in Nice in 2022, contact was also established with the West University of Timisoara in Romania. Through this contact, Prof. Perret was invited to their annual conference TIMTED 2023 in June 2023 as a keynote speaker on the topic of Current Economic Trends in Emerging and Developing Countries. As part of his presentation on “Consumer Behaviour in the Second Hand Luxury Market”, Prof. Perret spoke about the economic perspective in the study of the luxury market, drawing on results from current master's theses (Laura Galic, PM) as well as research results obtained in cooperation with ISM doctoral students (Katharina Schuck) and internal and external ISM colleagues (Kerstin Lehmann, Prof. Dr. Audrey Mehn, Prof. Dr. Kai Rommel). A preliminary study, which takes up parts of this, will soon be published as a chapter in the *Palgrave Handbook of Fashion Marketing* and a further part has already been published as ISM Working Paper 20. Further related articles are currently at various stages of the development process.

Two months later, at the end of August, Prof. Perret presented together with his ISM external PhD student (Yvette Skretkowitz) at the 8th ICBMECONF conference, where participation was virtual and not on-site in Oxford (UK). A study on the Nutri-Score as an instrument of visual nudging and its effects on the purchasing decisions of consumers was presented there (The Nutri-Score – A Quantitative Study of the Effectiveness of Visual Nudging on Consumer Behaviour). A preliminary study of the presentation has already been published as ISM Working Paper 21 and the final article for the conference contribution is currently in the final phase of the review process.

The second presentation, which was given by Prof Perret at the 8th ICBMECONF conference, also resulted from an excellent thesis. It dealt with criteria for the use of sharing offers in the fashion context (Opportunities and Challenges of the Sharing Economy – Using the Example of Online Business Models in the German Apparel Industry). In addition to the student (Isabell Schmitz, GBF), a former ISM colleague (Prof. Dr. Meike Terstiege) was also involved in the associated article, which is also in the final phase of the review process.

In 2023, Mr. Perret also wrote articles on the topic of fashion and luxury in the *Research Journal of Textile and Apparel* on the topic “A simultaneous balancing and sequencing algorithm to plan assembly lines in the fashion industry” and in the *Journal of Brand Strategy* with an ISM colleague (Prof. Dr. Christiane Beyerhaus) and a former master's student (Janine S. Kadow) on the topic “Increasing Brand Desire through Communication Strategies – TAG Heuer and the Female Customer”.

Articles on “Augmented Reality – A Branding Tool for Montblanc”, “Augmented Reality in Fashion Retail – Platform-dependent Acceptance by Customers” and “Optimizing Production of Fashion Goods as a Means to a more Sustainable Garment Industry” are currently in the review process.

In addition to personal research, it is also important to impart the necessary skills for scientific-quantitative research to future generations of students. While this has already happened internally in recent

years through a contribution to the ISM PhD program, in September 2023 Prof. Perret had the opportunity to take part in a doctoral workshop funded by the EU's Erasmus+ program on the topic "Methodology Workshop – Which method works best, when?" at the ISM partner university, the Varna University of Economics in Bulgaria, to teach the necessary skills and strategies for quantitative data analysis to the students there.

Destinations of culinary and pleasure trips

Prof. Dr. Dieter M. Schlesinger und Dr. Simon M. Neumair

As part of a tourism study designed by the authors in spring 2023 on the topic of "**Customer Journey for culinary and pleasure trips**", a Germany-wide, standardized personal survey was carried out with 540 participants. The sample includes 60% women and 40% men. 27% of respondents earn less than €2,200 per month (lower class) or €2,201 to €3,000 per month (lower middle class), 21% earn between €3,001 and €5,500 per month (middle class), 10% earn 5,501 € up to €9,000 per month (upper middle class) and 15% over €9,001 per month (upper class).

The idea of the study is to examine the **customer journey** of culinary and gourmet travel, i.e. the contact points at which travelers come into direct or indirect contact with culinary and gourmet experiences, services and products as well as information about them. The general goal of a customer journey in tourism is to use marketing measures to create a coherent overall picture of tourist services and the destinations visited. A consistent overall experience conveyed in this way is of outstanding importance, as isolated negative experiences that occur during the trip can overshadow positive impressions and thus cast the entire trip or destination in an unfavorable light (Neumair et al. 2019, p. 113; Dreyer 2021, p. 66f.; Engl 2017, p. 31ff.).

The basic idea of the study is that eating and drinking are a necessary part of every trip, even if satisfying hunger and thirst is not a purely existential matter, but often even marks the highlight of a trip, such as the captain's dinner on a cruise ship, the gala buffet in the holiday club or a visit to a star restaurant or a street food festival. **Culinary** art in the narrower sense means the "art of cooking", i. e. the craftsmanship for the special, artistic preparation of dishes with a focus on exclusivity and high standards of enjoyment. Furthermore, i. e. in a tourist sense, the term subsumes regional-specific characteristics of food and dishes (specialties) or special offers for (upscale) eating and drinking enjoyment, including their presentation. The term "**enjoyment**" goes hand in hand with culinary delights. This does not just mean the pure consumption of food, drinks or stimulants, but also the associated effect in the form of joy and well-being. This feeling, in turn, varies between individuals and is culturally and socially influenced. The prerequisites are an affirmation of enjoyment by the consumer as well as time and experience.

The **respondents** (multiple responses) associate culinary and enjoyment primarily with regional, traditional dishes (approx. 39%), followed at a large distance by local ingredients, specialties and drinks such as wine in particular (approx. 15%), cultural experiences, etc. in relation to tradition and eating culture (approx. 11%), well-being, i. e. ambiance & aesthetics as well as wellness & spa (approx. 11%), fine dining (approx. 7%) and experiences and events related to taste and curiosity (approx. 7%). They state that culinary and enjoyment accounts for up to a third of the time and financial travel budget and give them considerable importance for leisure trips with 1.8 and business trips with 2.6 (1 = very important and 5 = unimportant).

The participants in the survey named 1,043 **destinations** (multiple answers) as travel destinations, which could be aggregated into 67 countries (see Figure 11). With around 42% of the mentions, Italy, France and Spain take the top position. These **classic and popular German foreign destinations** (F.U.R. 2023: Spain 1st place, Italy 2nd place and France 7th place) impress with their world-famous cuisines, specialties as well as gourmet and wine regions. In Italy, esp. Tuscany, Rome, South Tyrol and Milan including the northern Italian lakes, in France esp. Paris, Provence and Alsace as well as in Spain esp. Mallorca and Barcelona.

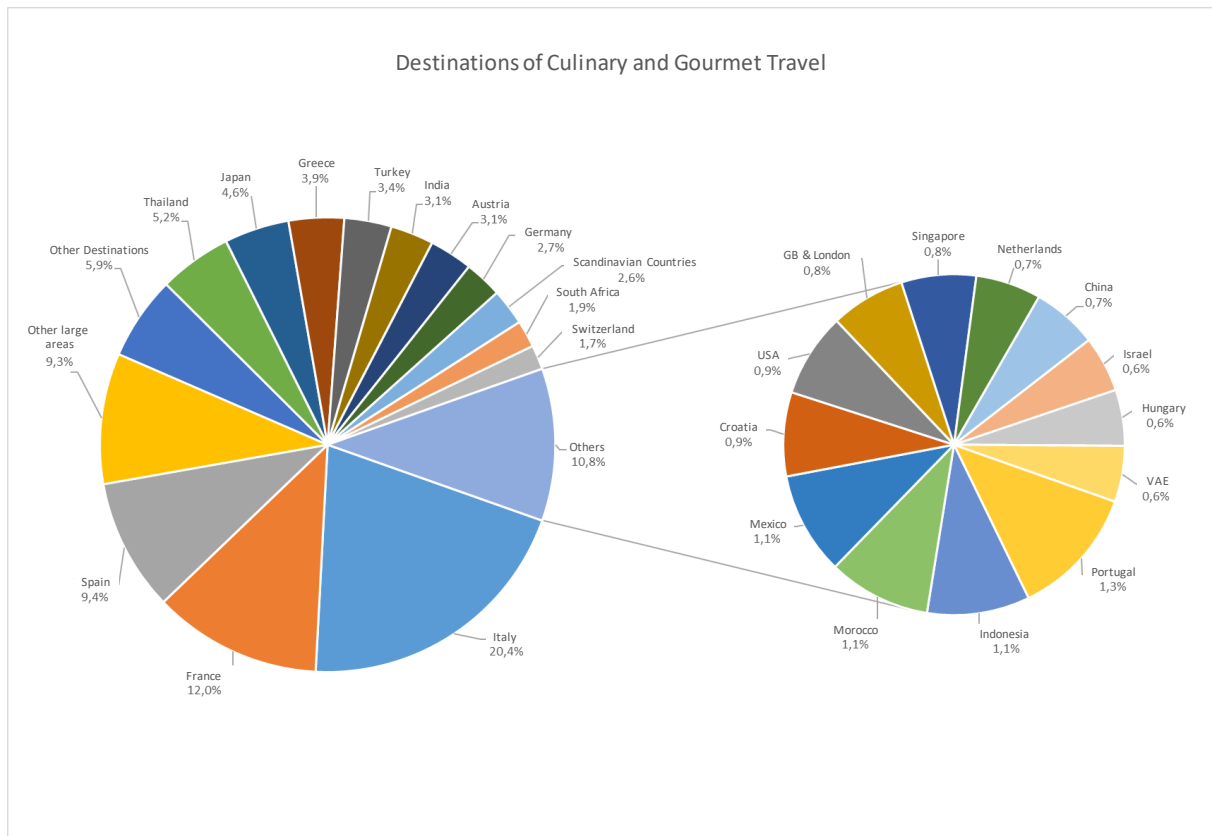


Figure 11: *Destinations of Culinary and Gourmet Travel*

Source: *Own representation based on own survey (n = 540 Responded, 1.043 Multiple answers; 2023)*

Under the category of **other large areas**, respondents indicate entire continents, such as Africa, America, Asia or rather imprecise regions such as exotic countries or the Orient. The latter indicates moods rather than geographical affiliation of the destination. A total of 41 regions with fewer than five mentions fall under **other destinations**.

The categories already mentioned are followed by **long-distance destinations**, above all Thailand (5.2% of entries: 4th place), Japan (4.6% of entries: 5th place), India (3.1% of entries: 8th place) and South Africa (1.9% of entries: 12th place). While for example Thailand and South Africa are also popular holiday destinations, in Japan and India the appeal of experiencing completely foreign cuisines and cultures could certainly play a role in the choice of destination

Other **European destinations** for culinary and pleasure trips are Greece (3.9% of mentions: 6th place; F.U.R. rank 5), Turkey (3.4% of mentions: 7th place; F.U.R. rank 3) and Austria (3.1% of mentions: 9th place; F.U.R. rank 4), which are also popular holiday destinations (F.U.R. 2023). Germany as a destination for domestic tourism follows in 12th place with 2.7% of the mentions, while Switzerland (1.7% of the mentions) only comes in 13th despite its long and exclusive tourism and hospitality tradition. Probably fueled by the “Nordic cuisine” culinary trend Scandinavian destinations achieved an impressive 11th place with 2.6% of the entries.

Although Croatia is an important holiday destination in the “**Other**” category (F.U.R. 6th place), it only comes in 18th place in the area of culinary and pleasure trips. When it comes to Great Britain, it is noticeable that almost only London can score points in the area of culinary and pleasure trips. The F.U.R. top 10 foreign destinations Netherlands (0.7% of mentions), Poland (0.4% of mentions) and Egypt (0.2% of mentions) only play a minor role when it comes to culinary and pleasure trips.

The survey shows that destinations for culinary and pleasure trips can differ significantly from the most popular German holiday destinations and therefore represent their own tourist segment. In addition to classic destinations that already signal an enjoyable attitude to life with catchy slogans such as “Dolce Vita” or “Life like God in France”, these include esp. “exotic” destinations that want to be explored culinary are among the favorites.

Sources:

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Engl, C. (2017). Destination Branding. Von der Geographie zur Bedeutung. Konstanz/München: UVK.

F.U.R. (2023): So verreist Deutschland. Erste Ergebnisse. URL. http://reiseanalyse.de/wp-content/uploads/2023/04/RA2023_Praesentation-EE.pdf. Abrufdatum: 16.10.2023.

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A sustainable use of machine learning algorithms in times of digital disruption

Prof. Dr. Marcus Becker

In his research, Professor Becker is particularly concerned with the question of how we can make human-machine interaction particularly sustainable in the future. In their famous 2011 essay “Race against the Machines,” Brynjolfsson and McAfee refer to algorithms based on machine learning as so-called “general purpose technologies” that are capable of augmenting human efficiency (as so-called “Leverage” function”). The authors call for digital disruption not to be seen as a “race against the machines”, but rather as a race that is run together *with* the machines. Human expert knowledge in combination with explainable AI models could also counteract the widely predicted shortage of skilled workers in the near future. To do this, Professor Becker uses innovative concepts that not only secure the specialist knowledge of human experts that has accumulated over decades and record it in digital form, but also expand and make it accessible for the exploration of new subject areas. This process will also be manifested using three of my current research papers

1. “Because they don’t know what they’re doing” – A right to explain black box algorithms in automated investment advice

This article examines the legal challenges in the application of machine learning algorithms in automated investment advice. With so-called “robo advisor” solutions based on black box algorithms, the question arises as to who can be held responsible for the actions of automated software programs in securities trading if the underlying algorithm's decision-making basis is opaque. The article highlights the current regulatory challenges and the difficulties in determining the functional relationship between influencing factors and predictions in black box algorithms.

2. Natural Language Processing in IT Ticketing Systems

This concept study focuses on implementing a Natural Language Processing system within a question-and-answer environment as it could be used for internal IT helpdesk ticketing operations. The study uses GPT algorithms, including GPT-2 and GPT-3, to develop an automated help desk agent for an IT consulting company. The input data comes from software license release requests. The model is improved through continuous assessment of user feedback, and unresolved tickets are routed to human IT specialists. GPT also comes to the conclusion that a simple restart of the computer is often the solution to a variety of IT problems.

3. Structure and development of Marketing-Theory

This work analyzes articles from five decades of management and marketing literature. To do this, Professor Becker processes keywords from articles published by the Academy of Marketing Science. For this purpose, an unsupervised learning algorithm is used, which is based on so-called “Latent Dirichlet Allocation” methods. Research topics are identified that are likely to be of great relevance within the marketing discipline today and in the near future. In particular, the role of marketing in the age of technology and sustainability will be examined.

Workshop Logistic 4.0 – Research cooperation with the Universidade Federal do Paraná in Brasilien

Prof. Dr. Dagmar Tomanek

The start of cooperation with the Brazilian “Universidade Federal do Paraná” (UFPR) is a strategic step towards expanding research cooperation with countries in Latin America. The UFPR, based in Curitiba, is the oldest university in the country with over 50,000 students and almost 2,500 professors. In November 2022, Prof. Dr. Dagmar Tomanek from ISM in Hamburg took part in a 5-day workshop on Logistics 4.0 organised by the UFPR in Curitiba. The workshop was attended by both students and interested local company representatives. Professor Tomanek gave a keynote speech at the event on the fundamentals of Industry 4.0, digital and sustainable logistics and change management for digitalisation projects. He also presented cases and best practices from Germany and networked with representatives from local industry. Curitiba is the capital of the state of Paraná and one of Brazil's most important industrial centres. The exchange was made particularly lively by a tour of the Volvo do Brasil warehouse and the intensive research discussions that went with it. As a result of the workshop, Professor Tomanek has been appointed as a designated member of the examination committee for a doctoral thesis on the topic of “Optimising spare parts inventory management at Volvo do Brasil”.



Figure 12: Prof. Dr. Dagmar Tomanek (centre) with representatives of the Universidade Federal do Paraná during a visit to the Volvo do Brasil warehouse in Curitiba

Source: Own picture

IV Bachelor and Master Theses

A total of **792** theses were successfully completed at the ISM locations in the reporting year 2023. 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 | 8 |
| | Master | 30 |
| Dortmund | Bachelor | 107 |
| | Master | 55 |
| Frankfurt | Bachelor | 64 |
| | Master | 73 |
| Hamburg | Bachelor | 70 |
| | Master | 68 |
| Cologne | Bachelor | 54 |
| | Master | 43 |
| Munich | Bachelor | 70 |
| | Master | 110 |
| Stuttgart | Bachelor | 23 |
| | Master | 17 |

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

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

| Bachelor Programs | Study Course | Amount |
|-------------------|-------------------------------------|------------|
| Berlin | B.Sc. International Management | 4 |
| | B.A. International Sport Management | 1 |
| | B.Sc. Psychology & Management | 3 |
| | | Σ 8 |

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

| Bachelor Programs | Study Course | Amount |
|-------------------|---|--------------|
| Dortmund | B.Sc. Business Administration | 9 |
| | B.A. Business Administration International Management | 8 |
| | B.A. Business Administration Sales & Brand Management | 2 |
| | B.Sc. Finance & Management | 5 |
| | B.A. Global Brand & Fashion Management | 13 |
| | B.Sc. International Management | 46 |
| | B.A. International Sport Management | 4 |
| | B.A. Marketing & Communications Management | 5 |
| | B.Sc. Psychology & Management | 6 |
| | B.A. Tourism & Event Management | 2 |
| | LL.B. Business Law | 5 |
| | | Σ 105 |

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

| Bachelor Programs | Study Course | Amount |
|-------------------|---|--------|
| Frankfurt | B.Sc. Business Administration | 2 |
| | B.A. Business Administration International Management | 3 |
| | B.A. Business Administration Logistik Management | 2 |
| | B.Sc. Finance & Management | 4 |
| | B.A. Global Brand & Fashion Management | 10 |
| | B.Sc. International Management | 26 |
| | B.A. Marketing & Communications Management | 6 |
| | B.Sc. Psychology & Management | 9 |
| | B.A. Tourism & Event Management | 1 |
| | LL.B. Business Law | 1 |
| | Σ 64 | |

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

| Bachelor Programs | Study Course | Amount |
|-------------------|---|-------------|
| Hamburg | B.A. Business Administration International Management | 1 |
| | B.A. Business Administration Logistik Management | 1 |
| | B.A. Business Administration Sales & Brand Management | 3 |
| | B.Sc. Finance & Management | 4 |
| | B.A. Global Brand & Fashion Management | 6 |
| | B.Sc. International Management | 39 |
| | B.A. International Sport Management | 2 |
| | B.A. Marketing & Communications Management | 3 |
| | B.Sc. Psychology & Management | 9 |
| | B.A. Tourism & Event Management | 1 |
| | LL.B. Business Law | 1 |
| | | Σ 70 |

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

| Bachelor Programs | Study Course | Amount |
|-------------------|---|--------|
| Cologne | B.A. Business Administration Communications and Marketing | 4 |
| | B.A. Business Administration Tourism & Event Management | 1 |
| | B.Sc. Business Administration International Management | 9 |
| | B.A. Business Administration Logistik Management | 1 |
| | B.Sc. Finance & Management | 2 |
| | B.A. Global Brand & Fashion Management | 9 |
| | B.Sc. International Management | 18 |
| | B.A. International Sport Management | 4 |
| | B.A. Marketing & Communications Management | 2 |
| | B.Sc. Psychology & Management | 1 |
| | B.A. Tourism & Event Management | 3 |
| | Σ 54 | |

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

| Bachelor Programs | Study Course | Amount |
|-------------------|---|-------------|
| Munich | B.Sc. Business Administration | 4 |
| | B.A. Business Administration Finance | 1 |
| | B.A. Business Administration International Management | 7 |
| | B.A. Global Brand & Fashion Management | 5 |
| | B.Sc. Finance & Management | 2 |
| | B.A. International Management | 1 |
| | B.Sc. International Management | 25 |
| | B.A. International Sport Management | 2 |
| | B.A. Marketing & Communications Management | 3 |
| | B.Sc. Psychology & Management | 13 |
| | B.A. Tourism & Event Management | 7 |
| | | Σ 70 |

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

| Bachelor Programs | Study Course | Amount |
|-------------------|--|-------------|
| Stuttgart | B.A. Global Brand & Fashion Management | 1 |
| | B.Sc. International Management | 11 |
| | B.Sc. Psychology & Management | 5 |
| | B.A. Tourism & Event Management | 6 |
| | | Σ 23 |

In total, **396** 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.Sc. Finance | 2 |
| | M.Sc. International Management | 2 |
| | M.A. Luxury, Fashion & Sales Management | 15 |
| | M.A. Strategic Marketing Management | 8 |
| | M.A. Sustainability & Business Transformation | 3 |
| | | Σ 30 |

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

| Master Programs | Study Course | Amount |
|-----------------|--|--------|
| Dortmund | M.Sc. Business Intelligence & Data Science | 6 |
| | M.Sc. Finance | 4 |
| | M.A. International Business | 1 |
| | M.Sc. International Logistics & Supply Chain Management | 1 |
| | M.Sc. International Management | 7 |
| | M.A. Management Strategic Marketing Management | 10 |
| | M.Sc. Organizational Psychology & Human Resources Management | 1 |
| | M.Sc. Psychology & Management | 5 |
| | M.A. Strategic Marketing Management | 2 |
| | MBA General Management | 5 |
| | M.A. Management Finance | 3 |
| | M.A. Management International Management | 6 |
| | M.A. Management Marketing, CRM & Vertrieb | 2 |
| | M.A. Management Psychology & Management | 1 |
| | M.A. Management Real Estate Management | 1 |
| | Σ 55 | |

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

| Master Programs | Study Course | Amount |
|-----------------|--|--------|
| Frankfurt | M.Sc. Finance | 12 |
| | M.A. International Business | 4 |
| | M.Sc. International Logistics & Supply Chain Management | 9 |
| | M.Sc. International Management | 19 |
| | M.Sc. Organizational Psychology & Human Resources Management | 6 |
| | M.A. Strategic Marketing Management | 5 |
| | M.A. Management Finance | 5 |
| | M.A. Management International Management | 6 |
| | M.A. Management Marketing, CRM & Vertrieb | 4 |
| | M.A. Management Psychology & Management | 1 |
| | M.A. Management Real Estate Management | 1 |
| | M.A. Management Supply Chain Management & Logistics | 1 |
| | Σ 73 | |

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

| Master Programs | Study Course | Amount |
|-----------------|--|--------|
| Hamburg | M.Sc. Business Intelligence & Data Science | 6 |
| | M.A. Human Resources Management & Digital Transformation | 6 |
| | M.Sc. International Logistics & Supply Chain Management | 8 |
| | M.Sc. International Management | 10 |
| | M.A. Luxury, Fashion & Sales Management | 4 |
| | M.Sc. Psychology & Management | 12 |
| | M.Sc. Real Estate Management | 5 |
| | M.A. Strategic Marketing Management | 2 |
| | M.A. Strategic Sports Management | 1 |
| | M.A. Management Finance | 3 |
| | M.A. Management International Management | 6 |
| | M.A. Management Marketing, CRM & Vertrieb | 1 |
| | M.A. Management Psychology & Management | 2 |
| | M.A. Management Real Estate Management | 1 |
| | M.A. Management Supply Chain Management & Logistics | 1 |
| | Σ 68 | |

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

| Master Programs | Study Course | Amount |
|-----------------|---|--------|
| Cologne | M.A. Digital Marketing | 1 |
| | M.A. Entrepreneurship | 2 |
| | M.Sc. International Logistics & Supply Chain Management | 1 |
| | M.Sc. International Management | 11 |
| | M.A. Luxury, Fashion & Sales Management | 8 |
| | M.Sc. Psychology & Management | 6 |
| | M.A. Management Finance | 5 |
| | M.A. Management International Management | 3 |
| | M.A. Management Marketing, CRM & Vertrieb | 3 |
| | M.A. Management Real Estate Management | 1 |
| | M.A. Management Supply Chain Management & Logistics | 2 |
| | Σ 43 | |

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

| Master Programs | Study Course | Amount |
|-----------------|---|--------------|
| Munich | M.Sc. Business Intelligence & Data Science | 13 |
| | M.Sc. Finance | 6 |
| | M.A. International Business | 4 |
| | M.Sc. International Management | 23 |
| | M.A. Luxury, Fashion & Sales Management | 9 |
| | M.Sc. Psychology & Management | 9 |
| | M.Sc. Real Estate Management | 11 |
| | M.A. Strategic Marketing Management | 21 |
| | MBA General Management | 3 |
| | M.A. Management Finance | 2 |
| | M.A. Management International Management | 3 |
| | M.A. Management Psychology & Management | 2 |
| | M.A. Management Real Estate Management | 1 |
| | M.A. Management Supply Chain Management & Logistics | 3 |
| | | Σ 110 |

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

| Master Programs | Study Course | Amount |
|-----------------|---|-------------|
| Stuttgart | M.Sc. International Management | 10 |
| | M.Sc. Psychology & Management | 2 |
| | M.A. Strategic Sports Management | 1 |
| | M.A. Management Finance | 1 |
| | M.A. Management International Management | 2 |
| | M.A. Management Marketing, CRM & Vertrieb | 1 |
| | | Σ 17 |

In total, **396** master's theses were successfully completed at all locations.

V Short Reports on Doctorates

In this chapter, the ongoing doctorates within the framework of the ISM's cooperation programmes with Strathclyde Business School in Glasgow, with Northumbria Business School in Newcastle, with Universitat Ramon Lull in Barcelona and with Bond University on the Gold Coast in Australia are inquired about. A selection of doctoral programmes conducted by ISM professors in individual cases with partner universities, such as Twente University Enschede, is also presented here. Since the international doctoral collaborations with British universities are conducted exclusively in English, the descriptions in the research report are written in English. The doctoral programmes are generally part-time doctoral projects.

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

The present research delves into the development of a new Decision Support System (DSS) aimed at strategic risk management for non-financial companies. The context for this investigation revolves around German retail and wholesale grocers, offering a real-world example of the system's application.

One of the key contributions of this study lies in the integration of financial ratios into the framework of Porters value chain based analysis. This integration serves to provide a holistic understanding of an organisation's financial performance within the context of its value chain components. As a result, decision-makers are empowered to comprehensively assess the health of their companies and make informed strategic choices in relation to prior defined risks. A benefit of the developed DSS is its systematic approach to risk management. By weaving financial ratios into the fabric of value chain-based risk assessment, the DSS establishes a standardised methodology for evaluating risks. This methodological precision not only enhances the accuracy of risk assessments but also equips decision-makers with the insights needed to effectively manage supply chain and market related risks.

Traditionally confined to financial domains, the application of financial ratios is significantly broadened through this research. The DSS exemplifies the relevance and utility of financial ratios in areas beyond finance such as strategic management, decision support systems and value chain analysis.

Prior studies have highlighted the limited incorporation of financial ratios into value chain-based risk management models. The developed DSS fills this void by providing a practical framework that places financial ratios at its core, thereby elevating the potency of value chain analysis and decision-making processes.

By leveraging financial ratios and value chain data, the DSS equips decision-makers with empirical evidence, fostering a decision-making process that is both grounded and effective. In an era where supply chain risk management assumes importance within a globalised and uncertain business environment,

the developed DSS adds value. By presenting a structured and analytical approach to risk assessment and mitigation within the supply chain, the DSS contributes significantly to enhancing risk management practices. Through the innovative integration of financial ratios and value chain analysis, the developed DSS offers a multifaceted tool for strategic risk management. Grounded in a real-world context of German retail and wholesale grocers, the DSS propels decision-makers towards comprehensive insights, informed choices, and effective risk mitigation strategies. This holistic and systematic approach holds the promise of reshaping risk management paradigms for non-financial companies across industries.

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

Thesis approach and main objectives

The question of the compatibility of sustainability and luxury is one of the most significant current issues in luxury research (Athwal et al., 2019; Kapferer & Michaut, 2015), to which no clear decision has been reached yet; of course, this is also a matter of interpretation, but the arguments along researchers and practitioners of the hospitality segment portray a rather pessimistic and not very future-oriented picture, compared to other luxury segments such as restaurants (Peng, 2020) and jewelry (Nash et al., 2016) that clearly show compatibility of sustainability and luxury.

Hence, the fundamental objective of this doctoral thesis is to clarify the question of the compatibility of luxury and sustainability. Here, we focus on the limitedly investigated luxury hospitality and service segment. In order to address this as comprehensively as possible, we aim to cover different perspectives, including the organizational perspective and the consumer perspective. We want to find out what both motivates and challenges the different parties and what potentials for improvement arise from this. In doing so, we aim not only to focus on a practice-oriented study, but also to provide theoretical contributions and incorporate theoretical explanatory mechanisms. Both qualitative and quantitative contributions are to be included, as the combination of methods allows for a variety of perspectives and drives the research, some of which is exploratory in nature, through different insights. As can be seen from the following figure, the thesis is to be divided into three different papers.

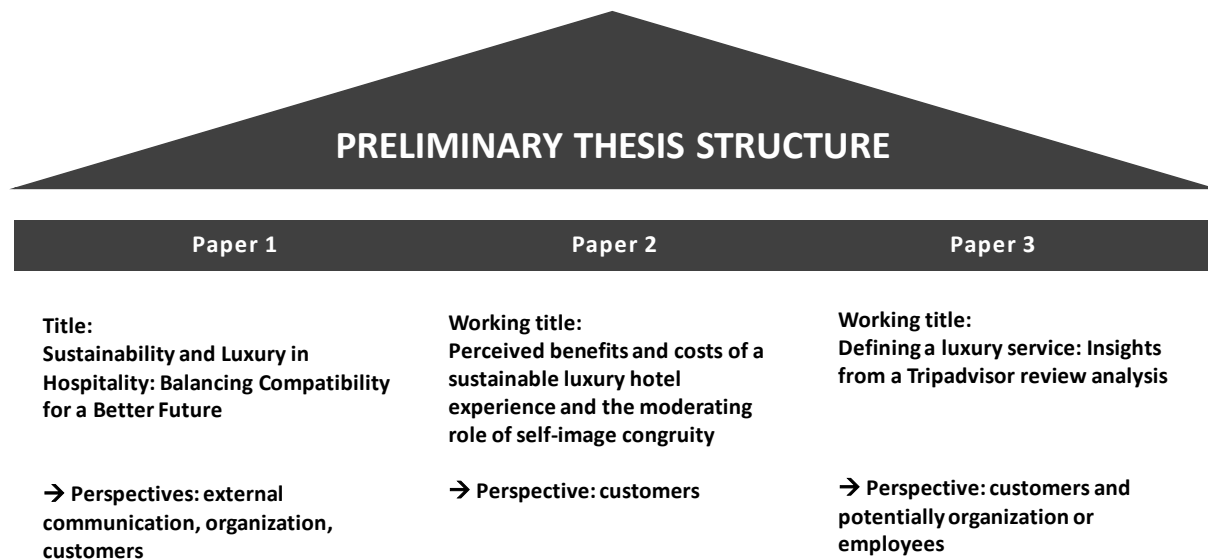


Figure 13: Preliminary thesis structure

Source: Own representation

Current state: the three papers

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

Paper 2 is intended to be a quantitative study measuring the intention to book a sustainable luxury service. The aim is to better understand the costs and benefits associated and how values, motives, and previous experiences of luxury consumers influence their booking motivation. We want to provide a theoretical explanation mechanism here, as this is mostly missing in literature on the compatibility

of luxury (hospitality) and sustainability (Amatulli et al., 2021). The exact model and delimitation of the sample are currently being decided.

Paper 3 is planned to be a continuation of paper 1, building in particular on the Tripadvisor analysis. The data collection in the first paper has produced a very extensive dataset, which is valuable and should therefore be used for a second paper in this thesis. We want to take a closer look at the content of the Tripadvisor reviews and search for patterns in the keywords; for this purpose, we plan to perform a sentiment analysis. For the first Tripadvisor analysis, we already examined large parts of the sample's reviews and were able to define main categories with the help of a dictionary; however, we have to dive into the analysis of these clusters in the next weeks. It has to be taken into account that the comments on sustainability are relatively limited, as we found through the first Tripadvisor analysis. Hence, this third paper would most likely be dedicated to a more general view on the luxury hospitality and service segment. Still, we aim to add a consideration of the sustainability contents and therefore further add to our thesis goal on providing insights on the compatibility of luxury and sustainability in hospitality. It has not yet been decided whether the Tripadvisor study should be enriched with a further, for example, qualitative study. However, if certain repetitive clusters emerge and we could thus define a luxury service, a qualitative survey among experts to "verify" these dimensions would certainly be helpful. Also, including Tripadvisor data from three-star hotels (non-luxury) in order to compare their review contents is currently being considered.

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|------------------------|--|
| Name: | Mijka Ghorbani |
| Topic: | Digital brand personality: sources, dimensions, and consequences |
| University: | Strathclyde Business School |
| Supervisor: | Dr. Andrea Tonner, Dr. Eleni Tsougkou |
| ISM-Supervisor: | Prof. Dr. Arne Westermann |
| Start: | March 2020 |

Abstract

The doctoral research aims to explore sources, dimensions, and consequences of consumers' brand personality perceptions across different digital contexts. It has long been established in consumer psychology and marketing research that consumers humanise brands and build relationships with them that are similar to interpersonal relationships (Bagozzi *et al.*, 2021). Brand personality theory contends that brands like humans may have personalities, which distinguish them from one another, and which are manifested in individual patterns of behaviour (Aaker, 1997). Generally, consumers infer brand personality traits from a brand's perceived behaviour (Blackston, 1993; Fournier, 1998) and their own experiences and interactions with brands (Johar *et al.*, 2005; Brakus *et al.*, 2009; Maehle & Supphellen, 2011). However, there is a lack of understanding of how brand personalities are constructed in exclusively online spaces, where images are inferred from new types of sources and senders across digital platforms (Borges-Tiago *et al.*, 2019).

Today's hyperconnected world (Swaminathan *et al.*, 2020) is characterised by new forms of online brand experiences (Bleier *et al.*, 2019; Jiménez Barreto *et al.*, 2019), an increasing number of digital touchpoints, and the integration of technologies in consumers' everyday life, which altogether may affect how consumers humanise or personify brands (MacInnis/Folkes 2017). Up to now, however, only a few studies have investigated how brand personality perceptions are constructed through digital interactions, such as social media communications (Walsh *et al.*, 2013; Garanti & Kissi, 2019; Machado *et al.*, 2019), advertising experiences with extended reality technologies (van Kerrebroeck *et al.*, 2017; De Gauquier *et al.*, 2018), or interactions with anthropomorphised brand agents, such as chatbots or smart objects (Wu *et al.*, 2017; Youn & Jin, 2021). Moreover, recent studies applied quantitative analyses to digital content produced by brands, employees, or consumers to extract and compare the projected brand personalities (Ranfagni *et al.*, 2016; Paschen *et al.*, 2017; Hu *et al.*, 2019; Yun *et al.*, 2019; Borges-Tiago *et al.*, 2021). This illustrates how brand meanings and subsequently brand personality become increasingly co-created across digital brandscapes (Shao *et al.*, 2015; Rosenthal & Brito, 2017). Collectively, these developments pose significant challenges for marketers to monitor and manage brand personality across digital channels (Lara-Rodríguez *et al.*, 2019), which can be brand-owned or non-brand owned (Baxendale *et al.*, 2015; Lemon & Verhoef, 2016).

Aim and Objectives

The aim of this research is to explore the sources, dimensions/variations, and consequences of digital brand personality across digital contexts (i.e., touchpoints and platforms). This thesis draws on assemblage theory (DeLanda, 2016) to conceptualise the notion of digital brand personality, i.e., the human personality traits that consumers ascribe to brands through digital consumer-brand interactions, which

is a two-fold construct made up of projections (by brands and consumers) and perceptions. Moreover, this thesis seeks to understand role of the digital contexts hosting/mediating these consumer-brand interactions. Assemblage theory offers a means to understand the more nuanced relationships between consumers, brands, and digital platforms/touchpoints. The following research questions guide the research:

1. How are brand personality perceptions inferred from different sources and senders in digital contexts?
2. How and why may digital brand personality perceptions vary across digital contexts?
3. What brand personality attributes are most influential in different digital contexts?

Problem Description and Literature Review

To synthesise extant literature on consumers' brand personality perceptions in a digital world, a framework-based systematic literature review has been conducted (Snyder, 2019; Paul *et al.*, 2021; Ghorbani *et al.*, 2022). The SPAR-4-SLR protocol (Paul *et al.*, 2021) was adopted to identify a final set of 107 peer-reviewed journal articles published between 2005 to 2021. Following the Theory-Context-Characteristics-Methodology-Framework (Paul & Rosado-Serrano, 2019), the review identified the main theoretical groundings of digital brand personality research (theory); revealed inconsistencies and knowledge gaps regarding dimensions, antecedents, and consequences of digital brand personality (characteristics); identified numerous digital touchpoints and new technologies that remain under-explored (context); and suggested diverse methodological approaches (methodology) to further advance the study of consumers' digital brand personality perceptions. Most importantly, the review further highlighted the need for research on the sources (antecedents) of digital brand personality perceptions and a lack of studies using multiple digital touchpoints.

The planned doctoral research adopts a pragmatic worldview to study digital brand personality with a sequential exploratory mixed methods approach (Morgan, 2007, 2014; Creswell & Creswell, 2018; Simpson, 2018). In the first phase, a multi-method qualitative study currently explores brand personality perceptions across a variety of brand-owned and non-brand-owned touchpoints. This qualitative study employed, first, a multi-site, non-participative netnography (Kozinets, 2002, 2020) to explore brand personality traits that consumers ascribe to brands at different non-brand-owned touchpoints through diverse social media contents (e. g., textual, visual, para-textual). Second, semi-structured in-depth interviews using visual techniques (Belk *et al.*, 2013; Bell *et al.*, 2019) are conducted to investigate how consumers perceive and experience brands as persons or as relationship partners in additional digital settings, where particular attention is given to brand-owned touchpoints (e. g., websites, apps, chatbots). The thematic qualitative analysis aims to integrate the findings of netnography and interviews to map out brand personality dimensions and sources of inference-making across digital touchpoints. The second stage of the PhD research comprises an explanatory-quantitative study, presumably a series of online experiments, to test the variations of brand personality perceptions across digital contexts and to measure their effect on consumer responses.

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

Abstract

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

The proposed research builds on the background of entrepreneurial strategic perspective and focuses on entrepreneurial process literature. Though, the entrepreneurial process has been studied by many scholars, and different research streams evolved, only a few have demonstrated a relevant understanding of using technology and especially Artificial Intelligence in the entrepreneurial process. To meet the research objective, this research is built upon an interpretivism-grounded theory approach as a methodology. In particular, the Gioia Method is proposed as an overarching method to deduce concepts and themes. The sample will consist of founders of startups in the seed to growth stage. By using semi-structured interviews which are adapted and repeated after six months, qualitative rigor is expected.

Problem Description and Literature Review

Literature on digital entrepreneurship has proven that entrepreneurship and technology are becoming closely interlinked and that entrepreneurs use digital technology within their entrepreneurial process to shape their business. However, it is still indistinct how AI is influencing the EP as there is only limited research in that area. Research demonstrates a profound understanding of technology within business and management research in general (McAdam et al., 2017, Liu and Barrar, 2008, Teece et al., 1997, Davenport, 2016, Vermeulen, 2017, Helfat and Raubitschek, 2018). However, the specifics of individual technology areas are dismissed. Most research considers technology as one field and dismisses the diversity and different fields of the complex technology environment. Reim et al. (2020) developed a model for AI implementation in an organization, however, this model is generic and not specified for the field of entrepreneurship. Initial studies in the field of entrepreneurship have been made by Weber et al. (2021) who set a basic understanding of business models in the context of AI in entrepreneurship as well as Chalmers et al. (2020) focusing on the implications of AI on the EP. However, they also outline

the need to deeper understand the structure and process of a venture as this is an essential aspect for AI technologies to perform in the business environment. Hence, it is important to analyze, if there is relevant literature on the verge of AI and EP and how it could be progressed.

AI in entrepreneurship practice has gained more attention as entrepreneurs realized the high potential of AI technologies that can disrupt existing industries by creating e. g. efficiency and growth potential. However, in EP literature, technology and AI are still at the beginning of development. Nambisan (2017) outlines that technology can create opportunities for entrepreneurs and the EP. Studies in the field of entrepreneurship focus on technology but not solely on AI (May et al., 2020, von Briel et al., 2018). The first step in developing the theory of AI in the EP has been made by Schiavone et al. (2022). They conducted an explorative case study research relying on secondary firm data on four ventures in the early stage. Their findings demonstrate that ventures can improve their EP in the prospecting phase (e. g. uncertainty understanding and future outlook (Cockburn et al., 2018)), the production phase, the later development phase (e. g. process definition and business model creation (Lee et al., 2019, Brem et al., 2021)) as well as during exploitation (e. g. automation of sales (Chalmers et al., 2020)). However, the findings are very limited to a small number of cases and use pre-existing model structures to analyze their data. The literature review demonstrates that AI bears high potential to the EP which needs a new approach to understanding the EP without limiting the research to existing theory right from the beginning. AI ventures have a specific organizational and mental model. They take different routes and assumptions and create new industries. Sometimes they uniquely challenge existing industries as well.

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VI Outlook 2024

The major third-party funded project EXIST Potentials at the Entrepreneurship Institute @ ISM will be completed in autumn 2024. A follow-up project is currently being applied for. These successes motivate us to further intensify the acquisition of third-party funding in the ISM institutes and departments. The demand for international doctoral opportunities increased in the reporting year, which means that a further expansion of international doctoral collaborations is planned from 2024.

The consolidation of the ISM institutes founded in recent years was continued and established in the reporting year. The permanent expansion of the research infrastructure will continue in the coming year. As a result, the challenges in research, such as further third-party funding in alliances between science and practice as well as the new opportunities for universities of applied science with the right to award doctorates, can be well accepted. With these measures, practical research with networks of companies and research institutions can also be applied and transformed into teaching in 2024.

VII Research-Relevant Achievements of ISM Professors

a Research Profiles

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

**Prof. Dr. Bamberger,
Burkhard**



Role in addition to the professorship:

Course Director M.Sc. Finance

Research Focuses:

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

**Prof. Dr. Becker,
Marcus**



Role in addition to the professorship:

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

Research Focuses:

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

**Prof. Dr. Behringer,
Nicole**



Role in addition to the professorship:

Distance Learning Programme M.Sc. Media and Communication Psychology

Research Focuses:

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

**Prof. Dr. Beyerhaus,
Christiane**



Role in addition to the professorship:

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

Research Focuses:

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

**Prof. Dr. Bender,
Frauke**



Research Focuses:

Intercultural Management, Diversity and Inclusion

**Prof. Dr. Böckenholt,
Ingo**



Role in addition to the professorship:

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

Research Focuses:

Controlling, Logistik and Supply Chain Management

**Dr. Böckling,
Florian**



Research Focuses:

Business Administration and Entrepreneurship

**Prof. Dr. Bolin,
Manfred**



Role in addition to the professorship:

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

Research Focuses:

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

**Prof. Dr. Brandt,
Jens**



Role in addition to the professorship:

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

Research Focuses:

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

**Dr. Breitzkreuz,
Robert**



Research Focuses:
Corporate Finance & Financial Reporting

**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. Büsch,
Mario**



Research Focuses:
Strategic Purchasing, Product Group Strategies, Supply Chain Management, Supply Chain Segmentation, Transformation of Organizational Units

**Prof. Dr. Dippon,
Peter**



Research Focuses:

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

**Prof. Dr. Engelmann,
Tanja**



Role in addition to the professorship:

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

Research Focuses:

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

**Prof. Dr. Fabisch,
Nicole**



Research Focuses:

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

**Prof. Dr. Feldmann,
Christoph**



Research Focuses:

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

**Prof. Dr. Finken,
Silke**



Role in addition to the professorship:

Head of MBA General Management

Research Focuses:

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

**Prof. Dr. Förster,
Heinrich**



Research Focuses:

Company Valuation, Asset Valuation, Capital Market Theory, Empirical Capital Market Research, Corporate Finance

**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, Sustainability Management, Customer Relationship Management

**Prof. Dr. Friedrich,
Silke**



Research Focuses:

Economics, Political Economy, Foreign Economics, Corporate Social Responsibility

**Prof. Dr. Friesendorf,
Cordelia**



Research Focuses:

Financial Management, Economics, International Management, Strategic Management, Capital Markets

**Prof. Dr. Gericke,
Jens**



Research Focuses:

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

**Prof. Dr. Gran,
Andreas**



Research Focuses:

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

**Prof. Dr. Groher,
Erich**



Research Focuses:

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

**Prof. Dr. Haberstock,
Philipp**



Role in addition to the professorship:

Deputy Head of Department Strategy, Finance & Innovation

Research Focuses:

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

**Prof. Dr. Hailer,
Johanna**



Research Focuses:

Marketing and Communication

**Prof. Dr. Hammes,
Mike**



Research Focuses:

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

**Hartmann,
Kim**



Research Focuses:

Tourism, Tourism Marketing, Marketing & Communications, Branding, Consumer Behavior

**Prof. Dr. Heckel,
Doris**



Research Focuses:

General Business Administration

**Prof. Dr. Helferich,
Andreas**



Research Focuses:

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

**Prof. Dr. Hodeck,
Alexander**



Research Focuses:

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

**Prof. Dr. Hoffmann,
Anke**



Research Focuses:

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

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



Research Focuses:

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

**Prof. Dr. Horn,
Carmen**



Research Focuses:

Digital Marketing, Brand Management, Customer Experience, Consumer Behavior, Luxury and Fashion Management

**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. Joisten,
Nicole**



Research Focuses:

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

**Prof. Dr. Jungmann,
Franziska**



Research Focuses:

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

**Prof. Dr. Kamran,
Qeis**



Role in addition to the professorship:

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

Research Focuses:

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

**Prof. Dr. Kattenbach,
Ralph**



Role in addition to the professorship:

Distance Learning Course Management B.Sc. Business Psychology

Research Focuses:

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

**Prof. Dr. Kaul,
Helge**



Research Focuses:

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

**Prof. Dr. Kleinjohann,
Michael**



Role in addition to the professorship:

Course Director B.A. Marketing & Communications Management

Research Focuses:

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

**Prof. Dr. Knappstein,
Michael**



Role in addition to the professorship:

Academic Director of the Kienbaum Institute @ ISM

Research Focuses:

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

**Prof. Dr. Koursovitis,
Antonios**



Role in addition to the professorship:

Campus Management ISM Berlin

Research Focuses:

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

**Prof. Dr. Kutsch,
Horst**



Role in addition to the professorship:

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

Research Focuses:

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

**Prof. Dr. Lauterbach,
Rainer**



Research Focuses:

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

**Prof. Dr. Levasier,
Maximilian**



Role in addition to the professorship:

Course Director B.Sc. Finance & Management

Research Focuses:

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

**Prof. Dr. Lichtenthaler,
Ulrich**



Role in addition to the professorship:
Head of Entrepreneurship Institute @ ISM

Research Focuses:
Entrepreneurship, Digitization and Innovation, Management,
Corporate Development and Strategy

**Prof. Dr. Lietz,
Gerrit**



Role in addition to the professorship:
Distance learning course management B.Sc. financial management

Research Focuses:
Financial Reporting, Corporate Tax Planning, Mergers & Acquisitions, Compliance, Corporate Governance

**Prof. Dr. Lütke Entrup,
Matthias**



Role in addition to the professorship:
Course Director M.A. Management (part-time)

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

**Prof. Dr. Marten,
Eckhard**



Research Focuses:
Corporate Communication, Public Relations, Internal Communication, Global Communications, Investor Relations

**Prof. Dr. Mausz,
Irmgard**



Research Focuses:
Business Psychology

**Prof. Dr. Mehn,
Audrey**



Role in addition to the professorship:

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

Research Focuses:

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

**Prof. Dr. Meitner,
Matthias**



Research Focuses:

Finance, Accounting

**Prof. Dr. Merkwitz,
Ricarda**



Research Focuses:

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

**Prof. Dr. Michel,
Alex**



Research Focuses:

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

**Prof. Dr. Moring,
Andreas**



Role in addition to the professorship:

Campus management ISM Hamburg

Research Focuses:

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

**Prof. Dr. Moskaliuk,
Johannes**



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

Research Focuses:

Learning and Knowledge Constructions in the Social Web, Digitization, Organizational Learning and Knowledge Management, Applied Cognitive Psychology, Virtual Training and Coaching

**Prof. Dr. Moss,
Christoph**



Research Focuses:

Newsroom-Organisation, Sprache, Social Media, Content Marketing, Online Marketing

**Prof. Dr. Mühlbäck,
Klaus**



Role in addition to the professorship:

Course Director B.A. International Sports Management

Research Focuses:

Strategic Marketing Management, Sports Management, International Marketing, Brand Management, International Management

**Prof. Dr. Nagel,
Niels**



Research Focuses:

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

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



Research Focuses:

Organisational Development and Management

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

**Prof. Dr. Ohlwein,
Martin**



Research Focuses:

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

**Prof. Dr. Pauen,
Werner**



Role in addition to the professorship:

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

Research Focuses:

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

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



Research Focuses:

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

**Prof. Dr. Quitt,
Anna**



Role in addition to the professorship:

Institute Director SCM @ ISM,
Deputy Director Institute for Business Innovation & Evolution @ ISM
Deputy Director International Management, Logistics & Operations Department,
Course Director M.Sc. International Management,
M.Sc. International Logistics & Supply Chain Management

Research Focuses:

Purchasing & Supply Management, Supply Chain Management, Digital Transformation, Strategic Development, Organizational Change

**Prof. Dr. Rathgeber,
Philipp**



Research Focuses:

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

**Prof. Dr. Rathnow,
Peter**



Role in addition to the professorship:

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

Research Focuses:

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

**Dr. Rehklau,
Tanja**



Research Focuses:

Tourismus- und Eventmanagement

**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. Rose,
Nico**



Research Focuses:

Business Psychology, Positive Psychology in Organizations, Leadership and Motivation, Recruiting & Employer Branding, New Forms of Work (Self-organization & Co.)

**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

**Dr.-Ing. Schlömer,
Natascha**



Research Focuses:
Real Estate Management

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



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

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



Research Focuses:
Leadership, Empowerment, Communication and Conflict,
Organizational Psychology, Social Psychology

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



Role in addition to the professorship:
Course Director B.Sc. Finance & Management (English Trail)

Research Focuses:
Corporate Finance, Corporate Valuation, Mergers & Acquisitions,
Financial Markets, Sustainability in Finance

**Prof. Dr. Schröder,
Jörg**



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

**Prof. Dr. Schubert,
Hermann**



Research Focuses:

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

**Prof. Dr. Schulke,
Arne**



Research Focuses:

Finance and Logistics

Institute for Leadership and Transformation, Seminar management

**Prof. Dr. Schüttners,
Joachim**



Research Focuses:

Law, Commercial Law

**Prof. Dr. Siegl,
Thomas**



Research Focuses:

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

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



Research Focuses:

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

**Prof. Dr. Simon,
Marcus**



Role in addition to the professorship:

Distance Course Management B.A. Marketing & Communication

Research Focuses:

Public Relations, Marketing and Communications, Content marketing, Corporate Communications, Social Media

**Prof. Dr. Spieß,
Brigitte**



Role in addition to the professorship:

Head of Institute for Sustainable Transformation @ ISM,
Course Director M.A. Sustainability & Business Transformation

Research Focuses:

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

**Prof. Dr. Steinberg,
Daniel**



Research Focuses:

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

**Prof. Dr. Störkel,
Marcus**



Research Focuses:

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

**Prof. Dr. Tata,
Fidelio**



Research Focuses:

Financial Markets, Corporate Finance

**Dr. Thiemann,
Daniel**



Role in addition to the professorship:

Course Director M.Sc. Psychology & Management

Research Focuses:

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

**Prof. Dr. Tiemann,
Veith**



Role in addition to the professorship:

Course Director B.Sc. Information Systems

Research Focuses:

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

**Prof. Dr.-Ing. Töllner,
Martin**



Role in addition to the professorship:

Course Director B.Sc. Real Estate Management

Research Focuses:

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

**Prof. Dr. Tomanek,
Dagmar**



Role in addition to the professorship:

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

Research Focuses:

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

**Prof. Dr. Trams,
Kai**



Role in addition to the professorship:

Course Director LL.B. Business Law

Research Focuses:

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

**Prof. Dr. Unsöld,
Christian**



Research Focuses:
Organisational Development and Management

**Prof. Dr. Vastag,
Alex**



Research Focuses:
Distribution Logistics, Urban Logistics, Electric Mobility, Artificial Intelligence in Logistics, IT in Logistics

**Prof. Dr. Verhofen,
Verena**



Research Focuses:
International Financial Reporting, Group Accounting, Taxes, Corporate Governance, Financing

**Dr. Vogler,
Oliver**



Research Focuses:
Brand Management

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



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

**Prof. Dr. Walter,
Götz**



Role in addition to the professorship:

Head of Department Psychology & Management,
Course Director M.Sc. Psychology & Management

Research Focuses:

Consumer Psychology, Change Management, New Work,
Energy Industry Issues, Market & Advertising Psychology

**Prof. Dr. Weber,
Ulrike**



Research Focuses:

Coaching & Mentoring, Change Management, International
Human Resources & Organization, Leadership, Learning & Development

**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

**Dr. Widenhorn,
Andreas**



Research Focuses:

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

**Prof. Dr. Wünsche,
Sebastian**



Research Focuses:

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

**Prof. Dr. Wyrwa,
Sven**



Role in addition to the professorship:

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

Research Focuses:

International Accounting, Mergers, Compliance and Corporate Governance

**Prof. Dr. Zeppenfeld,
Meiko**



Research Focuses:

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

**Prof. Dr. Zimmermann,
Timo**



Research Focuses:

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

Research Assistants

**Fastenroth,
Lukas**



Role:

Research Assistant Kienbaum Institut @ ISM

Research Focuses:

Digital Fluency, Leadership, especially Digital and Ambidextre, Organizational Psychology, especially Work 4.0 and Ambidexterity, Test and Questionnaire Development

**Fronapfel,
Felix**



Role:

Research Assistant Entrepreneurship Institute @ ISM

Research Focuses:

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

**Firmont,
Marlen**



Role :

Research Assistant Entrepreneurship Institute @ ISM

Research Focuses:

Decision Making, Venture Capital, Corporate Governance and Entrepreneurship

**Küter,
Ann-Christin**



Role:

Research Assistant

Research Focuses:

New Work Cultures, Sustainable Leadership, Stakeholder Management

**Nittke,
Robinson**



Role:

Research Assistant Research and PhD

Research Focuses:

Third-Party Funded Projects, Politics, Robotics, Communication, Project Management and Business Model Development

**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.

Becker, M.: Transparency AI. Projektzeitraum: 01.11.2020 - 01.11.2023.

Engelmann, T.: Diverse empirische Evaluationsstudien in Kooperation mit der Westermann Gruppe.
Projektzeitraum: 01.09.2016 - 31.12.2030.

Engelmann, T.: Einflussfaktoren des energiesparenden Verhaltens. Projektzeitraum: 12.09.2022 - 31.12.2023.

Hodeck, A.: Nachhaltiger Sporttourismus in Forschung und Lehre (NaSpoTo). Projektzeitraum: 01.01.2022 - 31.12.2023.

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

Jungmann, F.: Mein perfektes Studium?! Projektzeitraum: 01.04.2023 - 01.04.2024.

Lichtenthaler, U.: EXIST Potentiale EaaS Entrepreneurship as a Service. Projektzeitraum: 01.10.2020 - 30.09.2024.

Levasier, M.: Acquirepad. Projektzeitraum: 01.10.2022 - 30.09.2023.

Schmitt, M.; Wyrwa, S.: ETF & M&A. Projektzeitraum: 01.11.2022 - 30.12.2023.

Spieß, B.: Kompetenzprofile für die nachhaltige Transformation im Mittelstand. Projektzeitraum: 04.09.2023 - 02.08.2024.

Tintelnot, C.: Corporate Strategy & Integrated Leadership. Projektzeitraum: 01.04.2023 - 31.12.2025.

Tintelnot, C.: Front end of M&A-Projects: How to approach Target Companies successfully? Projektzeitraum: 01.12.2019 - 31.12.2027.

Wyrwa, S.: Compliance mit IFRS als Gegenstand der empirischen Rechnungslegungsforschung. Projektzeitraum: 17.05.2010 - 31.12.2026.

Wyrwa, S.: M&A and Financial Information Intermediation. Projektzeitraum: 01.01.2019 - 31.12.2025.

Wyrwa, S.: Bilanzpolitische Abbildung von Leasingverhältnissen nach HGB versus IFRS - Gestaltungsoptionen bei der Leasingnehmerin. Projektzeitraum: 01.02.2023 - 30.09.2023.

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

Beyerhaus, C.: LVMH/Acqua di Parma: Entwicklung eines 360 Grad online PR Ansatzes. Projektzeitraum: 11.04.2023 - 08.06.2023.

Fabisch, N.: Ausbildungskandidat*innen als Kund*innen: Erwartungen und Erfahrungen in der Einzel- und Gruppenausbildungssupervision unter besonderer Berücksichtigung der customer experience und der critical incidents. Ein Mixed-Methods-Design. Projektzeitraum: 01.08.2022 - 13.05.2023.

Fabisch, N.: Bildungs- und Dienstleistungsforschung in Kooperation mit dem Deutschen Verband für Verhaltenstherapie (DVT). Projektzeitraum: 01.06.2021 - 23.12.2022.

Moring, A.: Data Analytics in Real Estate and Construction. Projektzeitraum: 01.02.2022 - 30.09.2022.

Rommel, K.: A-DRZ: Zivile Sicherheit – Innovationslabore/Kompetenzzentren für Robotersysteme in menschenfeindlichen Umgebungen. Projektzeitraum: 01.10.2018 - 30.09.2022.

Schmidt-Netzel, J.: Dark triad und leader gender – An experimental study in diverse countries. Projektzeitraum: 11.01.2021 - 31.01.2023.

Westermann, A.: Beratung beim Aufbau des deutschen Rettungsrobotik-Zentrums (A-DRZ). Projektzeitraum: 01.11.2018 - 31.10.2022.

d Current Publication List

The publications of the ISM professors refer to the period from 01.09.2022 bis 31.08.2023. The list of publications is sorted alphabetically by author name and includes contributions to journals, monographs and editorships of collective works, contributions to collective works and conference proceedings as well as other publications, e. g. blog entries.

Journal Articles

Asbeck, A.; Saiper, P.; Thiemann, D. (2023): Teamentwicklungsmaßnahmen im virtuellen Raum. Eine Studie ermittelt ihre Stärken und Schwächen. In: Zeitschrift Führung und Organisation, 2023 (1), 16-21.

Bamberger, B.; Körber, B. (2023): Migrating Monoliths to Microservices. In: Journal of Automation, Mobile Robotics and Intelligent Systems, 16 (1), 72-82.

Bätz, K.; Siegfried, P. (2022): From canvas to platform. In: Ekonomski vjesnik, 35 (2), 441-452.

Brandt, J.; Kallus, K. W. (2023): Messung von Stress im Studium. In: Diagnostica, 69 (3), 111-120.

Decius, J.; Knapstein, M.; Klug, K. (2023): Which way of learning benefits your career? The role of different forms of work-related learning for different types of perceived employability. In: European Journal of Work and Organizational Psychology, 2023, 1-16.

Dippon, P.; Helferich, A. (2023): Sharing the documentary heritage of humanity: disparities in distribution. In: International Journal of Heritage Studies, 2023, 1-22.

Dwivedi, Y. K.; Kshetri, N.; Hughes, L.; Rana, N. P.; Baabdullah, A. M.; Kar, A. K. et al. (2023): Exploring the Darkverse: A Multi-Perspective Analysis of the Negative Societal Impacts of the Metaverse. In: Information systems frontiers : a journal of research and innovation, 2023, 1-44.

- Fahling, E.; Funfgeld, C.; Kelm, R.** (2023): An Empirical Analysis of Private Equity, Listed Private Equity and Public Equity. In: *International Journal of Financial Research*, 14 (2), 52.
- Finken, S.; Rusp, K.** (2022): Was Banken von Biotechs lernen können. In: *Die Bank*, 2022 (4), 58-65.
- Finken, S.; Rusp, K.** (2023): Optimising the customer experience: Lessons for banks from tech giants. In: *Journal of Digital Banking*, Henry Stewart Publications, 8 (1), 13-29.
- Fontanari, M.; Traskevich, A.** (2023): Smart-Solutions for Handling Overtourism and Developing Destination Resilience for the Post-Covid-19 Era. In: *Tourism Planning & Development*, 20 (1), 86-107.
- Gottlieb, K.; Siegfried, P.; Jockel, O.** (2023): Einbindung der Mitarbeiter der Organisation in die Umsetzung des Umwelt- und Klimaschutzkonzeptes. In: *BENEFICIUM*, 47 (2), 89-99.
- Gran, A.** (2023): Förderung der Jugend durch Rechtsbildung. In: *Recht der Jugend und des Bildungswesens*, 71 (1), 4-12.
- Gran, A.** (2022): Fehlende Bürgernähe des Bürgerlichen Gesetzbuches. Ergebnisse einer empirischen Untersuchung zu Rechtskenntnissen in der Bevölkerung. In: *Monatschrift für Deutsches Recht (MDR); Zeitschrift für Zivil- und Zivilverfahrensrecht*, 76 (24), 1521-1527.
- Gran, A.** (2022): Gestärkte Demokratie durch Rechtskompetenz. Ein Plädoyer für juristische Breitenbildung. In: *INDES : Zeitschrift für Politik und Gesellschaft*, 2022 (3-4), 217-226.
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- Goetjes, D.; Lütke Entrup, M.** (2023): Die Logistik macht's. Farbe und Lack (<https://www.farbeundlack.de/artikel/2023/03/die-logistik-machts>). Abgerufen am 20.03.2023.
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- Siegfried, P.** (2023): Digitalization Concepts – Case Studies. AI-Artificial Intelligence, ChatGPT, Urban Manufacturing, Space Tourism, Self-Service-Checkouts, Omnichannel, Hyperpersonalization, Social-Media. Norderstedt: Books on Demand.
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- Terstiege, M.** (2023): Diversität in Marketing & Sales. Best Practices von Agenturen, Beratungen und Unternehmen (1 ed.). Wiesbaden: Springer Fachmedien.

e Conference and Meeting Presentations

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

- Brickau, R. A.** (2023): Vertrauensmanagement in Krisenzeiten. Erzbistum Paderborn. Sozialwissenschaftlicher Arbeitskreis. (Frühjahrtagung 2023 des Sozialwissenschaftlichen Arbeitskreises der Kommende Dortmund im haus Immaculata Paderborn, 25.04.2023).
- Hodeck, A.** (2023-2023): Luxury Sports Tourism. An empyrical Analysis of Consumers. Berlin. (9th IRN-IST Conference in Berlin, 05.06.2023-07.06.2023).
- Hodeck, A.; Nagel, N.; Zimmermann, T.; Mühlbäck, K.** (2023-2023): Health and sport in tourism. Drivers of growth and development? Berlin. (9th IRNIST Conference Berlin, 05.06.2023-07.06.2023).
- Hodeck, A.; Nagel, N.; Zimmermann, T.; Mühlbäck, K.** (2023): The future of ESport Events. Berlin : International Research Network in Sport Tourism. (9th IRNIST Conference Sport Tourism Development: Local to Global Perspectives, 05-07.06.2023).

- Lichtenthaler, U.** (2023): Nachhaltigkeit und Digitalisierung: Herausforderungen und Chancen. Köln : HGK Logistics and Intermodal. (Logistik Dialog Rheinland, 21.03.2023).
- Lichtenthaler, U.** (2023): The Green Grass Strategy for Sustainability and Innovation. Köln : International School of Management gGmbH. (ISM Broaden Your Horizon, 27.03.2023).
- Lichtenthaler, U.** (2023): Die Green Grass Strategy für Nachhaltigkeit und Innovation. (Startplatz Sustainability Summit, 04.04.2023).
- Lichtenthaler, U.** (2023): Die Green Grass Strategy für Nachhaltigkeit und Innovation. Köln. (MUNA+ Online Series, 18.07.2023).
- Perret, J. K.** (2023): Consumer Behavior in the Second Hand Luxury Market. Timisoara, Romania : Faculty of Economics and Business Administration, West University of Timișoara. (TIIMTED 2023 – Current Economic Trends in Emerging and Developing Countries, 08.06.2023).
- Perret, J. K.; Schmitz, I.; Terstiege, M.** (2023): Opportunities and challenges of the Sharing Economy – Using the Example of Online Business Models in the German Apparel Industry. Oxford. (8th International Conference on Business, Management, and Economics, 25-27.08.2023).
- Perret, J. K.; Schmitz, I.; Terstiege, M.** (2023): Opportunities and challenges of the sharing economy using the example of online business models in the German apparel industry. Oxford. (8th International Conference on Business, Management and Economics (ICBMECONF), 27.08.2023).
- Perret, J. K.; Skretkowitz, Y.** (2023): The nutri-score. A quantitative study of the effectiveness of visual nudging on consumer behavior. Oxford. (8th International Conference on Business, Management and Economics, 27.08.2023).
- Reibnitz, C. von** (2023): Nachhaltigkeit. Ein handlungsleitendes Thema der Pflege. DBfK Südost. (Zurück in die Zukunft – Der Kongress für Manager:innen in der Pflege, 23.03.2023). (https://www.dbfk.de/media/docs/regionalverbaende/rvso/DBfK_Flyer_Mkongress2023.pdf). Abgerufen am 19.09.2023.
- Spieß, B.** (2023): Nachhaltige Transformation in der Wirtschaft. Perspektivwechsel und Entscheidungsfindung im Kraftfeld ökonomischer, ökologischer und gesellschaftlicher Ziele. (Hochschule Rhein-Waal – Zentrum für Forschung, Innovation und Transfer, 14.06.2023).
- Zimmermann, T.** (2023): Nachhaltigkeit im Reitsport. Strategien und Maßnahmen für Reitturniere. Balve. (Longines Balve Optimum, 10.06.2023).

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.: Montblanc Sustainability Project. Projektzeitraum: 14.04.2023 - 07.06.2023.

Beyerhaus, C.: Wunschgutschein GmbH: Entwicklung eines Geschenkbarometers. Projektzeitraum: 21.04.2023 - 31.05.2023.

Brickau, R.: Verbraucher-Vertrauen in Kinder Schoko-Bons Der Ferrero-Skandal und das verlorene Vertrauen. Projektzeitraum: 05.09.2022 - 09.01.2023.

Brickau, R.: Der Deutsche Industrielle Mittelstand und seine IT-Anforderungen – Wie kann Fujitsu zukünftig diese Zielgruppe erfolgreich ansprechen? Projektzeitraum: 05.09.2022 - 05.06.2023.

Brickau, R.: Fujitsu und seine Channel-Partner in der Schweiz – Kann Fujitsu zukünftig seine Visibilität gegenüber seinen Channel-Partnern in der Schweiz steigern? Projektzeitraum: 03.10.2022 - 31.01.2023.

Fabisch, N.: Nivea Limited Edition 2025. Projektzeitraum: 22.09.2022 - 05.12.2022.

Fabisch, N.: Potentialanalyse und Marketingkonzeption für Springer Backwerk. Projektzeitraum: 07.10.2022 - 19.12.2022.

Schabbing, B.: Aufwertung der Dortmunder Strobelallee zu einer touristischen Sport- und Erlebnismeile von überregionaler Ausstrahlung: Erarbeitung eines Inszenierungs- und Bespielungskonzeptes rund um Sport und Fußball für die Strobelallee. Projektzeitraum: 23.09.2022 - 02.02.2023.

g ISM Publications 2023

Workingpaper

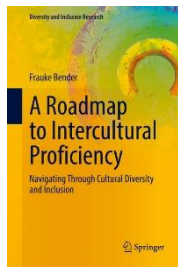
- No. 20** **Schuck, K.; Perret, J.; Mehn, A.; Rommel, K. (2022):** Konsumentenpräferenzen beim Kauf von Secondhand-Luxusgütern. ISM Working Paper.
- No. 21** **Perret, J. K.; Skretkowicz, Y. (2023):** Der Nutri-Score. Eine quantitative Studie zur Wirksamkeit visuellen Nudgings auf das Konsumentenverhalten. Dortmund, Nordstedt. ISM Working Paper.
- No. 22** **Hollmann, K.; Brickau, R. A.; Fringes, A. (2023):** Die Emotionalität von B2B-Kaufentscheidungen – eine Untersuchung unbewusster emotionaler Auslöser bei der Auswahl von Hotels im Geschäftskundensegment. ISM Working Paper. In progress.

Research Journal for Applied Management

- Vol. 3/2022** **Klose, S.; Truong, N. A. (2022):** The effectiveness of IGA in mobile games
- Heft 1** **Samunderu, E.; Perret, J. K.; Patel, R. (2022):** Unbundling CRM – A RFMC Perspective
- Perret, J. K.; Duncker, C. (2022):** Beyond Linearity – An Analysis of the Interdependencies across the Customer Journey
- Traut, J.; Simonov, A.; Meitner, M. (2022):** Quantifying Alpha of Active Managers: A Case Study on Factor-Based Performance Attribution in Fixed-Income
- Rommel K.; Sagebiel, J. (2022):** Analysis of consumer preferences in Germany for attributes of fast moving consumer goods with a discrete choice experiment

Submissions for the next volume of the Research Journal 2024 can be made at any time. Go to <https://ism.de/forschung/forschungsaktivitaeten> for submission details.

VIII News from the Library



Bender, F. (2022): A Roadmap to Intercultural Proficiency. Navigating through Cultural Diversity and Inclusion. Cham: Springer (Diversity and Inclusion Research).

ISBN: 978-3-031-04898-2 **106,99€**

This book describes the linkage between the worlds of culture and inclusion based on the concept of intercultural proficiency (IP). It explains the building blocks of intercultural proficiency by providing a conceptual framework that combines and structures the existing knowledge base and extends it by incorporating the author's own empirical research work. The framework presents not only a comprehensive and universal model based on existing concepts but also implications for learning and teaching strategies. This book and the IP concept provide guidance for students, early working professionals as well as seasoned working professionals on how to thrive and succeed when interacting with different cultures. It allows us to think outside our narrow cultural boundaries and decode complex cross-cultural interactions. Thus, the IP approach can be applied in academic and corporate settings, as it facilitates potential for solution of the issues associated with multicultural workforces and global operations of organizations.



Bunzel, D.; Fedtke, J.; Barkun, S.; Schneider, C. (2022): Ausländische und internationale Gesellschaftsformen, Internationales Gesellschaftsrecht. 5., überarb. Aufl., Hagen: Hagerer Wissenschaftsverlag.

ISBN: 978-3-7321-0529-8 **14,95€**

This work serves the training of specialist lawyers at Hagen Law School. It is part of a well-established series that is aimed not only at experts, but also at readers with a legal background and a particularly practice-oriented interest. Topics and texts are designed according to FAO requirements and are written by experienced practitioners and legal scholars. All Hagen Law School publications are subject to a peer review system.



Ghorbani, M.; Westermann, A. (2023): Integrierte Markenführung im digitalen Zeitalter. Bedeutung – Konzepte – Instrumente – Evaluation. Wiesbaden: Springer Fachmedien

ISBN: 978-3-658-38090-8 **approx. 28,00€**

This textbook provides a well-founded overview of the meaning, concepts, instruments and evaluation of integrated brand management. The following questions are considered: What role do brands play in people's lives in an increasingly digital consumer society? What are the most important trends in brand management? How has brand management changed in the age of digitalisation and technologisation? How can brands use new tools such as augmented reality, artificial intelligence or big data to remain relevant in the long term? The explanations are illustrated and filled with life by accompanying Anna and Lukas, two fictional students, on their way through the world of brands. In addition, the book contains numerous best-practice examples and case studies, and interactive flashcards are available for each chapter: Download the Springer Nature Flashcards app and use exclusive content to test and deepen your knowledge.

This book is aimed at students and lecturers in the fields of marketing, management and communication sciences, as well as anyone who wants to gain an overview of the importance of brands and the possibilities of staging them.

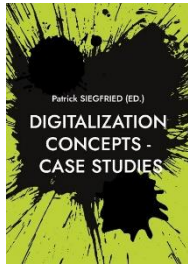


Schwarz, M.; Moss, Ch. (2023): 30 Minuten Content-Strategie. Offenbach: GABAL Verlag GmbH.

ISBN: 978-3-96739-135-0 **approx. 10,90€**

Engage customers and increase your brand awareness. You have great products or services that need explanation - and you want the right people to know that! With relevant content, you can not only position yourself and your company as experts in your field, but also improve the image and credibility of your brand or make your company attractive as an employer. Content contributes to increasing brand awareness and customer loyalty, as well as to the acquisition of new customers. In short: Efficient content marketing is indispensable for the success of your company today. One thing is certain: good content is your most important brand ambassador, but unfortunately so is bad content.

The aim of this book is to help you make your content marketing even more efficient. This requires an individual content strategy. Every company needs to think about how it can reach its target groups, because classic advertising has had its day and the diversions via classic media that used to be the norm has long since ceased to have the usual effect.



Siegfried, P. (2023): Digitalization Concepts – Case Studies. AI-Artificial Intelligence, ChatGPT, Urban Manufacturing, Space Tourism, Self-Service-Checkouts, Omnichannel, Hyperpersonalization, Social-Media. Norderstedt: Books on Demand.

ISBN: 978-3-7347-0860-2 **39,99€**

In this book, current digital trends have been described. This book is particularly suitable for group work within lectures on digitalisation.

This book deals with a wide variety of digitalisation concepts. These case studies can be used to make lectures in digital business and strategic management more interesting. These case studies can also be used for group work and group discussions.

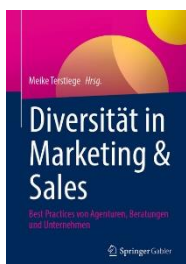


Terstiege, M. (2023): Die DNA der Generation Z – der direkte Weg in ihr Mindset. Warum sie so special sind - ein Marketingbuch für Praktiker. Freiburg: Haufe.

ISBN: 978-3-648-15813-5 **39,99€**

Generation Z (so-called zoomers) comprises young people born between 1995 and 2010. This "Gen Z" represents the customers and employees of the future. And thus the decisive target group for companies as senders of brands and providers of jobs.

This book aims to create understanding for "Gen Z", which has been misunderstood far too often. It describes who Gen Z is, offers insights into their demands, needs and expectations and provides insight into their information and consumer behaviour. This means that products, services and communication can be geared to them and one's own brand can be attractively branded for this target group.



Terstiege, M. (2023): Diversität in Marketing & Sales. Best Practices von Agenturen, Beratungen und Unternehmen. Wiesbaden: Springer Fachmedien.

ISBN: 978-3-658-37357-3 **44,99€**

Diversity is now and will continue to be a powerful marketing and sales tool. Diversity - in the sense of variety - in marketing and sales makes brands and people, teams and companies significantly more productive, more profitable and also more innovative. The primary goal is to create an appreciative and motivating cooperation in the economic context through the inclusion of employees of different facets. The focus is on breaking down resentment and creating a society and economy that can and will grow beyond itself through this inclusion. Against the backdrop of a market economy, the aim is to attract and retain potential employees by respecting and valuing their diverse backgrounds and life histories. On the other hand, marketing and sales target groups should be addressed who have so far not felt adequately addressed or were even excluded in the

context of brand communication. Addressing, recognising and appreciating heterogeneous target groups represents a novel and at the same time promising option in the context of winning and retaining (potential) customers and employees. The aim of this book is therefore to provide insights into how to deal with the topic of diversity in the context of marketing, PR, communication and sales in a way that is appropriate to the target group in terms of content and tone.

The importance, development and consideration of the topics of diversity and especially gender is presented in this book using best practice examples from the experience and perspective of agencies, consultancies and companies.



Tintelnot, C. (2023): Integriertes Produkt- und Vertriebsmanagement im B2B. Technologiebasierte Industrieprodukte entwickeln, managen und profitabel verkaufen. Wiesbaden: Springer Fachmedien.

ISBN: 978-3-658-39787-6 ca. 55,00€

This book describes the advantages of a stronger integration of product and sales management and explains how integrated product and sales management can be implemented. Claus Tintelnot describes the classic organisational models and gives tips and examples of how these can be supplemented, fundamentally adapted and supported with digital communication. With the help of best and worst practice examples, it is shown where classic management fails and what integrated management can do better. Managers can only act as role models for an integrated team if they all have the same understanding of management and pursue the same strategy. Only by means of integrated product and sales management can business goals be achieved without employees being worn down by departmental boundaries.

The book is aimed at practitioners from the areas of corporate management, strategy, product management, sales and other interested functional areas, without which a successful supply chain to the customer is not possible. Students of business administration, economics, industrial engineering/computer science, computer science and engineering will also find the book useful.