



Activity Report 2024 | EBS Impact Institute

# IMPACT INSTITUTE AT EBS UNIVERSITÄT: A YEAR OF IMPACT IN TEACHING, RESEARCH AND OUTREACH



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A YEAR OF IMPACT

# Dear friends of the EBS Impact Institute,

Social and environmental responsibility is facing turbulent waters. On the day of his inauguration, President Trump announced the withdrawal of the United States from the Paris Agreement. The new administration also fired personnel who had been appointed for reasons of diversity. While the President dismissed the potential of renewable energy, he underscored the role of oil in his vision to "make America great again." Businesses quickly adapted to the shift in tone. The Climate Action 100+ coalition saw a significant wave of departures, and there is a palpable sense of relief among some decision-makers as they abandon diversity and sustainability programs, feeling emboldened by the broader political climate. To say something positive about the recent developments: At least they reveal which organizations have genuinely committed to sustainability and which have merely engaged in symbolic gestures.

In times like these, we must double down on our efforts to make our economy more sustainable. Global challenges such as climate change will undoubtedly outlast Trump's presidency. Yet, there is no denying that the current political environment makes it even harder to build a compelling business case for sustainability.

President Trump's legacy is likely to include an accelerated climate crisis and deepening social divisions—not just within the United States, but globally. These are daunting challenges, but as with any challenge, they also present opportunities. German companies, for instance, have long been leaders in ecological innovation and corporate governance that emphasizes employee representation. By fostering these

strengths, we can position ourselves as global leaders ready to provide solutions when the need arises—a need that is likely to become urgent for the United States and other nations in the years to come.

Let us not waver. Let us act. Together, we can make sustainability great again.

Yours

Prof. Dr. Karin Kreutzer,  
Head Impact Institute

Prof. Dr. Julia Hartmann,  
Co-Head Impact  
Institute





# 1 About us – the Impact Institute

The EBS Impact Institute unites EBS' forces of sustainability-oriented research, teaching, and knowledge transfer. The members of the EBS Impact Institute conduct interdisciplinary research on innovative and sustainable solutions to some of the world's most pressing challenges. Blending insights from research and practice, we generate impact in close cooperation with our partners. We equip students and professionals with business knowledge, entrepreneurial skills, and management tools to address social and environmental challenges. The EBS Impact Institute offers mandatory and elective courses in all programmes and executive education. Intending to drive positive change, the EBS Impact Institute is a pioneer in responsible and sustainable business.

## Vision and mission

EBS Impact Institute stands for business activities that generate beneficial outcomes – a positive social impact – for individuals, organizations, and communities. The Institute develops academic education in business administration and entrepreneurship that embraces social impact and advances theoretical knowledge of how individuals and organizations can positively impact their business activities.

## Focus areas

The EBS Impact Institute aims to become the preferred partner in the generation of social impact on Germany's individual, organizational, and community levels in Germany. Our core activities to reach this goal is divided into three main pillars: Teaching, Research and Business Practice.

- ✓ **Cooperation, projects, and partners:** We support organizations from various industries in impact-oriented action through customized consulting projects and contract research.
- ✓ **Scope of consulting:** This includes activities such as consulting on strategic planning issues, volunteer coordination, organizational development as well as regular participation in selection committees of various pitch events. In addition, Institute members actively support various initiatives on, among others, social enterprise, star-ups, social finance, B Corporations, and volunteerism.
- ✓ **Lectures and public appearances:** EBS Impact Institute members regularly participate as speakers and keynote speakers at academic and practice-oriented conferences on various topics.





# 2 Impact Institute Team

## People

The Impact Institute is the largest institute at EBS. The team, consisting of Senior, Associate, and Assistant Professors, along with their doctoral students, contributes to the Institute through research projects, publications, and teaching. Their work together with the external member of the Impact Institute creates the significant impact we report annually and experience daily at the EBS Universität. Prof. Hartmann and Prof. Kreutzer are the co-leaders of the institute and committed to expanding the Institute's portfolio in sustainability advisory, research, and teaching, aiming to deepen its impact by providing innovative business solutions for a more sustainable future.

### Full list:

- / Prof. Dr. Myriam Bechtoldt, Professor of Leadership
- / Prof. Dr. Christine Eckert, Professor for Quantitative Marketing
- / Prof. Dr. Jenny Kragl, Professor of Economics, esp. Microeconomics
- / Prof. Dr. Richard Raatzsch, Professor of Practical Philosophy
- / Prof. Dr. Diane Robers, Professor of Management Practice
- / Prof. Dr. Meir Shemla, Professor Organizational Behaviour and HR Management
- / Prof. Dr. Laura Turrini, Professor of Operations Management
- / Prof. Dr. Karin Kreutzer, Professor of Social Business, Vice Dean Research EBS Business School
- / Prof. Dr. Julia Hartmann, Professor for Sustainability Management

Members who contribute significantly to the success of the Impact Institute are the lecturers, research directors and project leaders:

- /
- / Mrdjan Mladjan, PhD, Senior Lecturer of Financial Economics
- / Dr. Jan Christoph Munck-Rieder, Project Management "Gründungsfabrik Rheingau"
- / Dr. Marcus Kreikebaum, Lecturer of Ethics and Service Learning, Executive Director of the Centre for Business Ethics

External members who are associated with the EBS Impact Institute through their teaching activities or collaborations in research:

- /
- / Prof. Marjo-Riitta Diehl, PhD, Aalto University
- / Dr. Patricia Helena Hein, Assistant Professor, Ivey Business School
- / Prof. Dr. Andreas Heinecke, Honorary Professor
- / Prof. Amit Karna, PhD, Indian Institute of Management, Ahmedabad
- / Dr. Katrin Merfeld, Assistant Professor, Utrecht University
- / Dr. Falko Paetzold, CSP<sup>1</sup> Initiator and Managing Director, University of Zurich
- / Prof. Dr. Nicola Pless, University of South Australia

<sup>1</sup> Centre for Sustainable Finance and Private Wealth



## EBS | IMPACT INSTITUTE TEAM



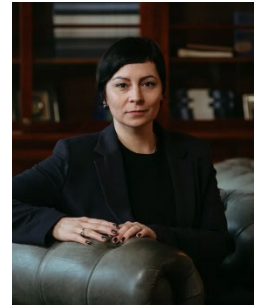
Prof. Dr.  
Myriam Bechtoldt



Prof. Dr.  
Christine Eckert



Prof. Dr.  
Julia Hartmann



Prof. Dr.  
Jenny Kragl



Dr.  
Marcus  
Kreikebaum



Prof. Dr.  
Karin Kreutzer



PhD  
Mrdjan Mladjan



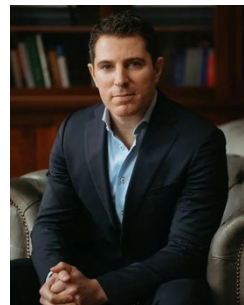
Dr. Jan Christoph  
Munck-Rieder



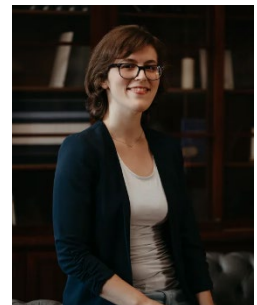
Prof. Dr.  
(emeritierter)  
Richard Raatzsch



Prof. Dr.  
Diane Robers



Prof. Dr.  
Meir Shemla



Prof. Dr.  
Laura Turrini

### Doctoral Students

The Impact Institute is pleased to also announce the expanding number of its research associates and doctoral students:

- / Katja Friedrichs
- / Sophia Jungk
- / Tim Eckes
- / Isabell Ristau
- / Olga Karpiuk
- / Carina Keller
- / Noah Seibert
- / Marie-Claire Joyeaux
- / Diane Owin
- / Vera Schwarzmann
- / Pratibha Singh
- / Elisabeth Busch



## Professor Dr. Karin Kreutzer



Karin Kreutzer is Professor of Social Business, Director of the EBS Impact Institute, and Vice Dean Research at EBS Business School. Her research focuses on Social Entrepreneurship, Corporate Social Responsibility, Cross-sector Social Partnerships, and Management of Non-profit Organizations. Her work is published in leading academic journals including Academy of Management Journal, Journal of Management Studies, Journal of Business Ethics, Human Relations, and others. She earned her doctorate from the University of St. Gallen and studied at Bocconi University in Milan, and at the Universities of Passau and Parma.

Karin Kreutzer teaches undergraduate, graduate, MBA and PhD courses on Corporate Social Responsibility, Social Business and Qualitative Research Methods.

## Professor Dr. Julia Hartmann

Julia Hartmann is Professor for Management and Sustainability at EBS Universität für Wirtschaft und Recht and Co-Lead of the EBS Impact Institute. She is an expert in climate change mitigation and adaptation strategies, energy transformation, sustainable supply chain management, corporate social responsibility, ESG reporting, and compliance. Her work is quantitative empirical, and she has advanced experience in (big) data analytics, natural language processing, machine learning, and artificial intelligence.



Her research was accepted by highly prestigious peer-reviewed academic journals, including the Journal of International Business Studies, the Journal of Business Ethics, the Academy of Management Discoveries, and the Journal of Operations Management. She is a passionate teacher of strategic corporate social responsibility, environmental and carbon management, as well as corporate governance. She is an advisor in ESG leadership and future readiness across industries and countries and an opinion leader about ESG on television, radio, podcasts, panels, and other media outlets.



# 3 Education

## Impact on all levels at EBS Business School

The Impact Institutes offers opportunities for students at all levels at the EBS business school to learn how to create impact and be recognized for the creation of impact. The offer of impactful learning starts with the Onboarding Project for Bachelor students and is offered throughout the whole academic journey at EBS Universität für Wirtschaft und Recht.

Furthermore, the EBS Business School has made impressive strides this year, with the Master in Management now ranked 42nd in the Financial Times Ranking. This marks a significant improvement from last year, when it debuted as the second highest entrant in the Master in Management ranking, previously at 58th.

### Impact modules in Bachelor or Master

- / Service-Learning Social Impact Project (BSc)
- / Onboarding Project (BSc)
- / Corporate Social Responsibility (BSc)
- / Ethics (BSc)
- / Sustainability Management (BSc)
- / Environmental Management (BSc)
- / Impact Management and SDGs, Management of International Organizations (BSc, LPE)
- / Collegium Ethicum (Law School)
- / Strategy and Impact for the SDGs (MSc)
- / Management of Environmental, Social, and Governance Issues (MSc)
- / Sustainable Strategy (MSc)
- / Applied Strategies for Sustainable Development (MSc)
- / Marketing in the Context of ESG (MSc)
- / Environmental Strategies and Value Creation (MSc)
- / Business and Society (MSc)
- / Diversity Management (MSc)
- / Key Skills for a Modern Financial Professional (MSc)

### Impact modules in Executive Education or MBA

- / Stiftungsmanagement
- / Impact Investing
- / Sustainable & Responsible Investments
- / Corporate Sustainable Finance
- / ESG Performance Management
- / Sustainability Reporting
- / Sustainability for Boards & Senior Executives
- / Women & Leadership
- / MBA Social Impact Challenge (MBA)
- / Corporate Sustainability (MBA)
- / Diversity Management (MBA)





## Spotlight Bachelor Programme: Corporate Social Responsibility

In the spring term of 2024, the corporate social responsibility course with around 160 students introduced EBS students to sustainability in management and organizations, methods of impact management and measurement, as well as social entrepreneurship.

With three guests from diverse industries and positions addressing environmental and social issues from different perspectives, the students engaged deeply with various aspects of corporate social responsibility in their presentations:

### Dr. Hellen Fitsch - Accenture

Our students analyzed Accenture's portfolio of corporate citizenship initiatives, developed an impact measurement system, and provided a benchmarking analysis of impactful corporate CSR initiatives.



### Michaela Holzäpfel - Ritter Sport

Our students developed marketing strategies to promote Ritter Sport's sustainability on Instagram and TikTok and conducted a benchmarking analysis of competitors in the (sustainable) chocolate market.



### Claudia Vercrübe - Vyld

This innovative start-up produces sustainable period products made from seaweed. Our students analyzed VYLD's competitors' sustainability communication, designed a questionnaire to understand menstruators' needs, crafted a sales pitch positioning VYLD as a social impact partner, and assessed sustainability reporting frameworks to recommend KPIs aligned with VYLD's objectives.



## Spotlight Master Programme: Learn and apply strategies for the SDGs

In the spring term, master's students at EBS gained invaluable insights into corporate strategies and tools for advancing the Sustainable Development Goals (SDGs) through partnerships with industry leaders. This course provided students with a holistic understanding of progress toward the 17 SDGs, covering essential topics such as impact measurement, management, and distinguishing genuine initiatives from





green- and social-washing efforts. The curriculum featured in-depth analyses of both market and non-market actors driving change, arming students with the tools needed to evaluate and implement effective sustainability measures.

Students were challenged to apply this knowledge by designing a growth strategy for Bildungsprofis gGmbH, a social enterprise dedicated to improving migrant integration in Germany's healthcare job market. Under the guidance of founder Petra Rahn, who shared expertise in the healthcare sector, students explored strategies to address critical staffing shortages in hospitals and elder care while supporting migrant professionals.

The course also featured a series of inspiring guest lectures from industry professionals:

- / Nici von Alvensleben (Stitch by Stitch) introduced students to the workings of her B2B tailor workshop, which employs professional refugee seamstresses to produce ethically-sourced and regionally-made prototypes for fashion brands.
- / Carina Keller (Süwag Energie AG) guided students through a case study on impact KPIs, discussing the balance between affordability and green energy strategies.
- / Sébastien Martin (Impact Associates) explored the impact investment landscape, explaining the motivations of impact investors and the diverse funding pathways available to social entrepreneurs.

This master's course not only bridged academic concepts with real-world applications but also provided students with tangible skills to devise impactful, scalable solutions in alignment with the SDGs.

## Spotlight MBA Programme: Social Innovation Challenge



The MBA Social Impact Challenge at EBS Universität für Wirtschaft und Recht is a key part of the MBA programme, designed to combine hands-on learning with real-world impact. In this challenge, students collaborate in teams to plan, execute, and reflect on social projects, building leadership, problem-solving, and analytical skills along the way.





The challenge partnered with “Du bist hier der Chef!”, where students developed a digital strategy aimed at Generation Z and suggested innovative ways to boost brand loyalty and consumer engagement. Throughout the week, guest speakers, company visits and workshops added depth, offering fresh perspectives on social entrepreneurship and the food industry. We’re incredibly thankful to everyone who contributed and look forward to the next MBA Social Innovation Challenge.

“The practical case study and having the management of the company to see the final presentations was very enriching”.

– MBA student about the Onboarding Project

Key moments from the week:

- ✓ Vera Schwarzmann: Discussed the importance of fair trade and community engagement.
- ✓ Alexandra Wagner-Thind: Hosted a LEGO Serious Play workshop at the Gründungsfabrik Rheingau, sparking creative and out-of-the-box thinking.
- ✓ Katja Friedrichs: Explored funding options for social enterprises and introduced impact management strategies.
- ✓ Diane Owin: Provided an overview of impact consulting.
- ✓ EBS MBA alumna Shibangi Dey: Shared her personal journey of starting a career in Germany.

The challenge continues to inspire and prepare our MBA students to lead meaningful change in business and society alike.



## Revamped Master of Science Programs at EBS: Preparing Graduates to Tackle Sustainability Challenges

In 2024, EBS Universität undertook a comprehensive redesign of its Master of Science programs, aligning them with the pressing demands of contemporary business practice. Sustainability, Corporate Social Responsibility (CSR), and Environmental, Social, and Governance (ESG) topics now hold a central place in the curriculum. This transformation reflects our commitment to equipping future business leaders with the knowledge and skills needed to help organizations navigate the complex challenges of sustainable development.

The revamped programs feature a wide range of innovative courses designed to address the diverse issues facing businesses today. These courses go beyond theory, emphasizing experiential learning and practical application:

Students tackled pressing sustainability challenges, such as implementing packaging take-back systems or developing strategies for marketing green products.



Through interactive case challenges and workshops led by industry professionals, students gained valuable insights into the practical realities of sustainable business practices. Participants worked on projects to put companies on a sustainable track, applying their skills to real-life scenarios and collaborating closely with business leaders.

One particularly inspiring workshop featured a company that used LEGO® bricks to construct a model of a sustainable city of the future. This innovative city now serves as a decision-making tool, guiding the company's investment strategies.



Our graduates now possess a robust toolkit of strategies, techniques, and hands-on experience to support organizations in their sustainability journeys. By bridging the gap between academic excellence and practical application, EBS is proud to contribute to shaping the next generation of leaders who are ready to drive meaningful change in the business world.

This transformation underscores our commitment to embedding sustainability at the heart of education and preparing students to lead with impact.

## SRH Social Impact Thesis Award 2024

EBS annually awards the SRH Social Impact Thesis Awards for exceptionally distinguished undergraduate, postgraduate, and doctoral theses that make a significant contribution to the promotion of social change.

- ✓ The awards – empowered with 1,000€ each – are generously sponsored by SRH Higher Education and were granted by Christian Gerard, Managing Director of SRH Higher Education, at the annual Graduation Ceremony.
- ✓ This year, the Award Committee headed by Prof. Dr. Karin Kreutzer chose the following thesis awards based on the nominations submitted by the supervisors:



### Bachelor Theses

**Moritz Balthasar Bitter** was honoured for his outstanding bachelor thesis 'The Role of Time Preferences in the German Energy Sector's Transition Toward Decarbonisation'. His research sheds light on the crucial role of time preferences in decision-making processes within the energy sector and





provides valuable insights into how short-term financial incentives can be reconciled with long-term sustainability goals.

**Lisa Marie Heuberger** received the prize for her bachelor's thesis 'Female Business Angels: A Rare Species - The Role of Networking'. Her thesis examines the particular challenges faced by female business angels in a predominantly male-dominated industry and emphasizes the importance of networks for the success of these women.

**Luzia Mara Steuer** was honoured for her outstanding bachelor thesis 'NGO-Business Partnership: A Legitimacy Perspective'. She analysed the complex dynamics of partnerships between NGOs and companies and provided important insights into how these collaborations can influence the credibility of the actors involved.

### Dissertation

**Laura Götz** was honoured for her outstanding dissertation 'Climate Risk Management and Bank Lending: Evidence from European Mortgage Markets'. Her research examines how banks take climate risks such as fires and floods into account in their lending practices and what impact these risks have on financial stability.

CONGRATULATIONS TO THE WINNERS!

## Executive Education

The executive education programs of the Impact Institute are specialized learning initiatives designed to enhance the skills and knowledge of seasoned professionals and executives. These programs deliver targeted and practical insights that can be immediately applied in the workplace. The curriculum often combines theoretical frameworks with real-world case studies, fostering a dynamic and interactive learning environment. As participants engage in peer-to-peer discussions and network with like-minded professionals, these programs not only contribute to individual professional growth but also facilitate the exchange of best practices and industry insights among a select group of high-caliber executives. Overall, executive education programs serve as a crucial bridge for leaders looking to adapt to evolving business landscapes and propel their careers to new heights. The EBS Impact Institute offers six programs and four corporate programs.



## Executive Education programme with student numbers

- / Corporate Sustainable Finance (14)
- / ESG Performance Management (12)
- / Sustainability Reporting (55)
- / Sustainable & Responsible Investments (12)
- / Impact Investing (10)
- / Stiftungsmanagement (15)

## Corporate Programmes

- / KPMG ESG Academy
- / HypoVereinsbank ESG Training
- / Hamburger Sparkasse  
Corporate Sustainable Finance  
Training
- / KiK Sustainability Management  
Training

### Corporate Sustainable Finance

Since its establishment in 2020, Corporate Sustainable Finance has consistently maintained high enrolment rates. Corporate Sustainable Finance addresses the various aspects of the finance function and its sustainability challenges, spanning from strategic management, corporate financing, risk, compliance and governance to climate risk management and sustainability performance reporting. The programme is not only tailored to professionals in the finance function, but also to corporate and investment banking. Successful graduates receive an EBS Universität Certificate with the title Corporate Sustainable Finance Advisor (EBS). Due to the continuing demand, the programme Corporate Sustainable Finance will be offered for the seventh intake in 2025.

### Sustainable & Responsible Investments

Since inception in 2016, the Sustainable & Responsible Investment Programme, specifically tailored to the needs of investment professionals, has attracted more than 320 participants, and has developed into a market standard for ESG further education. In order to remain current, the curriculum of the programme underwent revision in the year 2023. Sustainable & Responsible Investments (SRI) describes a medium/long-term oriented form of investment that not only considers a company's financial information but also, with similar significance, non-financial information, i.e. quantitative and qualitative information about the company's treatment of the environment, employees, and communities, as well as the quality and direction of corporate governance, abbreviated ESG (Environment, Social, Governance). Successful graduates receive an EBS Universität Certificate with the title Sustainable & Responsible Investment Advisor (EBS).

### Sustainability Reporting

The programme Sustainability Reporting was launched with resounding success in October 2023 to further complement EBS's suite of sustainability programmes in executive education. Sustainability Reporting emphasizes the execution of recommended practices for meeting new disclosure requirements, the discernment of pivotal ESG concerns, and adherence to the relevant European Sustainability Reporting Standards (ESRS). Successful graduates receive an EBS Universität Certificate with the title Sustainability Reporting Advisor (EBS). Due to the very positive market response and participants' feedback, the Sustainability Reporting Programme was extended to 8 days and will be offered twice in 2025.

### ESG Performance Management

The Programme ESG Performance Management was initiated with great success in the month of April in 2023 in cooperation with the Internationaler Controller Verein e.V.. ESG Performance Management focuses on the effective management of a company's environmental, social, and governance (ESG) performance. This programme emphasizes a long-term perspective and integrates



both quantitative and qualitative information to ensure a holistic approach to ESG factors, enabling participants to enhance their expertise in this critical area of sustainable business practice. Successful graduates receive an EBS Universität Certificate with the title ESG Performance Manager (EBS).

### **Impact Investing**

After the EBS Executive School successfully developed and launched the 5-day Impact Investing Programme in cooperation with the Bundesinitiative Impact Investing e.V. for the first time at the end of 2021. In the context of ESG strategies in the financial industry, actually long before the upswing of sustainable & responsible investments, a special form of investing has developed in which the focus is on achieving concrete ecological or social goals: Impact Investing. The investment motive here is not to achieve a maximum return, but to solve a social problem. Although the generation of a financial return that is customary in the market is desired, it is often secondary; in the most extreme cases, it is dispensed completely. The Impact Investing Programme prepares participants comprehensively, is practically oriented, and at university level for the special features and opportunities of investing with impact. It thus provides a clear competence advantage in a rapidly growing segment of sustainable & responsible investment. Participants receive an EBS Universität Certificate with the title Impact Investing Advisor (EBS).

### **Stiftungsmanagement (Foundation Management)**

The programme Foundation Management/ Consultant took place successfully for the 23rd time in the year 2024. The programme is characterized by the delivery of targeted contributions to the qualification and professionalization within the foundation sector. The integrated and streamlined curriculum is designed for those seeking further qualification, working in the sector, or aiming to establish a foundation. Through this part-time certificate programme, the necessary expertise and methodological knowledge in key areas of foundation management are acquired, enabling effective and sustainable shaping of work within and for foundations. Successful graduates receive an EBS Universität Certificate with the title Foundation Manager/ Consultant (EBS).

The next iterations of these programmes take place for Corporate Sustainable Finance in June 2024 (starting: 30.06.25), for ESG Performance Management in February and March 2024 (next starting date: 12.02.25), for Sustainability Reporting in February and March 2025, for Sustainable & Responsible Investment in May 2025, and for Impact Investing Programme in Juni 2025. Please contact Prof. Tilmes via [rolf.tilmes@ebs.edu](mailto:rolf.tilmes@ebs.edu) for the complete schedule or if you want to take part in a programme. The next iteration of Foundation Management takes place from 25.02.2025 until 05.09.2025. Please contact Patricia Christen via [patricia.christen@ebs.edu](mailto:patricia.christen@ebs.edu) for the complete schedule or if you want to take part.

## **Corporate Programmes**

The EBS Executive School has successfully developed and delivered a wide variety of customized corporate programmes on sustainability and ESG. For further details please contact Prof. Tilmes via [rolf.tilmes@ebs.edu](mailto:rolf.tilmes@ebs.edu).

### **DEKRA General Management Programme**

After a thorough design phase, the first edition of our DEKRA General Management Programme has successfully launched at the end of this year. Together with our partner DEKRA, the EBS Executive School and Corporate Relations Team have developed an exclusive concept, specifically tailored for





DEKRA and its top-level managers. Built around EBS' innovative lifelong-learning concept, the executive programme equips the senior professionals with practice-orientated tools that addresses the specific needs, challenges, and goals of DEKRA and its leaders worldwide. One of the important topics of the training concept is sustainability management. As part of our excellent lectures team, Prof. Dr. Karin Kreutzer brings her expertise to guide DEKRA's senior professionals in cultivating a "sustainability mindset" and establishing new sustainability-related services within their company. Her teaching approach focuses on real-life case studies, enabling participants to reflect deeply and to develop practical methods for daily business. Beyond skill-building, the programme overall provides an unique platform for senior leaders to network and connect across the various global business units and legal entities with the aim to share and implement best practices.

### KPMG ESG Academy

A prime example is the fully digital KPMG ESG Academy with its tailored learning experience, featuring 10 courses and certification on key ESG topics, designed by EBS, and delivered in collaboration with leading international academic research institutions. After great initial success in Europe with more than 3,000 participants, the programme is now rolled out on a global level in collaboration of KPMG.



### HypoVereinsbank ESG Training

As a pioneer in ESG-training of its employees, HypoVereinsbank already started in 2020 the cooperation with EBS Executive School. The online-live training has reached more than 700 people in corporate banking and wealth management. Additionally, over 2,800 employees participated in fully digital training. HypoVereinsbank plans to continue the training in 2025 in order to support the transformation of the institution.



### Hamburger Sparkasse Corporate Sustainable Finance Training

In 2024, Hamburger Sparkasse started to qualify its employees, particularly those from the corporate and real estate customer segment, as well as development experts in the field of corporate sustainable finance. The tailored programme comprises 18 modules from the areas of corporate sustainable finance, ESG performance management, sustainability reporting and sustainable & responsible investments.







### KiK Sustainability Management Training

In 2024, KiK and EBS launched a training programme for key employees on the topics of compliance & law, sustainable development, CSR / sustainable corporate governance, sustainable finance, carbon management, purchasing and supply chains.





# 4 Engagement

## Service-Learning Social Impact Project

As part of the Service Learning Programme, students spend 60 hours working on a social project of their choice, accompanied by 30 hours of theoretical reflection. The centre works closely with more than 24 local and global partner organizations, mostly regional charities such as food banks, elderly care facilities, refugee camps or institutions and foundations for the homeless, migrants, children and young people or people with special needs. Globally, the focus is on projects with NGOs in Uganda. The students choose a social commitment and form teams of 4 to 6 people. Together with the practice partners, they are prepared for their activities. Students formulate their learning objectives, which are documented and reflected on throughout the process in learning diaries, discussions, presentations and individual essays. They take ownership of their work and develop leadership skills. At the same time, they learn how academic content can be linked to real-world problem solving to promote the common good.

Some exciting new projects have already been initiated this year:

### Care for dementia patients at the Wiesbaden day centre

For the first time, EBS students supported the day centre for people with dementia in WI-Biebrich. The guests there experience a stimulating and meaningful daily routine. Both the students and the carers and guests found the time spent together enriching and valuable.

### Qualitative survey of volunteers at the food bank in Untertaunus

In cooperation with the Tafel im Untertaunus of the Diakonisches Werk, EBS students conducted and analysed a qualitative survey to obtain a picture of the mood among the volunteers.

### Solar cooker for St Tereza Primary School in Uganda

After successfully installing a water filtration system for St Tereza Primary School in Uganda in 2023, EBS students are now sponsoring the installation of a solar cooker to provide the children with a school meal.

### SRH Foundation supports women's cooperative Kechpetii in Uganda

Kechpetii is an initiative by women who have made the leap from working in a quarry to running their own fashion business. The women in Uganda produce colourful beads for necklaces, bracelets and other fashion accessories from waste paper. EBS students collected donations and, with the help of the SRH Foundation, were able to present the women with a start-up capital of 1,400 euros.





## Service learning in the Heimatlädchen shop of the Lebensraum Foundation

Shopping ecologically and regionally and supporting people socially at the same time - both are possible when shopping at the Heimatlädchen Hallgarten run by the Lebensraum Foundation, which cares for mentally ill people. EBS students support this idea and help to promote the Heimatlädchen. This semester, they have created a plan for the signage and a template for a newsletter. The magazine "Heimatlädchen Exklusiv" is now regularly produced and published by the students.

## Cooperation with NABU Rheingau

For the second time, EBS students are supporting the local NABU and its activities. They are currently realising the installation of information boards in the nearby Grünaue nature reserve between Hattenheim and Eltville.

# Gut für Tagesstruktur und Regionalität

Wie eine Studenten-Gruppe aus der EBS dem Heimatlädchen in Hallgarten weiterhilft / Fünf Menschen mit Handicap arbeiten dort

Von Thorsten Stötzer

**HALLGARTEN.** Zwischen Frühlingsuppe und Weichspüler oder Puderzucker und Tageszeitungen können etliche neue Erfahrungen lauern. „Es ist was anderes, als im Hörsaal zu sitzen, durchaus bereichernd“, sagt Mauritz Röver, Student in der European Business School (EBS), über seine Zeit im Heimatlädchen in Hallgarten. „Service-Learning“ ist der Leitbegriff, unter dem Studierende sich in Einrichtungen engagieren. Es gehe um „lebensrelevante Problemstellungen“ und die Lösungen dazu, so Professor Marcus Kreikebaum.

„Vorschläge gemacht, um die Geschäfte zu optimieren“

Das Konzept ist zuerst eher bodenständig als wissenschaftlich angelegt und beinhaltet im Heimatlädchen der Stiftung Lebensraum das Regale einräumen und das Ausliefern wie auch Dienst an der Kasse. Genauso haben die Studenten mit geschultem Blick von außen Vorschläge gemacht, um die Geschäfte zu optimieren. Eine Zeitschrift übers Lädchen mit Warenbeschreibungen ist eine Idee. Fabian Engelking würde

außerdem gerne frische Produkte draußen vor dem Schaufenster platzieren. Überhaupt betreffen einige Überlegungen den Raum vor der Tür angesichts der beschränkten Quadratmeter unterm Dach. Café-Ecke, Beschilderung und zugewordnete Parkplätze erwähnt Christoph Maaß. Dafür seien Gespräche mit dem Ordnungsamt nötig. Generell stimmen sich die Studierenden auch mit Torsten Caetano als stellvertretendem Geschäftsführer der Stiftung Lebensraum ab und

mit Cornelia Börner, die das Lädchen leitet, in dem fünf Klienten mit einem Handicap ihren Arbeitsplatz haben.

An diesem Vormittag haben Hartmut Lindenblatt und Dominik Kacpura Dienst. Beim Ausliefern könnte das Team bald womöglich eine Elektro-Handkarre oder ein geleastes Auto nutzen, meinen die EBS-Leute. Auf jeden Fall ein Schwerpunkt bleiben soll die Regionalität bei Brot, Wein, Wurst, Nudeln oder Honig, ergänzen Victor Clausen und Christian Kuntze. Sogar ein

Hallgartener Heimatkalender ist zu haben.

Nicht nur betriebswirtschaftliche Fragen prägen die Kooperation, zugleich haben Aspekte wie Nachhaltigkeit und vor allem Soziales hohen Stellenwert. Die Klienten finden Tagesstruktur und Kontakte. „Es ist zielführend, möglichst in die Gemeinden zu gehen im Sinne der Inklusion“, erklärt Caetano. Weiter soll das Heimatlädchen entspannte Begegnungen für die Bevölkerung ermöglichen. „Im Discounter ist der nächste

vor der Kasse so was wie der Feind“, schildert Kreikebaum einen Unterschied.

Das Heimatlädchen sorgt für Lieferservice „zur Not bis zum in den Kühlschrank räumen“, erläutert Caetano. Damit will man sich ebenso positionieren wie mit einem Preisniveau, das nicht wesentlich höher sei als in den Supermärkten. Offen sei man für ehrenamtliche Hilfe von Bürgern. Zuletzt stand das Heimatlädchen im Blickpunkt, als kritisch über das Aufstellen von Regiomaten im Ort diskutiert wurde. „Wir haben von den Hallgartenern viel Rückhalt bekommen“, freut sich Börner im Rückblick.

Die Wertschätzung dürfte auch alltagspraktische Gründe haben, denn außer dem Lädchen und der Bäckerei Laquai gibt es nicht mehr viele Gelegenheiten, in Hallgarten stationär Lebensmittel zu kaufen. Bei allen sozialen Leistungen ist das 2018 eröffnete Heimatlädchen auf eine „schwarze Null“ angewiesen. Wie die inklusive öffentlicher Mittel dank Synergien mit den Lebensraum-Geschäften in Rauenthal, Lorch und Schlangenbad erreicht wird, ist ein anderes spannendes Thema für angehende Ökonomen.



**Das Heimatlädchen soll bekannter werden: Links stehen die Studenten der EBS, die sich unter dem Begriff „Service-Learning“ in Einrichtungen engagieren.**  
Foto: Heibel/DigiAtel

## Organiser and EBS lecturer Dr Marcus Kreikebaum emphasises:

‘Such collaborations are a great benefit for the university, as students can not only test and deepen their academic knowledge in practice, but also experience a sense of community. By becoming part of a supportive community of people who work together for a good cause and want to bring about positive change, they gain an insight into social problems such as poverty, marginalisation and food insecurity. As a result, they develop a deeper understanding of these issues and learn to advocate for positive change.’





EBS students value the opportunities for personal growth and leadership development that the programme offers them. Many reports that they still remember their service learning experience years later and have learned important lessons for themselves. EBS Service Learning has been run by the Centre for Business Ethics (ZFU) at EBS Universität since 2008. The programme is open to anyone interested in further education. The organiser and contact person is Dr Marcus Kreikebaum.

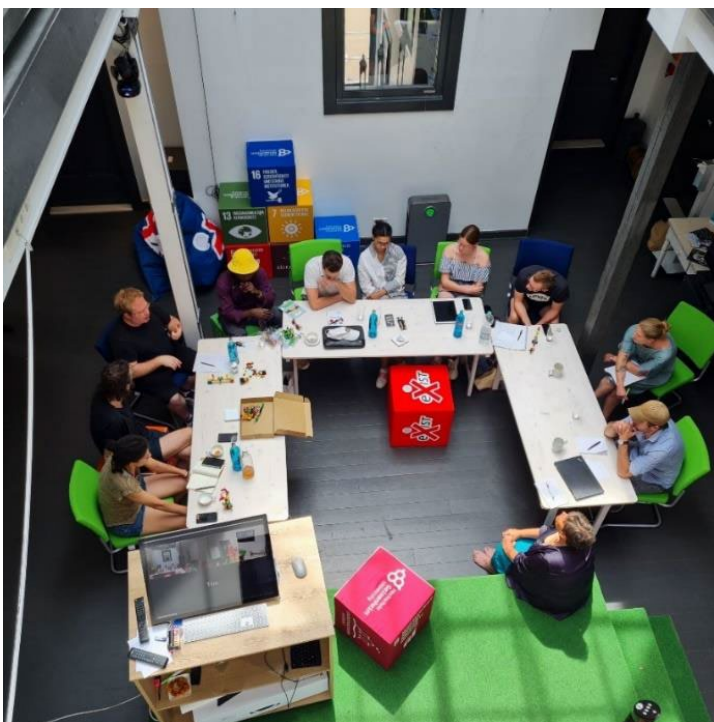
Here you can find further information on the individual projects:

[St Teresa Primary School Uganda](#)  
[Kechpetii Uganda](#)

## Gründungsfabrik Rheingau



Gründungsfabrik Rheingau (Rheingau Founder's Factory) is the first joint project of the Geisenheim University of Applied Sciences and EBS Universität für Wirtschaft und Recht. The project launched in March 2020 is funded by the EXIST-Potential-Programme of the Federal Ministry of Economics and Climate Protection until December 2024. It has been supporting start-ups at the two universities, just as new regional businesses together with regional and national partners. The project's offering – start-up, scholarship and referral advice, coaching, workshops, programmes, events & co-working space – are available to students, staff, and alumni always for free. A special focus of Gründungsfabrik Rheingau is on sustainable and social entrepreneurship, as demonstrated by the following events and formats, all of which took place in 2024:





## Growth Alliance Idea Camp – Hackathon at Gründungsfabrik Rheingau



Gründungsfabrik Rheingau Team had the pleasure to support TechQuartier Frankfurt and rentenbank in the preparation and organization of the Growth Alliance Idea Camp in Waas.sche-Fabrik in Geisenheim between 24th and 26th April 2024. The Idea Camp around the topics of future agriculture and food industry was a free hackathon for students interested in founding a company, graduates and professionals from all disciplines. All those interested in innovations with a sustainable impact on agriculture and food could take part and develop in diverse teams solutions for smart farming, sustainable nutrition, reduction of bureaucracy, nature and climate protection and bioeconomy and compete for €1.000 prize award. Attending participants have been accompanied through the ideation process by mentors from the start-up scene, the (agricultural) economy and science and at the end pitched their idea in front of a panel of experts at the Demo Day on 26th April.

### Gründungspreis Rheingau-Taunus 2024

The Gründungspreis Rheingau-Taunus 2024, organized by Gründungsfabrik Rheingau, provides a platform for entrepreneurs to showcase creative and forward-thinking ideas and innovative business models with a strong focus on sustainability-oriented solutions. The competition which took place in autumn 2024 for the fifth time in general and for the second time under the name "Gründungspreis Rheingau-Taunus", offered its participants only the chance to present their startups in front of a wide audience, but also allowed a potential entry into regional investor networks, as well as piece of the total prize pool of €9,000. The competition's main sponsors included Rheingauer Volksbank, Rheingau Taunus Kreis, EBS Alumni, and Geisenheim Alumni Association e.V., with additional support from regional companies such as KISICO, Perfect Vision, Reichwein, Wachendorff, Werner Elektrotechnik, and Jean Müller. Given the success of the format which has been adjusted last year, Gründungsfabrik Rheingau Team has decided to, firstly, enable the teams from the entire Rheingau and Taunus area to participate; secondly, allow students from regional secondary schools and high schools as well as from University of Applied Sciences Fresenius to apply; thirdly, combine the award ceremony with a small entrepreneurs' fair. This year, the fair has been opened not only to previous winners from the last four years, but also to this year's finalists to showcase their business ideas or already developing businesses.



Aspiring founders and established entrepreneurs could apply to the following categories:

- Category 1. Best business idea from schools and universities.
- Category 2. Best start-up from universities in the district.
- Category 3. Best start-up from the Rheingau-Taunus district.

Out of a total of 32 applications, the Jury shortlisted nine teams—three per each category – to present their projects and ideas during the competition's final. The Jury consisted of Robert Wachendorff (Wachendorff Prozesstechnik), Philipp Gallo (Reichwein Bauzentrum), Nicole Mouzon (Rheingauer Volksbank), Nele Bär (M-L-G Steuerberatung), Achim Staab (Rheingau Taunus Kreis), Christian Werner (Werner Elektrotechnik), as well as Simone Böhm (VEG, Geisenheim Alumni Association) and Petra Fritsch (EBS Alumni e.V.).

The competition's grand finale took place on 20th November 2024 from 6 p.m. onwards in "New Forum" at EBS Universität Campus and has been moderated by Alexandra Wagner-Thind and Dirk Klinner. The event has been elevated by the opening speech of Prof. Raša Karapandža, as host and Dean of the EBS Universität, as well as a panel with Katja Borowski (TU Darmstadt / Hessen Ideen scholarship) and the founders of "Enjoy with Soy" (participants in the Hessen Ideen scholarship) and – of course - nine finalist start-up teams addressed ecological, innovative, social, or societal issues from an entrepreneurial perspective. The winners in each category were chosen by the public (with the use of the voting app) and jury members in a 50/50 voting system.

- **In category 1: BraVR** (David Schmidt and EBS Alumna Julia Steudle) – with a VR and Biofeedback-driven tool for therapy of anxiety disorder
- **In category 2: WEIN verkauft!** (Diego Weber, Alumni Hochschule Geisenheim University) – New approach of full cost accounting for wineries
- **In category 3: LabHacks** (Simon Wegener, Roman Bauer) – a digital multitool for calculating and costing laboratory processes





## Drink Innovation Challenge 2024

The Drink Innovation Challenge 2024 – a competition to develop an innovative, sustainable, and non-alcoholic beverage – was organized for the third time in spring 2024 by the Gründungsfabrik Rheingau Team with support from major partners in the beverage industry – Gerolsteiner, Rotkäppchen-Mumm Academy, ECKES granini, Dynamic Innovation Campus Drinks & Food Tech from Munich University of Applied Sciences (DICA) – and their own innovation network.

The competition challenging participants to turn their ideas into reality targeted students and alumni from Geisenheim University of Applied Sciences and EBS Universität für Wirtschaft und Recht and vocational school students from the beverage industry, as well as students from universities outside the Rheingau region. Both individuals and teams could participate in the competition whose theme "Your Drink comes true!" indicated the main prize for the first-place holder, which, apart from cash prizes totaling €3.000, included the opportunity to create a prototype of the drink in cooperation with the Beverage Technology Centre (Getränketechnologischen Zentrum (GTZ)) of Geisenheim University of Applied Sciences.

To ensure equal opportunities for all participants to develop and technically implement their beverage ideas sustainably, the Gründungsfabrik Rheingau's innovation scouts offered an innovation workshop and a feasibility analysis as part of the challenge. Both events revealed a wealth of diverse and creative ideas.

Until the application deadline of 13th May 2024 15 idea sketches were submitted and subsequently assessed by a 11-person Jury consisting of Jasmin Lorch (Rotkäppchen-Mumm Academy), Thomas Kämmerer (Gerolsteiner), Katja Borowski (Hessen Ideen), Volker Herdegen, Kiran Jainani, Julian Bouvret (ECKES granini), Ralf Schweiggert, Moritz Wagner (Hochschule Geisenheim), Michael Hack (DICA), as well as Phillip Kaapke and Christian Sommer from last year's winner team of Enjoy with Soy. The Jury selected six ideas which entered the competition's Final which took place on 6th June 2024 from 7 p.m. in the Erbslöh Lecture Hall at Geisenheim University of Applied Sciences.

The event has been moderated by Dirk Klinner and Tim Eckes from the Gründungsfabrik Rheingau Team and elevated by the opening speech by Prof. Dr. Miriam Hey (Vice-President Teaching at Geisenheim University of Applied Sciences), interview with the Phillip Kaapke and Christian Sommer about their experiences of past year, and a keynote speech by Michael Hack on the importance of innovation in





the drink industry. Six participants' pitches have been assessed by the Jury and the attending audience in a 50/50 voting system in what has ended up being a very close evaluation of high-quality pitches.

The challenging decision has been made and the first place of the Drink Innovation Challenge 2024 was given to the Team WHOLEMONADE which presented an innovative way to produce citrus



lemonade from whole fruits, including the peel and zest, to minimize waste. The audience and the jury have been impressed by the combination of unique extracts which eliminates the need for flavorings and highly sustainable production process. The second place in the competition was secured by Team Tiefenwald with intriguing smoothie flavors featuring extracts from forest plants

usually not used in these types of beverages like fir tips and woodruff leaves. The last place on the podium was given to Team Cascara-Charge which presented a sustainable way to utilize a waste from the coffee production i.e. coffee cherries and turn them into a carbonated, vitamin-rich, low-calorie energy drink.

At the end of the evening, during the informal gathering, the young talents had the opportunity to exchange ideas with industry leaders and enjoy a glass of sparkling wine.

## Entrepreneurial women DO EXIST

Gründungsfabrik Rheingau has been proud to co-create a brand-new programme in 2024 for female founders from the regional startup ecosystem. The "Entrepreneurial Women DO EXIST" programme has been targeting women interested in starting their own businesses and was an answer to the call for targeted sensitization of women and for the promotion and networking of female founders in Germany. It combined the efforts of two startup centres representing three regional universities - Geisenheim University of Applied Sciences and EBS Universität für Wirtschaft und Recht through Gründungsfabrik Rhiengau and RheinMain University of Applied Sciences through RheinMain StartUpLabs. "Entrepreneurial Women DO EXIST" has been developed within the EXIST-Women initiative of the German Federal Ministry for Economic Affairs and Climate Protection. This initiative set as its target the increase of the number of female-founded start-ups, which currently equals Germany-wide to only ca. 20 percent.





The Programme invited women who have dreams of entrepreneurship but may be unsure how to begin their founder journey. The search for interested participants started in November 2023 and has been completed in February 2024. Having a clear business idea to pursue has not been a necessity, as the programme envisioned to address those females, who even consider becoming a founder at some moment in time. The programme was launched on 15th March in an opening event in the Gründungsfabrik Rheingau's location in Waas.sche-Fabrik in Geisenheim. The programme included in total 14 participants – five non-scholarship participants and nine EXIST Women scholarship holders who were supported with €2,000 available for their entrepreneurial expenses and up to EUR 3,000 a month three-month scholarship. The programme offered in total eight two-day in-person workshops oriented around entrepreneurial knowledge from the female perspective which were conceptualized and run by startup coach Alexandra Wagner-Thind from Ji Institute, regular mentoring sessions with dedicated experienced businesswoman mentors, online sessions with female business role models, networking events, personal start-up coaching offered by various experts, assistance with applications for grants and scholarships, as well as help in finding co-founders.



The programme lasted nine months and was completed with an official closing event on 23rd November 2024 at RheinMain StartUpLabs' location in Heimathafen Wiesbaden, in combination with the RheinMain StartUpLabs' Start-Up-Day 2024. The closing event featured a summary of the programme's developments, feedback round and pitches of participants showing the progress they have made in front of programme peers, workshop instructors, their mentors, and invited guests.

The next edition of the "Entrepreneurial Women DO EXIST" programme is planned for 2025.

## Founder's Workshop



The Founder's Workshop, a flagship workshop series of Gründungsfabrik Rheingau is dedicated to all those who already have a vague business idea, although need some support and tools in sharpening it. The Workshop's aim is to have a holistic look at business ideas, help participants' dive deep into their business model, figure out what they need, what it takes, what it costs, support them in market research and pricing strategy – in short: help them professionalize and evaluate chances, as well as risks of their prospective business. What is my vision, which mission, and goals I would like to achieve, what



makes my idea unique for customers and how do I convey my idea authentically and professionally to anyone interested to know more – these were the main questions workshop participants have been trying to find answers to.

The workshop, of which the latest edition took place in November and December 2024 utilized different agile-, creative-, number crunching- and team building-methods in an intense, personal workshop in the Gründungsfabrik Rheingau's location in Waas.sche-Fabrik in Geisenheim. The workshop's main trainer and coach – Alexandra Wagner-Thind from Ji Institute, has been joined by with various experts who offered guest inputs enriching the sessions. Seven founder teams, consisting of students and alumni of EBS



Universität für Wirtschaft und Recht, as well as Geisenheim University of Applied Sciences, finalized their intensive workshop with an official pitch of their business idea to Jury consisting of regional Business Angels. The workshop has been offered free of charge for students, employees, and alumni of the partner universities. Founder Workshop's next edition is planned for 2025.

## Cooperation

### Collaboration with Tetra Pak



#### Appointment

EBS Universität für Wirtschaft und Recht has entered into a partnership with Tetra Pak, the world leader in sustainable food processing and packaging solutions. The cooperation is led by the Chair of Sustainability Management and its holder Prof. Dr. Julia Hartmann and provides a platform for innovation, learning and interaction at the interface between business and science. The aim is to promote research and development in areas of growing global importance for sustainable business and production.

#### Aim and vision of the collaboration

Tetra Pak will become one of a select group of partners to join the Chair of Sustainability Management. This will create an expert think tank that brings together research, teaching, education, business and politics. It will address future challenges in areas such as sustainable supply chains, connected food systems, the modern circular economy and investments in a future-oriented energy transition. The Sustainability Summit is the flagship annual event. It brings together the leading minds from business and education at the EBS campus in Rheingau. Tetra Pak's strong focus on sustainability fits perfectly with the values and objectives of EBS Universität. The

"Close collaboration between business and academia is essential for the success of the global sustainable transformation and I am delighted that Tetra Pak is laying the foundation for this at EBS." – Julia Hartmann





inclusion of the global player in the circle of partners promotes interdisciplinary exchange between science and business.

### Content of the collaboration

The partnership provides broad access to research, teaching, leading business players and policymakers, as well as an intensive exchange at the interfaces. Workshops to present current research results and discuss new projects, master classes with students, involvement in teaching and the annual Sustainability Summit are planned several times a year. Stephan Karl, Managing Director Mid Europe at Tetra Pak, sees great potential in the cooperation:

“We are looking forward to working with the students. The partnership with EBS Universität is a great opportunity to initiate new projects that support our vision of providing safe and sustainable food around the world.” – Stephan Karl



### ZEIT for female entrepreneurs

Empowered Women Empower Women – ZEIT für Unternehmerinnen Conference at EBS Universität

ZEIT bring together top female decision-makers from a wide range of industries to share their experiences, learn from each other, and inspire tomorrow's entrepreneurs.



EBS Universität not only provided the location, but also played a key role in the programme. Our Managing Director Dr. Dorothee Hofer opened the event with welcoming words, EBS Professor Myriam Bechtoldt gave a presentation on the spread of the impostor phenomenon and how to deal with it. EBS alumna Dina Reit talked about succession in family-owned companies in the mechanical engineering sector.



Another highlight was the discussion between media entrepreneur and entertainer Barbara Schöneberger and Iliane Weiss, Editor-in-Chief at Studio ZX | ZEIT Verlagsgruppe with many exciting insights from the media industry and encouraging words from Barbara Schöneberger:

“WOMEN CAN BE MORE SELECTIVE ABOUT WHO THEY NETWORK WITH. WOMEN, TOGETHERNESS, COOPERATION, RELIABILITY. I HAVE A GREAT TEAM OF WOMEN AROUND ME, YOU’RE IN GOOD HANDS WITH WOMEN.”

A joint networking evening and get-together on the roof terrace of EBS Universität provided the perfect conclusion to this great event. It was an inspiring, empowering atmosphere on the EBS campus with thought-provoking dialogue. We are very pleased to have been part of this fantastic event as EBS Universität.



## Projects

### Innoklusio project by Prof. Dr. Andreas Heinecke

From October 2021 to September 2024, Dialogue Social Enterprise GmbH carried out the Innoklusio pilot project (<https://www.innoklusio.de/en/>), which was funded by the Federal Ministry of Labor and Social Affairs and initiated by Prof. Dr. Andreas Heinecke. The aim was to find a new approach to promoting the inclusion of people with disabilities and to train inclusion managers in companies. 13 pilot companies took part, including Generali, Boehringer Ingelheim, Bayer, GLS Bank, Deutsche Welle, and Beiersdorf.

The model is based on three pillars:

- ✓ A mobile exhibition that raises awareness of inclusion and disability among the wider workforce on company premises
- ✓ A management event on inclusive leadership and team behaviour
- ✓ An executive education programme with a university certificate to promote inclusion skills and build a company network

Results (evaluated by HAW):

- ✓ The exhibition was shown at 10 company locations and reached 2,250 employees
- ✓ 500 managers took part in the seminars
- ✓ The full training programme was completed by 18 inclusion managers

Participating companies hired 90 people with disabilities during the duration of the Innoklusio programme. After the pilot phase, Innoklusio will be made permanent. Andreas Heinecke will launch COIN GmbH from January 2025. Employees from workshops for people with disabilities will be trained as inclusion advisors and will support the inclusion processes for companies.

[Find out more](#)





## Corporate Citizenship in the DACH Region

We started a research project with a practice partner, focusing on Impact Measurement of Corporate Citizenship within the DACH Region (Germany, Austria, Switzerland). The primary goal is to assess the impact of Corporate Citizenship activities on participating employees and day-to-day business.

Karin Kreutzer and Diane Owin will work on the data collection and project steering. The project will focus on the outcomes of socially responsible initiatives and provide valuable insights for ongoing improvement and innovation in corporate citizenship initiatives. Our goal is to produce a comprehensive case study that effectively educates students about Corporate Citizenship and actively contributes to academic discourse by utilizing our partnership with Accenture as a practical example.

As a next step, we will use the current case study as a teaching case in the bachelor course Corporate Social Responsibility.



## Spirituality and Management: Diakoneo's Journey to New Work

With a kick-off at the end of 2023, the research project between Diakoneo and the EBS Universität started. By the end of 2024, around 40 interviews had already been conducted and two days to collect data in Neuendettelsau and Schwäbisch Hall were carried out. The resulting data was utilized and, in the summer of 2024, in addition to the ongoing data collection, preliminary results were already presented. The topics that emerged from the data analysis were New Work project, the tradition and diaconal context of the organization, current developments and the leadership at Diakoneo after Covid. In addition to diverse insights into different facilities at Diakoneo,



In addition to their daily work, many reported how formative the organization is for their living environment and their family and described a bond from the beginning of life with a birth in a Diakoneo hospital to the end in a nursing home. Especially in combination with a strong sense of responsibility for the clients and the community, people were moved by a clear sympathy and involvement with the organization's current developments.

While in the next step we will be able to ongoing data collection, we want to make developments and trends visible, as well as sharpening and sharpen and validate results. To this end, at the end of 2024 and the beginning of 2025, follow-up interviews and further observation days are being planned.

## NWO Water4All ClimEx-PE

The project explores how stakeholders perceive and can get engaged in nature-based groundwater solutions by applying marketing theories. The main goal of the ClimEx-PE project is to incorporate groundwater flow system evaluation, local scale MAR (Managed Aquifer Recharge) techniques,





and co-creative public engagement, providing a new and upscaled nature-based MAR (NB-MAR) approach for regional scale mitigation of extreme hydroclimatic events. Katrin Merfeld is the Dutch PI of this project.

## EU HORIZON NATURESCAPES

What are stakeholder values narratives for nature-based solutions on a landscape scale and how can we leverage them to foster transformative change? Can we work with multiple nature-based solutions to create outcomes that address long-standing socio-economic challenges, enhance biodiversity and respond to climate change? Or do we face trade-offs between different places, people and outcomes?





# 5 Research Impact

Members of the EBS Impact Institute are highly active in research across diverse disciplines, including management, finance, operations, economics, marketing, and psychology. Their work has been featured in numerous prestigious international academic journals, such as the Academy of Management Journal, The Review of Financial Studies, Organization & Environment, Journal of Management Studies, Emotion, Human Relations, Journal of Business Ethics, Journal of Management, Motivation & Emotion, and Psychological Reports.

## Research Themes

### Topics

- / Climate Change Mitigation and Adaptation Strategies
- / Corporate Advocacy
- / Corporate Social Responsibility
- / Corporate-Startup Collaborations
- / Diversity
- / Energy Transition in the Oil and Gas Sector
- / Female Networking
- / Female Empowerment
- / Global South
- / Grand Challenges
- / Human Rights Protection in Global Value Chains
- / Impact Investing
- / Non-profit organizations
- / Responsible Consumption
- / Responsible Leadership
- / Social Business
- / Social Movements
- / Sustainable Finance
- / Sustainability Management
- / Supply Chain Due Diligence

## Research Colloquia

Since its inception in 2021, the impact-themed research colloquium has brought together a vibrant community of scholars, students, faculty, and friends who share an interest in exploring the concept of impact. This year, we were delighted to host several impact researchers on our beautiful campus, where they shared their latest projects and insights.

The 2024 series began with Karthik Rapaka, who presented "*Burdensome Gifts: Interactional Trials Between Nascent Social Entrepreneurs & Impact Intermediaries*", examining the dynamics between social entrepreneurs and intermediaries. Next, Karoline Bax explored the implications of language in her talk, "*To Gender or Not to Gender? An Experimental Study of Non-Gendered Company Descriptions on Investor Decisions*." Mrdjan Mladjan tackled societal attitudes with his presentation, "*Religion and Attitudes towards Women in the Labor Market*," shedding light on cultural and economic intersections. Finally, Prof. Andre Bonfrer provided practical insights in his talk, "*Nutritional Serve Pricing: A Price Reframing Tactic to Boost Fruit and Vegetable Purchase Behaviour*," focusing on strategies to encourage healthier consumer choices.

### Impact Research Colloquia

- / March 14, 2024: Karthik Rapaka, Rotterdam School of Management
- / June 13, 2024: Karline Bax, TUM

- / September 26, 2024: Mrdjan Mladjan, EBS Universität
- / November 14, 2024: Andre Bonfrer, Deakin University, Australia

## Workshops

### Research Workshop hosted by the Group of Economics

On December 6, 2024, the Economics Group successfully hosted the third research workshop, bringing together faculty and doctoral candidates from various fields such as microeconomics, macroeconomics, econometrics and marketing. The program featured presentations on diverse topics, including climate-related topics, misperceptions of social norms in Pakistan, and eating habits of parents. The workshop provided a platform for engaging discussions among participants. Particularly, our doctoral candidates expressed their gratitude for the possibility to present their research, benefiting greatly from the constructive feedback and insightful comments of senior researchers. The group appreciates the university's support in providing the venue and resources that contributed to the workshop's success.



<b>Frederick Pietig</b>	Sweeping It Under the Rug? Securitisation of Climate-Stressed Loans by European Banks
<b>Romasa Ali</b>	Misperceived Social Norms and Women's Agency: Evidence from Pakistan
<b>Alina Azanbayev</b>	Unraveling the Role of Climate Variables on Inflation Forecasting
<b>Simon Dato</b>	Games Between Players with Dual Selves
<b>Ronald Mandela</b>	Healthy Eating: The Connection Between Life Events, Health, Health Star Ratings, and Locus of Control
<b>Sara Parente</b>	Job Delegation at the University: A Multitasking Principal-Agent Analysis





## Paper development workshop of the Journal of Supply Chain Management

The Journal of Supply Chain Management (JSCM) plays a pivotal role in shaping the discourse on sustainable supply chain management (SSCM). As a leading academic journal in the field, it serves as a platform for disseminating high-quality, cutting-edge research that addresses the environmental, social, and economic challenges in supply chains. Julia Hartmann serves as associate editor of JSCM and, in that capacity, organized a paper development workshop with early career scholars in the field together with Mark Pagell and Finn Wynstra. It took place in Barcelona in July 2024.



## Academy of Management Paper Development Workshop at Technische Universität Darmstadt

On January 29, several members of EBS Business School (Tim Risse, Matthias Waldkirch, Julia Grgic, Carina Keller) and alumni (Elena Freisinger, Madeleine Meurer, Felix Lorenz) presented their working papers at the Academy of Management Paper Development Workshop at Technische Universität Darmstadt. After an insightful introduction to the journal – specifically the revision and publication process – by the Editor in Chief, Marc Gruber, all participants presented and discussed their work in small break-out rooms led by one Associate Editor. It was a great opportunity to get feedback on our working papers and to (re-)connect with co-authors, colleagues, and new academic peers.



## Management Group Doctoral Offsite at the WHU

In May, the management group and friends in the same research field gather for a 2-day offsite in Vallender, hosted by the WHU. The idea is for our doctoral students to present and discuss papers – from first ideas to submission-ready drafts - in a friendly environment. Organised by Markus Kreutzer and Miriam Bechtold, several speakers gave valuable inputs for the research of our doctoral candidates. Professor Dries Faems from the WHU gave a talk about Ai and Chat GPT in research. With 16 doctoral students participating in the workshop, the offsite proved to be full of networking, insights and feedback. Thank you to all the esteemed scholars for giving the early career research



feedback: Ulrich Pidun, Shalini Rogbeer, Abiola Sarnecki, Meir Shemla, Katrin Burmeister-Lamp, Maikki Diehl, Kai Foerstl, Tobias Gutmann, Julia Hartmann, and Karin Kreutzer.



## Panel Discussion Impact Measurement VHB Jahrestagung



The 84th annual meeting of VHB Verband der Hochschullehrerinnen und Hochschullehrer für Betriebswirtschaft featured a panel on impact measurement with a distinguished group of experts including Prof. Karin Kreutzer.

With the growth of impact investing and sustainable finance, along with increasing regulation, the question is no longer whether organizations should measure and manage their impact, but how they should do so. The discussion addressed challenges such as the

comparability of impact results across different areas. For example, the "value" of reducing CO2 emissions is difficult to compare with the integration of marginalized individuals into the labor market.



Investors, funding bodies, and regulators expect organizations to demonstrate measurable impact within a defined timeframe. However, relying on simple input or output indicators can create unintended incentives. For instance, prioritizing the inclusion of as many women as possible in a microfinance program may overlook whether participants actually benefit from it. This highlights the need to focus on long-term outcomes and impact.

The panel also included an overview of the comprehensive impact measurement system implemented at EBS Universität für Wirtschaft und Recht. This system systematically evaluates:

- Impact on the research community (e.g., top publications, h-index, FWCI, reviewing activities, public grants).
- Impact on managerial practice (e.g., media reach, citations in policy reports, membership on boards of directors, research income from industry collaborations).
- Impact through students and alumni (e.g., student employment outcomes, number of start-ups).

## Research Impact Award 2024

### Celebrating Impactful Research at EBS

The EBS Research Impact Award celebrates outstanding research that delivers tangible, real-world benefits to both businesses and society. Each year, we honour exceptional work that equips organizations with innovative strategies and practical solutions for tomorrow's challenges. This year's submissions spanned topics from algorithmic management and refining co-creation to measuring the benefits of sustainable supply chains. These contributions have garnered significant attention from both industry professionals and the media, highlighting the real-world impact of research at EBS.



We heartily congratulate **Meir Shemla** on winning the EBS Research Impact Award. The jury consisting of

- / Andrea Frenzel,
- / Kathrin Gerber-Lurtz,
- / Karin Kreutzer,
- / Mimi Sewalski,
- / Christina Seifert, and
- / Alexander Wald,



was highly impressed by Meir Shemla's research on advancing diversity management. His work provides practical insights for improving the effectiveness of diversity policies and maximizing the potential of diverse teams. His work emphasizes the need for an evidence-based approach to diversity management, moving away from ideologically driven strategies. By addressing critical challenges like the slow progress of diversity initiatives and the political resistance that often hinders leadership, his research charts a path toward more impactful and sustainable diversity efforts.





## Nominees and practical contributions

- / Tobias Gutmann
  - / Enabling successful corporate-startup collaborations
- / Julia Hartmann
  - / Unlocking sustainable success in the supply chain: Embracing sustainability as a strategic imperative
- / Franziska Krause
  - / Understanding drivers and barriers of mass customization
- / Matthias Waldkirch
  - / Pacifying the Algorithm – Shifting the Conversation on Algorithmic Management

## Presenting Research at Renowned Conferences

### EBS goes AoM

Two doctoral students from Impact Institute participated in the Annual Meeting of the Academy of Management this year in Chicago: Julia Grgic and Diane Owin. They joined other EBS PhD students and professors, as well as researchers from around the world in a 4-day conference stay. As the biggest management conference in the world over 10'000 estimated attendees and more than 100 countries represented the Academy's Annual Meeting offers attendees a chance to expand research, network with colleagues, and disseminate knowledge addressing the 21st century's most pressing challenges related to management and organizations.



### EBS goes EGOS

With several members of the Impact Institute attending and presenting at the EGOS conference this year in Milan the EBS Universität was well represented. In several sub-themes members discussed and networked over different topics:

- Organizational Ethics at a Crossroads







- Pursuing Social Change through Work
- Social Innovation at a Crossroads: Organizing and Collaborating for Shared Value
- Managing Human Resources in the “Digitalized” Public Sector: The Struggle between Internal and External Sources in the Post-Pandemic World

We also enjoyed connecting with EBS friends in research like Patricia Hein, Ali Gümüşay and Madeline Meurer.



### Conferences Attended in 2023

- ✓ Annual Meeting of the Academy of Management (AoM) in Chicago
- ✓ European Group for Organizational Studies (EGOS) in Milan
- ✓ GRONEN in Paris
- ✓ Deutsche Gesellschaft für Psychologie Kongress in Vienna
- ✓ EurOMA European Operations Management Conference, Barcelona, Spain

### Best Paper Awards/Nominations

- ✓ Hans Seidl Stiftung Best Paper Award
- ✓ William H. Newman Award at Academy of Management Annual Meeting
- ✓ The Leadership Quarterly. The Bernie-Editorial Board Award for the best reviewer in terms of overall outstanding reviewer quality.
- ✓ The Leadership Quarterly: The Seshe – Editorial Board Award for the best reviewer in terms of timeliness and productivity

## Spotlight on Awards and Nominations

### William H. Newman Award at Academy of Management Annual Meeting

Carina Keller was awarded with the William H. Newman Award at Academy of Management Annual Meeting for the paper “(De-) Constructing Gender Power Asymmetry at the Base of the Pyramid - A relational approach.”.

The paper explores how micro-finance based programmes targeting female entrepreneurs in Uganda can actually attain their social impact goals - gender equality and female empowerment. While we already knew that equipping women with resources previously denied to them will not change their agency, this paper elucidates the relational dynamics that are constitutive of empowering women.

Although the working title of the paper indicates a regional focus, we oftentimes discussed that the findings and implications can be translated in other contexts - where well-intended yet ineffective programmes target women to “empower” them. Equally, you may doubt by whom such programmes are initiated, if they exclusively target women, if - how - and where men are included, at what times and spaces such programmes take place, by whom they are evaluated and based on which impact





indicators... (and what if we move beyond this binary view...) - Such programmes can have a transformative character if they are set up in a (more) conscious manner.

### Hans Seidl Stiftung Best Paper Award

The paper "Don't PAN(N)IC – A socio-psychological view on organizational climate risk perception" co-authored by Carina Keller, Karin Kreutzer, and Myriam Bechtoldt won the best paper award ("New Energies. Challenges and Solutions of the Transformation") by Hans-Seidel-Stiftung and Bayerische Akademie der Wissenschaften.



Carina was invited to give a keynote during the award ceremony in which she challenged widely held assumptions on objective and probability-based climate risk perceptions. While particularly the energy sector is confronted with multiple ecological, social and economic crises, the extent to which the climate risk is perceived as a corporate and hence business-relevant risk fluctuates over time. The authors' findings reveal that climate risk perception is much more socially constructed and hence not (yet) embedded in conventional risk management tools or processes as one might have expected.

As Karin noted in the panel discussion, "let's get this out on the streets" and continue the dialogue between organizations, policy-makers and academics to create impact that is so much needed.



### Karin Kreutzer as a visiting researcher at the University of Oxford

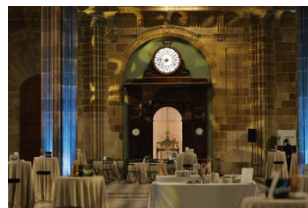
In November, Karin Kreutzer spent time as a Visiting Researcher at Saïd Business School, University of Oxford, conducting research on organizational purpose at the invitation of Eero Vaara.





## Julia Hartmann at the European Operations Management Association in Barcelona

Academic research can often be a solitary pursuit, but conferences like the European Operations Management Association (EurOMA) 2024 Annual Conference in Barcelona offer an invaluable opportunity for collaboration and inspiration. The event showcased groundbreaking research in operations management, with a strong focus on sustainable supply chain management and the circular economy. The breadth and depth of work presented by scholars were truly impressive, promising to influence the field for years to come. At this year's event, Julia Hartmann had the privilege of presenting her research on consumer expectations regarding supply chain sustainability. The presentation sparked thought-provoking discussions with colleagues about how businesses can align their supply chain strategies with the growing demand for transparency and accountability.



## Publications 2024

In the past year, the institute members published already highly cited articles and book chapters on topics such as impact investing, non-profit, or climate change transition. We are proud to foster impact and disseminate knowledge for practitioners and academics.

**BALS, L., TAYLOR, K. M., ROSCA, E., CIULLI, F. (2024).** Toward a circular supply chain: The enabling role of information and financial flows in open and closed loop designs. *Resources, Conservation and Recycling*, 209, 107781. doi:10.1016/j.resconrec.2024.107781.

**BANSAL, P., DURAND, R., KREUTZER, M., KUNISCH, S., MCGAHAN, A. M. (2024).** Strategy Can No Longer Ignore Planetary Boundaries: A Call for Tackling Strategy's Ecological Fallacy. *Journal of Management Studies*. doi:10.1111/joms.13088.

**BECHTOLDT, M., REESE, G., LIU, S., GUTBERLET, P., VAN BRONSWIJK, K., PETER, F. (2024).** Angst, Ärger, Zuversicht, diese drei – oder andere? – Emotionen und ihre Bedeutung für nachhaltiges Handeln. In Bergen, Inga; Gramm, Frederike; Grütters, Jonah; Kolbe, Hannes (Eds.), *Wie die Generation Z das Gesundheitswesen verändert*. Springer.





- CHUNG, S., AGNEW, J., BATEMAN, H., ECKERT, C., LIU, J., THORP, S. (2024). The impact of mortgage broker use on borrower confusion and preferences. *Journal of Economic Behavior & Organization*, 224, 229-247. doi:10.1016/j.jebo.2024.05.016.
- DE JONG, J. P., MULHUIJZEN, M., MERFELD, K., RIGTERING, C., VAN BALEN, T., & BOËNNE, M. (2024). Industrial product development with lead users as a source of Schumpeterian opportunity. *Journal of Product Innovation Management*, 41(6), 1165-1183. <https://doi.org/10.1111/jpim.12739>
- EDACHERIAN, S., KARNA, A., UHLENBRUCK, K., SHARMA, S. (2024). Women at Multiple Levels of Strategic Leadership: Evidence of Gender Spillovers. *Corporate Governance An International Review*. doi:10.1111/corg.12584.
- GROSSMANN, C., MERFELD, K., KLEIN, J., FÖLLER, F., HENKEL, S. (2024). Onto the light side of sharing: Using the force of blockchain. *Journal of Business Research*, 175, 114507. doi:10.1016/j.jbusres.2024.114507.
- HEESE, C., GRGIC, J., HOEVER, I. J., SHEMLA, M., BUENGELER, C., LEROY, H. (2024). Wie Führungskräfte effektiv Inklusion und Kreativität in diversen Teams fördern können. *PERSONALquarterly*.
- KELLER, C., KREUTZER, K., NALUGEMWA, E. (2024). Navigating Profitability and Impact: The Strategic Dilemma of Seedloans. *Case Research Journal*
- KRAUSE, F., FRANKE, N. (2024). Understanding Consumer Self-Design Abandonment: A Dynamic Perspective. *Journal of Marketing*, 88 (2), 79-98. doi:10.1177/00222429231183977."
- KREIKEBAUM, M., SINGH, P. (2024). Critical Reflection on Food-Related Challenges: Co-Curricular Service Learning With Food Banks (1 ed.). In Regina Obexer, Desiree Wieser, Christian Baumgartner, Elisabeth Fröhlich, Alfred Rosenbloom, Anita Zehrer (Eds.), *Innovation in Responsible Management Education* (pp. 141-164). Emerald Publishing Limited.
- LAM, H., GIESSNER, S. R., SHEMLA, M., WERNER, M. D. (2024). Leader and leadership loneliness: A review-based critique and path to future research. *The Leadership Quarterly*, 35 (3), 101780. doi:10.1016/j.leaqua.2024.101780."
- LILGE-HARTMANN, A., BECHTOLDT, M., KAUFHOLD, C., KIRCHHOFF, C. (2024). „Kein gutes Thema für die Zukunft“ – Über die folgenreiche Abwehr einer bedrohlichen Realität. Schwerpunktthema: Zur Stimme der Psychoanalyse in Zeiten des Klimawandels. *Psychosozial*, 47 (177), pp. 46-58."
- MORADLOU, H., SKIPWORTH, H., BALS, L., AKTAS, E., ROSCOE, S. (2024). Geopolitical disruptions and supply chain structural ambidexterity. *International Journal of Operations and Production Management*. doi:10.1108/IJOPM-11-2023-0915.
- NASCA, D., MUNCK-RIEDER, J. C., WALD, A., GLEICH, R. (2024). Improvement of Budgeting and the Success of Management Accounting: An Empirical Study. *Management Accounting Frontiers*, 7, 7-42.
- NEUKRANZ, N., ZIETZ, J. (2024). Unintended Consequences of the 2015 Refugee Surge on Residential Building Permits in Germany. *Jahrbücher für Nationalökonomie und Statistik*. doi:10.1515/jbnst-2023-0062.
- PERERA, C., TOXOPEUS, H., KLEIN, S., & MERFELD, K. (2024). Enabling justice for nature-based solutions in real estate development. *Nature-Based Solutions*, 6, 100148. <https://doi.org/10.1016/j.nbsj.2024.100148>
- SCHWARZMANN, V., MERFELD, K., KREUTZER, K. (2024). Navigating Age Diversity in Volunteer Teams: Barriers and Enablers of Teamwork. *Nonprofit and Voluntary Sector Quarterly*. doi:10.1177/08997640241262215.
- SHEMLA, M., IHMELS, A., WEGGE, J. (2024). Gender quotas influence the appointment of women to precarious leadership positions: A signaling approach. *Journal of Occupational and Organizational Psychology*. doi:10.1111/joop.12557.
- SHEMLA, M., MEYER, B., GRGIC, J. (2024). Perceived diversity in teams: Conceptualizations, effects, and new research avenues. *Current Opinion in Psychology*, 60, 101925. doi:10.1016/j.copsyc.2024.101925.



**TAYLOR, K. M., CIULLI, F., BALS, L. (2024).** Pathways to Scaling International Impact: Exploring Capabilities in B Corps. *Journal of Social Entrepreneurship*, 1-36.

doi:10.1080/19420676.2024.2413074.

**TERPOORTEN, C., KLEIN, J.F., MERFELD, K. (2024).** Understanding B2B Customer Journeys for Complex Digital Services: The Case of Cloud Computing. *Industrial Marketing Management*, 118, 178-192.

<https://doi.org/10.1016/j.indmarman.2024.04.011>

**ZACHER, H., SHEMLA, M. (2024).** Political ideology and attitudes towards Israel in Germany in the aftermath of the 10/7 massacres: a test of horseshoe theory. *Israel Affairs*, 1-15.

doi:10.1080/13537121.2024.2394299.

**ZOMORRODI, M., FAYEZI, S., BALS, L. (2024).** Base of the chain (BoC) sourcing challenges: The role of institutional voids and social agency problems. *European Journal of Purchasing and Supply Management*, 100953. doi:10.1016/j.pursup.2024.100953.

### Spotlight on selected publications

**Chung, S., Agnew, J., Bateman, H., Eckert, C., Liu, J., & Thorp, S. (2024).** The impact of mortgage broker use on borrower confusion and preferences. *Journal of Economic Behavior & Organization*, 224, 229-247.

We examine how mortgage brokers affect borrower confusion about key mortgage features and assess whether brokers mitigate confusion by educating borrowers. Drawing from two lab-in-the-field experiments, we first show a correlation between the attributes borrowers find most confusing and those they find least important. Second, we show that borrowers who secure loans directly from lenders demonstrate lower confusion levels compared to those using brokers, even after accounting for self-selection bias. Despite this, broker users exhibit higher decision satisfaction and confidence after taking a loan. Third, using responses from discrete choice experiments to implement a causal mediation analysis with a single IV, we evaluate the influence of broker use, financial literacy, and subjective confusion on borrowers' willingness to pay for specific mortgage attributes. Our findings reveal that broker users are willing to pay more for attributes that increase the value and duration of loans, increasing broker commissions.



SCHWARZMANN, V., MERFELD, K., KREUTZER, K. (2024). Navigating Age Diversity in Volunteer Teams: Barriers and Enablers of Teamwork. *Nonprofit and Voluntary Sector Quarterly*. doi:10.1177/08997640241262215.

Despite demographic change leading to increased age diversity among volunteers, extant research offers limited guidance on how organizations can manage age-diverse volunteer teams. In this study, we delve into the dynamics of age diversity in a volunteer context by analyzing the case of German World Shops. We collected extensive ethnographic and interview data from age-diverse volunteer teams over a period of 2.5 years. In our analysis, we identified three overarching barriers to age-diverse teamwork—resistance to change and innovation, communication preferences, and power dynamics—and three enablers—creating space to experiment, ensuring protected spaces, and fostering spaces of encounter. In doing so, we contribute to the existing literature on diversity in volunteering and offer guidance for volunteer coordinators to foster collaboration and the build-up of relational capital among volunteers to create successful age-diverse volunteer teams. Moreover, this research opens avenues for further exploration into this emerging and critical phenomenon.



## Applied Research

### EBS Sustainability Summit: A Showcase of Innovation, Leadership, and Engagement

The inaugural EBS Sustainability Summit brought together industry leaders, academics, and students to exchange insights and solutions for a more sustainable future. The event featured an inspiring lineup of speakers, dynamic panel discussions, and engaging student contributions.

#### Highlights from the Summit

Stephan Karl (Tetra Pak) and Caroline Babendererde presented cutting-edge solutions in circular food packaging, setting a high standard for sustainability practices in the industry. Industry leaders Gabriele Haessig (Procter & Gamble), Katarzyna Dulko-Gaszyna (IKEA), and David Klein (SCHOTT) shared candid reflections on overcoming challenges and pitfalls in the transition to a circular economy.





Our doctoral students—Dr. Sarah Damberg, Carina Keller, Diane Owin, and Noah Seibert—captivated the audience with their thought-provoking "work-in-progress" poster presentations. Special recognition went to Georgia Kellow, an MSc student, who founded Cup Classique Tea, a zero-waste tea company. Attendees enjoyed a tea tasting, gaining a unique perspective on sustainable entrepreneurship.

Professor Sabine Benoit delivered a thought-provoking keynote on the energy demands of large



language models (LLMs) and their implications for organizations striving to reduce emissions. She emphasized the critical need for sustainable AI practices to align technological innovation with environmental goals.

### Looking Ahead

The summit's success underscores the enthusiasm and commitment of the EBS community to advancing sustainability. As we reflect on the energy and ideas shared, planning for the second edition of the Sustainability Summit is already underway: It is planned for June 2025. Looking forward to see you all there!

### gif-Researchtag in Frankfurt

At the gif-Researchtag in Frankfurt, Professor Karin Kreutzer delivered a keynote on social sustainability in the real estate sector, emphasizing that "you cannot manage what you do not measure." She highlighted the pitfalls of impact measurement, cautioning against oversimplified metrics and unintended consequences. Using a Wiesbaden district as a case study, she illustrated the challenges and opportunities of sustainable urban development, contributing to the broader discussion on ethics and mobility in real estate.



## Keynote A&O

Professor Karin Kreutzer delivered the keynote address at the Female Future Summit at A&O Shearman Deutschland, sharing key insights from her research on female networking. In her speech, she emphasized the unique challenges and opportunities for women in leadership, highlighting the role of networks, the influence of stereotypes, and the distinct characteristics of female leadership. The event, organized by Dr. Maria A. Boerner, Dr. Nadja Harraschain, and Dr. Carlotta Jung-Arras (EBS Alumna), provided a platform for ambitious female lawyers to engage in discussions on advancing women's impact in the corporate world.



## Sustainable Impact Award by WirtschaftsWoche and the Deutscher Nachhaltigkeitspreis

In 2024, Julia Hartmann contributed her expertise as a jury member for two prestigious awards: the Sustainable Impact Award by WirtschaftsWoche and the Deutscher Nachhaltigkeitspreis (DNP). Her participation underscores the importance of celebrating and spotlighting firms and initiatives driving sustainability innovation, especially during times when global attention is consumed by immediate crises such as wars and natural catastrophes.



While these pressing issues demand action, Julia Hartmann emphasizes that the looming challenges posed by climate change will dwarf many current crises. Her commitment as a juror is rooted in the belief that recognizing and encouraging innovative solutions today is vital for mitigating the long-term impacts of climate change and fostering a sustainable future.



### A Thoughtful Perspective on Awards and Criticism

Julia Hartmann is aware of criticisms surrounding awards like the DNP, particularly regarding their transparency and





methodology. However, she views such critiques as overlooking a fundamental truth about sustainability innovation:

"The diversity of approaches to solving sustainability challenges cannot be reduced to rigid, pre-formatted KPIs. The most groundbreaking ideas often fall outside conventional frameworks. That is why juries must consist of experts who understand the nuances of their fields, ensuring that truly transformative ideas receive the recognition they deserve."

By serving on these juries, Julia Hartmann champions the efforts of organizations and individuals working to address complex sustainability issues. Her involvement reinforces the value of showcasing innovative solutions and inspiring others to follow suit, demonstrating EBS Universität's commitment to driving positive change in business and society.

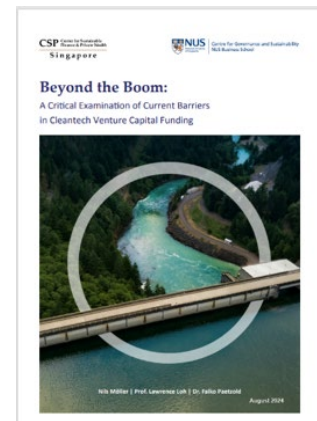
## Research Projects White Paper:

### Beyond the Boom: Uncovering Barriers to Cleantech Venture Capital Investment

The collaborative white paper, "Beyond the Boom," explores the persistent challenges within cleantech venture capital (VC), a sector critical to driving sustainable energy transitions. Developed in partnership between EBS

Universität, the National University of Singapore, and CSP Singapore, the report identifies twelve barriers that hinder growth and impact in cleantech investment. These include the structural misalignment between VC models and cleantech needs, investor gaps in understanding the unique complexities of sustainable technologies, and volatile policy landscapes that discourage long-term investment.

Based on insights from 22 cleantech investors, entrepreneurs, and experts, the report highlights specific issues: the typical short-term expectations of VC don't align with the slower, capital-intensive cleantech sector; inadequate cleantech literacy among investors leads to poor funding choices; and inconsistent regulatory support from governments undermines investment confidence.



#### Authors:

- / Dr. Nils Möller, PhD Student, EBS Universität für Wirtschaft und Recht; Visiting Researcher, National University of Singapore
- / Prof. Lawrence Loh, Director, Centre for Governance and Sustainability, National University Singapore
- / Dr. Falko Paetzold, Board Member, Center for Sustainable Finance and Private Wealth (CSP), Singapore





## Future applied research talks

### Invited talks

- Bechtoldt, M.N. (2024, October). "Der IQ öffnet Türen, EQ bestimmt, wie weit Du gehst – Myrhos oder Realität?" Business and Professional Women, Wiesbaden.
- Bechtoldt, M.N. (2024, March). "IQ gets you hired but EQ gets you promoted" - really? Völklinger Kreis – Berufsverband schwuler Führungskräfte und Selbständiger, Frankfurt.
- Bechtoldt, M.N. (2024, February). Klimakrise im Fokus: Was motiviert uns (nicht) zu handeln? Conference „Soziologie an der FOSBOS“, Akademie für politische Bildung, Tutzing, in cooperation with Akademie für Lehrerfortbildung und Personalführung Dillingen.

## Social Entrepreneurs "in the making" - A study on the incubator program of the Social Impact Award

A team of researchers from EBS (Karin Kreutzer, Vera Schwarzmann, Carina Keller) is collaborating with Peter Vandor from Vienna University of Economics and Business in their joint project with the "Social Impact Award" (SIA) Germany and Austria.

SIA helps young people to discover social entrepreneurship and take the first steps towards setting up a social enterprise. Since 2009, SIA has supported young changemakers in more than 25 countries. SIA builds local communities worldwide and maintains a wide range of partnerships with financial partners and other ecosystem players.

The research team followed this year's cohort of social entrepreneurs to find out how they navigated their journey of becoming a social entrepreneur, how the program including the interactions with various stakeholders has influenced their identity, but also how their feedback shapes the landscape of social entrepreneurship





# 6 Outreach

## Media Contributions in Numbers

Media	Contributions	Outreach
Print	112	2.843.363
Online Media	34	91.601.930
Social Media	3	9.278

The Impact Institute team collectively reached more than 94,5 million people through their media contributions, with a total of 149 contributions across print, online, and social media. This marks a significant increase from a reach of 75 million people in 2023.

## Top 10 media outlets by type

Medienarten	Anzahl	Reichweite
Tageszeitung	106	2.209.018
Nachrichtenportal (Online)	10	74.129.911
Fachzeitschrift (Online)	8	39.187
Tageszeitung (Online)	6	5.443.320
Anzeigenblatt	5	327.200
Radio (Online)	3	132.256
Stadt/Region (Online)	2	15.365
TV (Online)	2	11.840.000
Facebook	1	7.086
Podcast (Online)	1	0

## Top 10 Headlines

Headlines	Anzahl	Reichweite
Neue Kontakte knüpfen und pflegen	60	1.117.646
Schritt für Schritt	15	236.890
Schritt für Schritt ein Netzwerk aufbauen	8	126.804
Mitarbeiter im Kundenservice (m/w/d)	6	106.770
Netzwerke aufbauen	5	327.200
Hartnäckige Lohnlücke zwischen Männern und Frauen	4	45.511.959
"Uns fehlt die Weitsicht, die Chancen der Transformation zu erkennen"	3	25.271
Die Empathie-Falle Worauf es beim ersten Eindruck wirklich ankommt	2	266.059
EBS Studie: Effektivität von Diversität in Unternehmen – Zwischen Mythen ...	2	8.553
So werden Berufstätige Schritt für Schritt zur Netzwerkerin	2	95.793

## Outreach Highlights in Media, TV, and Audio

What follows are examples for the publication activities of selected members of the Impact Insitute.

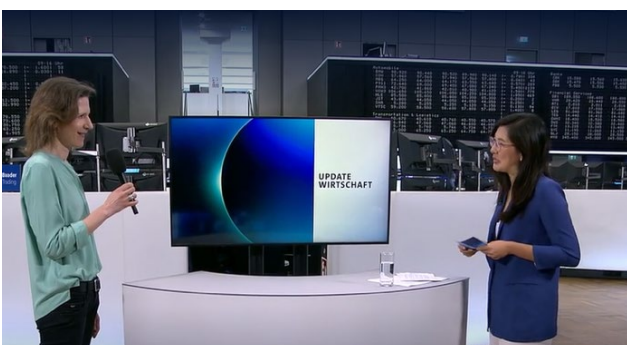
### Julia Hartmann in the media

#### Selected examples

- ✓ Ntv Telebörsen (February 1st and 28th, March 15th, and May 24<sup>th</sup> 2024) on supply chain regulation in the European Union
- ✓ MDR Kultur (February 6<sup>th</sup> 2024) on EU supply chain regulation
- ✓ SWR2 (February 12<sup>th</sup> 2024) on international energy agency

### Myriam Bechtoldt in the media

To contribute to the public discourse on leadership, sustainability, and equality, Myriam Bechtoldt actively engages with various media outlets and conferences. Over the past year, she has provided insights on a range of topics, from emotional intelligence and women in leadership to climate action.







Her interviews, including a feature in Tagesspiegel on first impressions and an appearance on WDR 5 Quarks discussing the benefits of gossip, have shed light on the complexities of human behavior. On International Women's Day, she addressed the persistent underrepresentation of women in leadership roles across business and academia. Additionally, her participation in tagesschau24 explored generational career trends and the aspirations of Gen Z.

Climate change remained a key area of focus, reflected in her Perspective Daily article examining rural perspectives on environmental policy and her talk at the Akademie für politische Bildung in Tutzing. Throughout the year, her work has centered on bridging research with real-world issues, fostering engagement on critical societal challenges.

In recognition of her contributions to leadership research, Myriam received two awards from The Leadership Quarterly, a leading journal in the field, for her excellence in peer reviewing, with a particular emphasis on the quality and timeliness of her evaluations.

Selected examples

### Interviews

Tagesspiegel (Sept. 20, 2024). Die Empathie-Falle. Worauf es beim ersten Eindruck wirklich ankommt.

<https://www.tagesspiegel.de/wissen/die-empathie-falle-worauf-es-beim-ersten-eindruck-wirklich-ankommt-12405848.html>

Good News Magazin (July 27, 2024). Warum Lästern gut tut. <https://goodnews-magazin.de/sechs-gruende-warum-laestern-gut-tut/?swcfpc=1>

Perspective Daily (July 26, 2024). Bremst die Landbevölkerung den Klimaschutz? Ich habe das Gespräch gesucht. <https://perspective-daily.de/article/3244-bremst-die-landbevoelkerung-den-klimaschutz-ich-habe-das-gespraech-gesucht/probiere>

tagesschau24 (July 23, 2024). Update Wirtschaft.

<https://www.tagesschau.de/multimedia/sendung/tagesschau24/boerselive/video-1361694.html>

WELT - Aha! Zehn Minuten Alltags-Wissen (May 9, 2024). Warum wir lästern und welche soziale Funktion es erfüllt. <https://www.welt.de/podcasts/aha-zehn-minuten-alltags-wissen/article251212272/Warum-wir-laestern-und-welche-soziale-Funktion-es-erfuellt-Podcast.html>

Wiesbadener Kurier (March 8, 2024). Weltfrauentag: Gleichstellung im Job.

<https://www.wiesbadener-kurier.de/lokales/kreis-rheingau-taunus/oestrich-winkel-kreis-rheingau-taunus/weltfrauentag-gleichstellung-von-frauen-im-job-3387330>

Forschung & Lehre (March 8, 2024). Weit entfernt vom Parität-Panorama. <https://www.forschung-und-lehre.de/karriere/professur/weit-entfernt-vom-paritaet-panorama-6295>

Frankfurter Rundschau (Feb. 8, 2024). „Klimakrise: Ein Gefühl von völliger Überforderung“.

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IMPACT INSTITUTE

Prof. Dr. Karin Kreutzer & Prof. Dr. Julia Hartmann

EBS Universität | Rheingaustraße 1 | 65375 Oestrich-Winkel

E-Mail: [karin.kreutzer@ebs.edu](mailto:karin.kreutzer@ebs.edu) | [julia.hartmann@ebs.edu](mailto:julia.hartmann@ebs.edu)

