



# EBS UNIVERSITÄT



ACTIVITY REPORT 2023-2024 | EBS IMPACT INSTITUTE

An account of the impact we have  
made over the past year at the EBS  
Universität für Wirtschaft und Recht



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A YEAR OF IMPACT

# Dear friends of the EBS Impact Institute,

In 2023, EBS has achieved significant recognition as the highest new entrant in the Financial Times Ranking, securing a position among the top 100 Business Schools globally. Notably, Julia Hartmann, sustainability expert and longstanding member of the Institute, has assumed co-leadership alongside founding member Karin Kreutzer. The Institute has garnered unprecedented media attention in 2023, with research outputs featured in prominent outlets such as NTV, tagesschau, and heute journal. The executive education programmes focusing on Environmental, Social, and Governance (ESG) topics have witnessed a surge in participation, indicative of their increasing relevance and appeal. Furthermore, the institute is actively cultivating new and exciting research collaborations, exploring novel research topics. As a steadfast vehicle for disseminating impactful social research, the Impact Institute remains pivotal in extending the reach and influence of our research to a broader and diverse audience.

Yours

*K. Kreutzer* *Julia Hartmann*

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, start-ups, impact investing, sustainable supply chains, 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 für Wirtschaft und Recht.

In 2023, Prof. Dr. Julia Hartmann became the new co-leader of the Institute. Prof. Hartmann and Prof. Kreutzer are 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 Digital Marketing
- / Prof. Dr. Jenny Kragl, Professor of Economics, esp. Microeconomics
- / Prof. Dr. Richard Raatzsch, Professor emeritus 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, Vice Director Strascheg Centre for Impact in Innovation & Entrepreneurship, 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

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





## EBS | IMPACT INSTITUTE TEAM



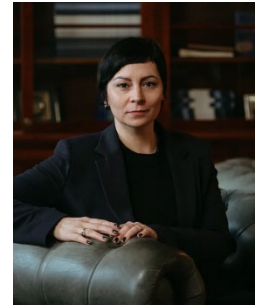
Prof. Dr.  
Myriam Bechtoldt



Prof. Dr.  
Christine Eckert



Prof. Dr.  
Julia Hartmann



Prof. Dr.  
Jenny Kragl



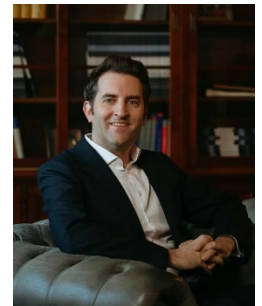
Dr.  
Marcus Kreikebaum



Prof. Dr.  
Karin Kreutzer



PhD  
Mrdjan Mladjan



Dr. Jan Christoph  
Munck-Rieder



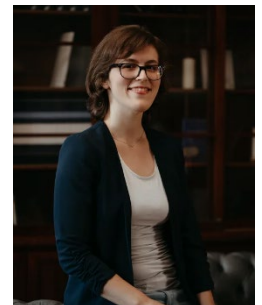
Prof. Dr. (em.)  
Richard Raatzsch



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:

- / Noah Bani-Harouni
- / Katja Friedrichs
- / Sophia Jungk
- / Tim Eckes

- / Olga Karpiuk
- / Carina Keller
- / Nils Möller

- / Diane Owin
- / Vera Schwarzmann
- / Pratibha Singh



## 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.

## Among the Top 100 Women in Social Enterprise 2023 by Euclid Network

For almost 15 years, Euclid Network (EN) has fostered social entrepreneurship and social innovation in Europe through knowledge exchange, capacity building, networking and international advocacy. They are a network for intermediary organizations that support social entrepreneurs and impact-driven leaders, a strategic partner of the European Commission and an observer to the United Nations Task Force on Social and Solidarity Economy (UNTFSSSE). The Top 100 Women in Social Enterprise initiative recognizes women in the social enterprise sector by highlighting their journey and achievements and connecting them with each other.

„Social enterprises harness the power of entrepreneurship to address Grand Challenges such as climate change, health, and inequality. For over 15 years, with great co-authors and a strong team at EBS, I foster research on social enterprises. I am honoured to be among the EN 100 Women in Social Enterprise initiative, which gives visibility to Social Entrepreneurship in general and female role models in particular.“ - Karin Kreutzer on her award

## 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 at highly prestigious peer-reviewed academic

journals including Journal of International Business Studies, Journal of Business Ethics, Academy of Management Discoveries, and 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 advisor in ESG leadership and future readiness across industries and countries and opinion leader about ESG on television, radio, podcasts, panels, and other media outlets.

„My aim is to shape a brighter future by persuading and inspiring firms to embrace sustainable practices. By showcasing the tangible advantages awaiting those who embrace this path, I foster a profound understanding that sustainability is not just a moral imperative but a strategic choice that paves the way towards long-term success.“ – Julia Hartmann



# 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 through the whole academic journey at EBS Universität für Wirtschaft und Recht. Additionally, the EBS Business School debuted this year with the Master in Management in the Financial Times Ranking as highest new entrant in the European ranking (81<sup>st</sup> place) and as second highest entrant in the Master in Management ranking (58<sup>th</sup>).

### Impact modules in Bachelor or Master

- / Service-Learning Social Impact Project (BSC)
- / Onboarding Project (BSC)
- / Business and Society (BSC)
- / Corporate Social Responsibility (BSC)
- / Strategy and Impact for the SDGs (MSC)
- / Management of Environmental, Social, and Governance Issues (MSc)
- / Environmental Management and Sustainability (BSc)
- / 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)

### Impact modules in Executive Education or MBA

- / Stiftungsmanagement
- / Impact Investing
- / Sustainable & Responsible Investments
- / Corporate Sustainable Finance
- / ESG Performance Management
- / Sustainability Reporting
- / MBA Social Impact Challenge
- / Corporate Sustainability (MBA)
- / Diversity Management (MBA)



## Spotlight Bachelor Programme: Onboarding Project

In September the newest cohort of Bachelor students at EBS Universität für Wirtschaft und Recht began their academic with a two-week onboarding project centred around the themes of digital transformation and sustainability. This onboarding experience was curated not only to introduce foundational academic concepts but also to instil a deep understanding of responsible decision-making in the business realm.

Our students dived into an intensive programme that blended theoretical knowledge with practical insights. A standout feature was the engaging visit to the Fresenius Group, where students had the invaluable opportunity to interact directly with CEO Michael Sen, along with the vibrant team comprising Matthias Tyssen, Juliane Beckmann, and Sarah-Ann Krueger.

The academic journey was further enriched by a series of insightful sessions conducted by illustrious speakers such as Bernd Leukert, Gabriele Haessig, Dietmar Keuschning, and Arjan Sissing. These interactions provided the students with diverse perspectives and knowledge integral for their future endeavours.

The programme's culmination was marked by an impressive display of solutions by student teams to a distinguished jury panel, featuring Tobias Gollnik, Christoph Schulz, Matthias Waldkirch, Katrin Burmeister-Lamp, Sarah Damberg, Hala Elshawa, and Laura Turrini. Their presentations were a testament to the rigorous and holistic learning they had undergone.

A special note of gratitude is extended to Tobias Gutmann, Nasar um Minullah Virk and the exceptional onboarding team, including Matthias Stäudt, Noah Seibert, Vera Schwarzmann, Henrik Holzmann, and Sophia Jungk. Their dedication and tireless efforts were instrumental in orchestrating this comprehensive onboarding initiative. We are now excited to witness the transformation of these change-makers as they embark on their academic journey, armed with the knowledge and passion to tackle pressing issues, and make a meaningful difference.



„The number of things that I have learned over these two weeks is incomparable. We have had a lot of practical experience and that is really not comparable to sitting in front of a book. We have learned so much about the business environment: How it looks like, how people interact with each other, and most importantly how we can clue in ourselves into this live“  
– first semester student about the Onboarding Project

## Spotlight Master Program: Managing Environmental, Social, and Governance Issues

Gabriele Haessig from Procter & Gamble provided invaluable insights into the company's pioneering efforts to create environmentally sustainable value chains. Her candid discussion of the day-to-day challenges of implementing sustainable practices inspired our students to think critically about overcoming these obstacles. Mirko Bengel and Anja Düll from BASF shared their extensive knowledge and experience in protecting human rights in global supply chains. Their thorough and sophisticated approach to this complex issue left a lasting impression on our students. Thomas L. Roedding from Narravero offered a fascinating glimpse into the digitalization of service offerings for manufactured products while complying with the EU Digital Product Passport Directive. His presentation sparked thought-provoking discussions among our students. Finally, EBS



alumnus Gerrit Stehle from Elephant & Castle Capital shared his inspiring career journey and demonstrating the possibilities of building a successful career in sustainability.

## Spotlight MBA Programme: Social Innovation Challenge

The "MBA Social Impact Challenge" at EBS Universität für Wirtschaft und Recht is integral to the MBA programme. Students plan their social projects in teams, carry them out independently, and reflect upon their



results. This innovative format teaches leadership, analytical thinking, and problem-solving skills while simultaneously creating real social impact.

For our praxis partner „Du bist hier der Chef!“, students dived deep into issues such as the remuneration of farmers, price transparency, and communication strategies of fair consumer goods. During the week, inspiring guest speakers and facilitators shared insights on social entrepreneurship and food with our MBA students, providing invaluable knowledge and expertise. We are grateful for their participation and look forward to future engagements in next year’s MBA Social

Innovation Challenge.

-  Diane Robers shared insights about the future of sustainable business in Germany
-  Carina Keller discussed a case study about a social enterprise fostering sustainable agriculture in Uganda
-  Alexandra Wagner-Third orchestrated a LEGO Serious Play workshop, cultivating innovative, out-of-the-box thinking
-  In the Gründungsfabrik Rheingau, Dr. Jan Christoph Munck-Rieder and his team inspired our participants to become social or green entrepreneurs themselves!
-  Katja Friedrichs introduced different financing options for social enterprise and shed light on impact management and measurement strategies.
-  Nici von Alvensleben, the founder of the award-winning social enterprise Stitch by Stitch, highlighted how to balance social, environmental, and financial goals in a unique business model that fosters the integration of refugees in Germany.



## SRH Social Impact Thesis Award 2023

EBS annually awards the SRH Social Impact Thesis Awards for exceptionally distinguished undergraduate, postgraduate, and doctoral theses that contribute significantly to our understanding of social impact.

- ✓ 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 on August 26th at the Kurhaus Wiesbaden.
- ✓ 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 Thesis

Paula Keim (Business School): „Mompreneurs: How female business owners balance the roles of being a mother and being an entrepreneur“

Paula Camilla Keim successfully defended her bachelor thesis entitled " Mompreneurs: How female business owners balance the roles of being a mother and being an entrepreneur" with an excellent grade of 1.1. The thesis uses a qualitative research approach to show how female entrepreneurs with young children (mompreneurs) perceive and overcome entrepreneurial challenges and opportunities.

### Master Thesis

Aishwarya Manek (Business School): "Incentivizing Sustainability-Related Performance for Managers"

Aishwarya Maneks thesis is dealing with the highly relevant and impactful topic of how to successfully implement sustainable business practice in firms and society. This work, graded with an excellent 95.5% (1.2), certainly has important implications for scholarly knowledge generation and corporate governance practitioners who wish to promote long-term growth and viability of a firm.

### Dissertation

Dr. Sarah Damberg (Business School): „ The Relationship Between News Controversies and Sustainability Management“

Sarah Damberg's outstanding doctoral dissertation, which was awarded summa cum laude (1.0), highlights the profound social impact of negative messaging related to corporate sustainability practices. Her research explores the transformative power of external pressures and illuminates the consequences of unethical or unsustainable practices within companies, providing valuable insights that can guide decision makers, empower stakeholders, and ultimately contribute to a more socially responsible and sustainable future.

CONGRATULATIONS TO THE WINNERS!



## Executive Education

The executive education programmes of the Impact Institute are specialized learning initiatives designed to enhance the skills and knowledge of seasoned professionals and executives. These programmes 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 programmes not only contribute to individual professional growth but also facilitate the exchange of best practices and industry insights among a select group of high-calibre executives. Overall, executive education programmes 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 programmes and two corporate programmes.

### Executive Education programme with student numbers

- / Corporate Sustainable Finance (20)
- / ESG Performance Management (26)
- / Sustainability Reporting (38)
- / Sustainable & Responsible Investments (43)
- / Impact Investing (18)
- / Stiftungsmanagement (17)

### Corporate Programmes

- / KPMG ESG Academy
- / HypoVereinsbank ESG 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 CSF Advisor (EBS). Due to the continuing demand, the programme Corporate Sustainable Finance will be offered for the sixth intake in 2024.

### Sustainable & Responsible Investments

Since inception in 2016, the Sustainable & Responsible Investment Programme, specifically tailored to the needs of investment professionals, has attracted more than 300 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 SRI Advisor (EBS).

### Sustainability Reporting

The programme Sustainability Reporting is the newest addition to EBS's suite of sustainability programmes in executive education. It was launched with resounding success in October 2023. 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, the Sustainability Reporting Programme will be offered twice in 2024.



## 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, the 2023 programme was fully booked again. 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 22nd time in the year 2023. Congratulations to this year's graduates (see picture). 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 iteration of these programmes take place for Corporate Sustainable Finance in June 2024 (starting: 17.06.24), for ESG Performance Management in February and March 2024 (next starting date: 14.02.24), for Sustainability Reporting in February and March 2024., for Sustainable & Responsible Investment in May 2024, and for Impact Investing Programme in September 2024. 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 12.03.2024 until 13.09.2024. 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 [rolftilmes@ebs.edu](mailto:rolftilmes@ebs.edu).

### **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 and Microsoft.

### **HypoVereinsbank**

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 2,500 employees participated in fully digital training. HypoVereinsbank continues the training in 2024 with the same strong commitment in order to support the transformation of the institution.



# 4 Engagement

## Centres

### Service-Learning Social Impact Project

With the intention to raise social mindfulness and responsibility of young adults studying at EBS, the Service - Learning Social Impact Project remains a vital course in the Bachelor programme. Students engage in local and international projects for social welfare. Students gain mindfulness and empathy by interacting with



disadvantaged groups such as the homeless, disabled, elderly, refugees, and children. As a result, they experience profound changes of perspective. Our partner organizations and their clients benefit greatly from student engagement, as they bridge a social gap and effectively support both clients and the partner organization. The impact of these projects on the local community and students is truly astonishing. For example, Bachelor students constructed a fireplace and composting facility for disabled children's school outdoor area.

### Erasmus project on Service learning for rebuilding Ukraine

From Dec 2nd to 4th we participated in a three-day conference, "Service learning for rebuilding Ukraine," at Ukrainian Catholic University Lviv. With the beginning of the war, many Ukrainian universities showed exemplary resilience and solidarity, and have undergone a profound transformation. Community service centres have been set up. Volunteering became a part of everyday life for many Ukrainian students and faculty members. They are making themselves and their skills available for the common good in order to strengthen Ukraine. This happened on several levels. In addition to practical, material, and operational assistance, many student initiatives were founded in order to combine the professional expertise they had already acquired with their commitment to in global advocacy for Ukraine.

"University education should give young people the feeling that they are part of a great mission, that they are called to change the world. This dedication to service can be formed not only with the help of volunteering in free time outside of studies but also with the help of academic disciplines with project activities embedded in the community and together with the community. This is one of the best ways to give students the understanding that their studies are relevant and meaningful in wartime." - UCU Rector Taras Dobko



This sudden and rapid increase of requests from society makes a Service-Learning methodology an opportunity to fulfil some new missions. University leaders supported their students and faculty in the time of trial. They are acknowledging and want to increase the value of service-learning activities.



The conference was part of a large project which UCU is implementing as

part of the European Union programme Erasmus+ in cooperation with Sumy State University, Dnipro University of Technology, and the foreign universities KU Leuven (Belgium), Università LUMSA (Italy), and Katholische Universität Eichstätt-Ingolstadt (Germany). In addition, important associations for service learning in Europe and the world are partners associated with the project: European Association of Service-Learning in Higher Education, CLAYSS, Uniservitate, the business world, and the Centre of Business Ethics at EBS Business School.

Together with our partners we are looking forward to supporting our colleagues in this Erasmus + project which is called ServeU. We therefore plan to set up bi-lateral Service-Learning projects with students from EBS and UCU Live to work together for the common purpose of recovery and healing of Ukrainian communities. We hope to help in the development a methodology which could be shared with other educational institutions and use it to teach professors and teachers in Ukraine and in other parts of Europe as well. For this project we can rely on EBS students that are already engaged in supporting communities in the Ukraine.

For example, last semester a team for four students took action by promoting "Helping Hands Eltville", an NGO that directly supports the community of Zwenigorodka. Anna, Benno, Max, and Nicolai describe their learning journey as challenging as well as insightful and rewarding. Relating to the needs and bridging the gap between the various stakeholders (donors, refugees, NGO´s) in the community was perceived as the biggest challenges. Getting a new perspective and overcoming stereotype thinking for example regarding the Ukraine as a "third world country" was one of the biggest insights by them. Last but not least it was the "incredible thankfulness for any kind of help from the Ukrainian side" (student citation) that made this project most rewarding for them. The team has managed to publish an interview with the Peter Fries, chairman of the Helping Hands Eltville in the upcoming EBS Alumni magazine. They also organize an event with Peter Fries and Patrick Kunkel, Mayor of Eltville at EBS on campus on Feb 7th, 2024. Link: <https://www.youtube.com/watch?v=pxLUASlyfko>

## Gründungsfabrik Rheingau powered by Strascheg Centre for Impact and Entrepreneurship (SCIIE)

Gründungsfabrik Rheingau is the first joint project of the Geisenheim University of Applied Sciences and the EBS Universität für Wirtschaft und Recht in cooperation. Since March 2020, this initiative, which is funded by the EXIST-Potential-Programme of the Federal Ministry of Economics and Climate Protection, has been supporting start-ups at the two universities together with regional and national partners. All services – start-up, scholarship and referral advice, coaching, programmes, events & co-working spaces – are available to students, staff, and alumni at all times. A special focus of Gründungsfabrik


















Rheingau lies on sustainable- and social entrepreneurship, as the following events and formats, which have all taken place in 2023, show:

## Founder Lecture Series

This open lecture series on the topic of entrepreneurship business start-ups takes place every week as an introductory programme for people interested in starting a business, with or without a concrete idea. For 90 minutes, experts from the field present and discuss topics relevant to start-ups. This programme is primarily aimed at students with a general interest in the topic. Founders and guests from outside the universities are always welcome. At the beginning of the lecture series, only EBS and HGU were involved. We were able to expand this circle and are now working together with 13 partners to strengthen the Rhine-Main entrepreneurship ecosystem.

	(startUp Labs of) Universities		startUp Hubs
Wiesbaden			
Mainz			
Rheingau			
Frankfurt am Main			
Darmstadt			

## Rheingau-Taunus Gründungspreis 2023

The Rheingau-Taunus Gründungspreis 2023, organized by Gründungsfabrik Rheingau (Rheingau Founder's Factory), a collaborative project between Geisenheim University and EBS Universität, provides a platform for entrepreneurs to showcase creative and forward-thinking ideas and business models. The competition, now in its 4th edition, offers not only the chance for public attention and potential entry into investor networks, but also a total prize pool of €9,000. This year, the competition expanded with three notable changes. Firstly, it transformed from the "Rheingauer Gründungspreis" to the "Gründungspreis Rheingau-Taunus," enabling teams from the entire Rheingau and Taunus area to apply. Secondly, it allowed participation of students coming not only from EBS Universität and Hochschule Geisenheim, but also from regional secondary schools and high schools as well as from Hochschule Fresenius. Thirdly, the award ceremony featured a small entrepreneurs' fair, allowing previous winners from the last three years to showcase their developing businesses. The main sponsors include 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.

Entrepreneurs had the opportunity to apply in three categories until October 15:

- Category 1. Best business idea from schools or universities.
- Category 2. Best start-up from universities.





### Category 3. Best start-up from the Rheingau-Taunus district.

Out of a total of 24 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 Gabriele Zimmermann (Wachendorff Prozesstechnik), Dr. Jan Kirchner (Kisico), Nicole Mouzon (Rheingauer Volksbank), Achim Staab (Rheingau Taunus Kreis), Stefan Gutting (Jean Müller), Christian Werner (Werner Elektrotechnik), Thomas Wiczorek (Pioneer Lab, der HS Fresenius), as well as Simone Böhm (VEG, Geisenheim Alumni Association) and Petra Fritsch (EBS Alumni e.V.).



The grand finale took place on 15<sup>th</sup> November 2023 from 6pm onwards in "New Forum" at EBS Universität campus, and has been moderated by Gründungsfabrik Rheingau's freelance start-up coach, Alexandra Wagner-Thind. The event has been elevated by the opening speeches of Prof. Dr. Martin Böhm, Rector at the EBS Universität; Prof. Dr. Mirjam Hey, the Vice President of Teaching at Geisenheim University; Christian Aßmann and Christine Müller, the board members of the support association of the Gründungsfabrik Rheingau; as well as Sandro Zehner, the District Administrator of the Rheingau-Taunus Kreis. The focus of the event was on innovative, sustainable, and promising concepts and business models from (potential) entrepreneurs in the Rheingau-Taunus district. Many of the start-up initiatives 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. Prizes were awarded to the top three business concepts implemented in the last two years, even if the company has not yet commenced its business activities.



In category 1, the dPen team – consisting of students from the Hansenberg boarding school – impressed both the judges and the public with their clever idea for a pen that could help many people with spelling difficulties. The Repair Rebels team, represented by its CEO – Dr. Monika Hauck, EBS Alumna - came out on top in the second category. Their combination of sustainability and support for small local craft businesses was impressive. In category 3, Rheingeheimnis and Miriam Hummel won the grand prize. Their idea of getting to know the Rheingau region in a playful way won over both the audience and the Jury, and in the end came out on top.



## Drink Innovation Challenge 2023

Geisenheim, June 21, 2023 – Following its debut in 2022, the competition for developing an innovative, sustainable, and non-alcoholic beverage was held for the second time, challenging participants to turn their ideas into reality. The competition targeted students and alumni from the two Rheingau universities and, for the first time, 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 Drink Innovation Challenge (DIC) 2023, organized by the Gründungsfabrik Rheingau, with support from major partners in the beverage industry and their own innovation network.





The DIC 23 kicked off in March with the theme "Your Drink comes true!" As the motto suggests, the goal was not only to conceive an idea but also to bring it to life. Alongside attractive cash prizes and feedback from the expert jury and the audience, the main prize of the challenge was the opportunity to create a prototype of the drink in cooperation with the Beverage Technology Centre (Getränketechnologischen Zentrum (GTZ)) of Geisenheim University.

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.

On the deadline of May 21, 2023, idea sketches were submitted by vocational school students and university students from across Germany. To reward their efforts and emphasize that no idea is "unnecessary," it was decided before the finale that all submissions would receive a voucher for a wine and sparkling wine seminar from the Rotkäppchen-Mumm Academy. However, only the best ideas were invited to the final pitch. The finalists were selected based on the submitted idea sketches by the competition jury, consisting of industry representatives and representatives from both participating universities.



June 21, 2023 – The Final. Due to a tie, six instead of the planned five participants reached the final pitch at the MEET career fair on June 21 in the Erbslöh Lecture Hall at Geisenheim University. Framed by an engaging programme featuring keynote speakers Kiran Janini and Dr. Volker Herdegen from Eckes-Granini on innovations in the beverage industry, the pitch presentations were the highlight of the DIC 23 finale. The high-calibre jury faced the challenging task of awarding the places on the winner's podium.



The overall high quality of all submissions resulted in a very close evaluation of the individual contributions. The evening's moderator, Dr. Jan Christoph Munck-Rieder, expressed enthusiasm: "We should actually produce all the drinks from the finale!". In the end, the neck-and-neck race was won by the idea "Sojran" from Geisenheim alumni Christian Sommer, Phillip Kaapke, and Olmo Kroell. The innovative use of soy milk as a by-product convincingly addressed the sustainability aspect, impressed the jury, and secured a narrow victory.

The second and third places were close to the winners: EBS doctoral candidate Pascal Engelmann impressed with his innovative concept "Rheingauer Wasser," combining sustainable regional marketing with a refreshing beverage, securing the second place with his team. Due to a tie, two teams shared the third place: "LeafFizz" by Pascal Hamm, another EBS doctoral candidate envisioning creating iced tea based on wine leaves as a sustainable approach, and the team "My-Jus" by Lisabeth Wintermeier, Fabian Lechner, Stefan Weissensteiner, a group of students from the Vocational School in Geisenheim aiming to produce juice from grapes thinned by winemakers, along with regional plant-based ingredients. In addition to feedback, the four winning teams received a total prize of 3,500 euros.





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. Who knows what new ideas were fermented during this networking session?

## Entrepreneurial women DO EXIST

This new programme for female founders from the Gründungsfabrik Rheingau is targeting women interested in starting their own businesses. The programme has been developed within the EXIST-Women initiative of the German Federal Ministry for Economic Affairs and Climate Protection and is an answer to the call for targeted sensitization of women and to the promotion and networking of female founders. The initiative sets as its target the increase of the number of female-founded start-ups, which currently equals Germany-wide to only ca. 20 percent.

Entrepreneurial women DO EXIST programme invites women who have dreams of entrepreneurship but may be unsure how to begin their founder journey. The programme started with the search for interested participants in November 2023 and should run till the end of 2024. It offers various support, including a welcoming group atmosphere, workshops on entrepreneurial skills, personal start-up coaching, an assigned experienced businesswoman mentor, networking events, assistance with applications for grants and scholarships, as well as help in finding co-founders. The up to ten selected participants can count on a financial support with EUR 2,000 available for entrepreneurial expenses and up to EUR 3,000/month possible scholarship from EXIST. To be able to apply, women must have been students, alumni, or employees of EBS Universität or Hochschule Geisenheim, or somehow related to Gründungsfabrik Rheingau. Having a clear business idea to pursue has not been a necessity, as the programme wants to address those females, who even consider becoming a founder at some moment in time. The Gründungsfabrik Rheingau is a collaborative initiative of Geisenheim University and EBS Universität, supporting entrepreneurship at the universities and in the region.

## Founder's Workshop

The Founder Workshop, a flagship workshop series of Gründungsfabrik Rheingau, aims at sharpening participants' business idea, help them dive deep into the 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 to professionalize and evaluate chances as well as risks. What is their vision, which mission and goals do they want to achieve, what makes their ideas unique for customers and how do they convey their 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, which last edition occurred between 21<sup>st</sup> September and 3<sup>rd</sup> November 2024 utilized different agile-, creative-, number crunching- and team building-methods in an intense, personal workshop in the Gründungsfabrik's location in Geisenheim. Workshops main trainer and coach – Alexandra Wagner-Third from Ji Institute, has been joined by with various experts who provided guest lectures and workshop sessions. Eight founder teams, consisting of students and alumni of EBS Universität, as well as Hochschule Geisenheim, 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. Its next editions are planned for 2024.

## Cooperation

### Appointment

Julia Hartmann has been appointed as a member of the Supervisory Board of BGZ Gesellschaft für Zwischenlagerung by the German government. The company is owned by the federal government and deal with the storage of nuclear waste. As a trusted advisor, Julia provides strategic guidance on sustainability management in transport and storage.

### ZEIT for female entrepreneurs

On September 28, 2023, EBS Universität hosted the "ZEIT Kongress" in collaboration with ZEIT. The event focused on the challenges and successes of women in business exploring the future of female entrepreneurship. With more than 100 female Managing Directors, the event focused on successful woman in the role of CEO in public or family business discussing issues related conflicts they faced, strategies for overcoming personal and family pressures, women's underrepresentation, and the gender-specific challenges of networking.



A diverse group of accomplished women, including our head of the impact institute, Karin Kreutzer, as well as Zoë Andrae, Chiara Reitze, Bonita Krupp, and many others, shared their inspiring journeys. Discussions and panels covered a wide range of topics, including business succession, courage, and optimism. Speakers shared their enthusiasm and commitment in an authentic, open, and humorous manner.

The partnership between ZEIT and EBS Universität presented a new and exciting format. The event was a remarkable celebration of women in entrepreneurship, and we are excited about the prospect of more enriching collaborations in the future.

## Projects

### Students from Germany and Uganda support refuges with water filters

In a collaborative initiative between students from EBS Universität in Germany and Makerere University in Uganda, the students successfully transported a portable water filtration system (PAUL) to Namungoona, a neighbourhood with predominantly Somali refugees in Kampala, Uganda.

The I-Profile Foundation in Uganda, led by Aisha Ali and focusing on Somali refugees, identified the issue of poor water quality affecting many residents, particularly children and youth, in Namungoona. While







wealthier individuals use plastic bottles, those with fewer resources rely on public water sources, exposing them to the risk of bacterial infections. To address this, Professor Frechen from Kassel developed the PAUL system, capable of filtering up to 2,000 litres of water per day with minimal wear after ten years of use. Over 3,000 PAUL stations are now deployed worldwide, primarily in Asia, Africa, South, and Latin America.

Within the framework of the Zentrum für Unternehmensethik at EBS, students from the EBS Business School collaborated with students from Makerere University to improve the local situation. The programme aims to connect students, initiatives, and educators to address societal needs and problems through joint activities. Three teams, each comprising six students from both universities, focused on water, education, and biodiversity, supporting respective aid organizations in Uganda.

Transporting and installing the PAUL system proved challenging for EBS students working with the Ugandan team, given differing expectations due to cultural differences. However, despite these challenges, the students acknowledge the importance of not hastily judging international teamwork, emphasizing that communication styles and values may differ. Building personal connections with their peers in Uganda was more straightforward for the students, and they express a desire to maintain these relationships.

The initiators of the programme aim to facilitate ongoing meaningful exchanges between North and South, emphasizing the importance of understanding diverse cultural values and perspectives. Dr. Marcus Kreikebaum, member of the Impact Institute, highlights the goal of building many small bridges, while Dr. Proscovia Katumba from Makerere University in Kampala emphasizes the need for students to develop a deeper understanding of global development goals collaboratively.

## 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.



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

We are pleased to announce a new research project funded by Diakoneo for a span of three years. Diakoneo stands as one of the largest health and social enterprises in Germany, with over 11,000 employees spread across more than 200 institutions. The organization provides an extensive range of services encompassing education, health, nursing, and assisted living.





The primary objective of this comprehensive initiative is to explore the intersection of spirituality and management within a large Christian social enterprise. The project emphasizes on Diakoneo's commitment to innovation, transformation, and New Work. One goal of the project is to develop profound insights into how a Christian social enterprise of this scale can successfully navigate the transformation towards New Work.

In the lead on this research project are Ina Strickstock, external Ph.D. student and Chief People & Culture Officer (CPCO) at Diakoneo, and Diane Owin, Ph.D. student at the Impact with a background in consulting and an alumna of the University of St. Gallen.







# 5 Research Impact

EBS Impact Institute members have a strong research presence in the disciplines of management, finance, operations, economics, marketing, and psychology. The research results of the members of the EBS Impact Institute have been published in various renowned international academic journals such as 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 Social Responsibility
- / Diversity
- / Energy Transition in the Oil and Gas Sector
- / Female Networking
- / Female Empowerment
- / Global South
- / Grand Challenges
- / Human Rights Protection in Global Value Chains
- / Microfinance
- / Non-profit organizations
- / Responsible Consumption
- / Responsible Leadership
- / Social Business
- / Social Movements
- / Sustainable Finance
- / Supply Chain Due Diligence

## Research Colloquia

Started in 2021, the impact themed research colloquiums draw interested scholars, students, faculty, and friends. This year we welcomed several impact scholars on our beautiful campus, presenting their current projects on the topic of impact. 2023 began with Prof. Nick Zubanov from the University of Koblenz in February. Followed by inspiring research talks by Prof. Dr. Meir Shemla on (un)intended consequences of diversity policies, Prof. Dr. Paul Pronobis on "Unintended Consequences from Bank Divesture Campaigns: Evidence from Green Patents", Prof. Dr Myriam Bechtoldt on „More Anxiety (Engagement), More Engagement (Anxiety) – Reciprocal Effects Between Worry About Climate Change and Climate Activism“, and Prof. Dr. Lydia Bals on „Creating social value at the bottom of the pyramid: Elaborating resource orchestration via social intermediaries“.

### Impact Research Colloquia

- / February 2, 2023: Nick Zubanov, University of Koblenz
- / April 27, 2023: Meir Shemla, EBS Universität
- / October 19, 2023: Paul Pronobis, EBS Universität
- / November 23, 2023: Myriam N. Bechtoldt, EBS Universität
- / December 7, 2023: Lydia Bals, Hochschule Mainz

## Workshops

The workshop on "Incentives in Organizations and Markets" held on November 10, 2023, and organized by the Economics & Philosophy group showcased a diverse range of research insights and empirical evidence within related field scholarly fields such as economics, finance, and law.



During 45-minute sessions, faculty members and doctoral candidates from different fields within the Business and the Law School presented their current work to a diverse and experienced audience. In fact, the audience included scholars from a great variety of interdependent and complementary disciplines such as micro- and macroeconomics, management, corporate finance, real-estate economics, econometrics, operations management, financial accounting, financial economics, supply-chain management, ethics, and civil law. The range of topics illuminated was just as diverse and exciting: information provision in social savings

clubs (roscas) in Pakistan, intimate partner violence dynamics in Northeast Brazil, behavioural dynamics of lying in competitive environments, or the impact of educational expenditure under uncertainty. Furthermore, discussions ventured into the intersection of environmental concerns and financial markets, the effects of firms' social investments on operational performance and the ongoing conflict in war-torn regions in Colombia, and the foundational shifts in corporate governance due to horizontal shareholding. Highlighting the theoretical challenges as well as the practical implications of these research inquiries, the audience gained profound insights into manifold intriguing issues when it comes to incentives in markets and organizations.



The dialogue emerging during these sessions not only provided a forum for constructive feedback but also enabled the researchers, doctoral students, and faculty members, to forge connections with peers and foster collaboration between chairs, disciplines, and even schools. Altogether, this workshop successfully served fostering academic excellence within an environment of collaboration and mutual learning.

## Research Impact Award 2023

### EBS honours research with practical relevance

The researchers at EBS Business School are dedicated to developing innovative solutions and strategies that help companies and organizations meet the challenges of tomorrow's business world. Our research generates practical implications and finds real-world application in various industries and social areas. Research with practical relevance is honoured annually with the EBS Research Impact Award.



The jury consisting of

- ✓ Dr. David An (Managing Partner Dracocon Ventures),
- ✓ Andrea Frenzel (Member of the Board of SCHOTT),
- ✓ Kathrin Gerber-Lurtz (Director Pricing Excellence Infineon),
- ✓ Michaela Holzäpfel (Head of Marketing Ritter Sport),
- ✓ Karin Kreutzer (Vice Dean Research, EBS Business School) and
- ✓ Tim Marahrens (Partner Energy Infrastructure Partners)

was deeply impressed by Myriam Bechtoldt's research on climate change communication and its impact on reducing the divide between climate activists and sceptics.

### Nominees and practical contributions

- / Myriam Bechtoldt and Carina Keller
  - / Inspiring climate action: Leveraging psychology to communicate need for change
- / Tobias Gutmann
  - / Revolutionizing the medical IoT by identifying the essential capabilities needed for success
- / Julia Hartmann
  - / Quantifying the benefits of enhancing environmental and social conditions in supply chains
- / Sven Henkel and Sebastian Timmer
  - / Understanding how large corporations could prevent traffic collapses in urban areas
- / Carina Keller, Vera Schwarzmann, and Karin Kreutzer
  - / Insights on north-south partnerships in social enterprises
- / Karin Kreutzer
  - / Launching a hub for social entrepreneurship

## Myriam Bechtoldt's research on climate change communication

By analysing individual behaviours as well as the emotional reactions to different communication approaches, she contributes to integrating an urgently needed psychological perspective into climate policy. With her work, she seeks not only to inform but to actively inspire and pave the way for intensified action in the field of climate protection.

Her research paper "Addressing the climate change adaptation puzzle: A psychological science perspective" (Bechtoldt, Göttsmann, Moslener & Pauw, 2020) was published in the journal *Climate Policy* (impact factor 92.86 in the research field of public administration). Her work has led to numerous media contributions (e.g., Bulgarian national radio, NDR-Info, Frankfurter Allgemeine Sonntagszeitung, Bayern 2, GEO, zdf.de, Zeit Magazin). Currently, she is focusing on exploring the significance of climate change in the organizational context and examining individual emotional reactions to climate change.

## Presenting Research at Renowned Conferences

### EBS goes AoM

Two impact institute doctoral students participated at the Annual Meeting of the Academy of Management (AoM) in Boston this year. They participated at the Ph.D. consortia of the "Organizations and the Natural Environment" and "Social Issues in Management" Divisions, connecting to other international doctoral candidates and scholars, exchanging research ideas in the context of sustainability, and learning how to navigate the publication process and academic job market. Both colleagues presented one of their Ph.D. projects. While Carina elaborated on organizations' climate risk perception and management cycles, Violetta presented how impact investing organizations respond to the voluntary introduction of the Operating Principles for Impact Investing (Impact Principles). The paper presented by Carina was designated as a Best Paper at the conference.



## EBS goes EGOS

“Organizing for the Good Life: Between Legacy and Imagination” was the theme of the 39th EGOS (European Group for Organizational Studies) Colloquium at the University of Cagliari, Italy, from July 6–8, 2023. We are very proud that many Impact Institute members presented their work in various sub-themes.

Carina Keller, Myriam Bechtoldt, and Karin Kreutzer presented their paper “Not our business: Why the climate crisis is not perceived as a corporate crisis” in the sub-theme “Organizing Risk for Better Futures”.

Carina Keller, Vera Schwarzmann, and Karin Kreutzer presented their paper „(Fe)Male empowerment in microfinance – The dark side of social entrepreneurship programmes in the global south” in the sub-theme “Bright and Dark Sides of Entrepreneurship in Society”.

Oliver Hirschfelder, Tobias Gutmann and Karin Kreutzer presented their paper “The ‘Mock Giant Effect’: Exploring the mediation of past interpretations and future expectations on climate change through an ethnographical lens” in the sub-theme “Constructing Businesses Social and Environmental Responsibilities in the Global South: Tensions between Tradition, Innovation, and Imposition”.

Vera Schwarzmann, Karin Kreutzer and Katrin Merfeld presented their paper “From activism to movement fatigue: The mainstreaming of fair-trade in Germany” in the sub-theme “Social Movements and Organizations: Outcomes and Secondary Effects”.



Vera Schwarzmann, Carina Keller, and Karin Kreutzer presented their paper „Help – I need somebody. How learned helplessness challenges sustainable development in global south-north social enterprises” in the sub-theme “Constructing Businesses Social and Environmental Responsibilities in the Global South: Tensions between Tradition, Innovation, and Imposition”.

We are looking forward to the 40th EGOS Colloquium 2024 in Milan, Italy.



## The future is now – EAWOP Conference in Katowice

How do organizations perceive, construct; and manage the climate risk over time, and what hinders collective action inside organizations? These questions guided a new ethnographic case study co-authored by Carina Keller, Karin Kreutzer, and Myriam Bechtoldt. The paper presentation received the best oral presentation (science & practice) award at EAWOP conference. Further, Carina Keller was invited to speak at the conference panel on climate change together with Gerdien de Vries, Annemarie Hiemstra, Alex Haslam, Terri Morrissey and Slawomir Cyza. Both; practitioners; and scholars in the field of work and organizational psychology discussed the current status quo and future directions of research.



## IFERA Conference Presentation and Summer School

In June 2023, Sophia Jungk presented her first paper of her dissertation “Muddling through crisis to tackle grand environmental challenges: A qualitative study of European manufacturing family firms”, which is co-authored by Prof. Dr. Matthias Waldkirch, at the International Family Enterprise Research Academy (IFERA) in Krakow. Her work was nominated as one candidate of four papers for the Best Paper Contribution to Practice Award. In the article, the authors investigate the following question:

- ✓ How do family firms experience and navigate intertemporal tensions when grand environmental challenges and short-term exogenous crises intersect?

In times of multiple crises influencing business activities in the manufacturing industry, and the simultaneous need for climate action, this article investigates how family-owned firms experience this phenomenon using a qualitative research approach.





Besides, Sophia took part in the IFERA Doctoral Summer School, where she was nominated as a finalist for presenting her research idea as of the "Impact via Family Firms" Project for her second paper. Together with her co-authors Prof. Dr. Matthias Waldkirch and Dr. Falko Paetzold, they ask the preliminary research question: How do business families with complex ownership structures manage sustainability between their multiple businesses? Using an in-depth qualitative case study design, the research project is situated in the context of business families and how they manage sustainability between their multiple businesses to create long-term family wealth.

More than 80 researchers attended the 3rd IFERA Summer School Shark Tank, in which Sophia and five PhD students had the opportunity to pitch their research ideas. But: the Sharks they faced were hungry: Joe Astrachan, Roland Kidwell and Emanuela Rondi were the best of Sharks by providing tough, but highly constructive feedback.

### Conferences Attended in 2023

- / Annual Meeting of the Academy of Management (AoM)
- / Conference of the French Association of Experimental Economics (ASFEE) (Montpellier)
- / Behavioural Science and Policy Association (BSPA) Conference (Online)
- / European Association of Work and Organizational Psychology (EAWOP) in Kattowice
- / European Group for Organizational Studies (EGOS) Colloquium (Cagliari)
- / Society for the Advancement of Behavioural Economics (SABE) Conference (Nice)
- / International Family Enterprise Research Academy (IFERA) in Krakow
- / PREP Conference (Paradox Research Education Practice) (Amsterdam)

### Best Paper Awards/Nominations



EAWOP Best Paper Award for Carina Keller, Myriam Bechtoldt, and Karin Kreutzer



AoM Annual Meeting Nomination Best Paper in their division for Carina Keller, Myriam Bechtoldt and Karin Kreutzer



IFERA Best Paper Contribution to Practice Nominee for Sophia Jungk, Matthias Waldkirch, and Falko Paetzold



## Publications 2023

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.

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# Applied Research

## Creating a dialogue

From (field) research back to practice and education



After their field research in Uganda in 2022, Carina Keller, Karin Kreutzer, and Vera Schwarzmann engaged with the social enterprises they studied and joined both organizations' strategy workshop. The research team shared their research insights from their study period last year and addressed key questions together with the members of the social enterprises:

- ✓ (How) can social enterprises in the Global South focus and learn to say no, while their supply of products and services outstrips demand?
- ✓ How can social enterprises navigate tensions between profitability and impact?
- ✓ Can South-North partnerships really "do good", and how can we prevent embedding forms of post-colonialism?
- ✓ How can NGOs move away from helping and white saviourism to co-creating social enterprises?

The researchers were grateful for the fruitful dialogue and excited to observe how the organizations transform in the future.

### Case Study

Based on their research on social entrepreneurship in the global south, Carina Keller and Karin Kreutzer wrote a teaching case. The teaching case was first presented and discussed during the MBA Impact Challenge in 2023. It draws on rich ethnographic data and gives students a unique opportunity to learn about the foundations of social entrepreneurship in the Sub-Saharan context. Among other topics, the case discusses paradoxical impact valuations from the Global North and South, impact measurement of complex goals such as female empowerment, and ethical considerations in impact investing.





## Sustainability Leadership

Prof. Meir Shemla co-developed a leadership development trajectory for sustainability leaders, in collaboration with Denmark Technical University (DTU). DTU has started pilot testing this new approach to leadership development that is specifically addressing the unique challenges and profiles of sustainability managers.

## Research Projects

### Impact Collaborations



Between March and June Alice Alosi, Doctoral Candidate at the Institute of Management at Sant'Anna School of Advanced Studies, joined EBS for a research visit. She started research projects on Circular Economy and Industrial Symbiosis together with Karin Kreutzer, Carina Keller and her supervisors Eleonora Annunziata and Francesco Rizzi. Together, they run a cross-sectional survey on paradoxical tensions in intra- and interorganizational collaborations in the Circular Economy.

Moreover, the research team works on another study with sustainability managers, addressing the question how they manage persisting tensions between symbolic and substantive climate action.



### Joint Research Project with Weltladen Dachverband e.V.

Since 2020, Vera Schwarzmann, Karin Kreutzer, and Katrin Merfeld have engaged in a collaborative research endeavour with the Weltladen umbrella organization. Their primary focus has been on conducting rigorous qualitative studies aimed at providing comprehensive support and critical examination of the operations within the realm of fair-trade shops ("Weltläden"). This research initiative has extended its scope to encompass a longitudinal analysis of the Weltladen movement, spanning the last five



decades. Moreover, their scholarly contributions have extended to offering systematic and empirical underpinnings for the recently introduced marketing concept known as "Redefining the World Shops" ("Weltläden neu erzählen"). This comprehensive and multifaceted research effort not only illuminates the historical evolution of the fair-trade movement but also lays the groundwork for innovative and transformative strategies designed to recalibrate the narrative surrounding Weltläden.

### Research Initiative on B Corp Certification Impact in Germany and Europe

The project led by Falko Paetzold and Karin Kreutzer, generously funded by the ALV, focuses on the impact of B Corp certification, particularly within the context of Germany and Europe. The B Corp certification has gained prominence as a mark of excellence for companies committed to balancing profit with purpose. With a keen interest in understanding how this certification influences businesses and their surrounding ecosystems to drive positive social and environmental change, our project seeks to provide valuable insights.

In today's global challenges, such as climate change, social inequality, and environmental degradation, society is witnessing a growing response to the call for collective efforts to shape a more sustainable and equitable future. One prominent initiative addressing these concerns is the global B movement led by B Lab. At the heart of this movement lies the profound motivation to dismantle the capitalist system in favour of a stakeholder-oriented economy. Businesses envisioned as a force for good, are recognized for harmonizing the interests of people and the planet while generating economic profit. To bring this vision to life, companies sharing this commitment may opt to undergo an impact assessment by the third-party B Lab, verifying the alignment of their purpose and profit. Upon successful verification, the company is awarded the B Corp certification.



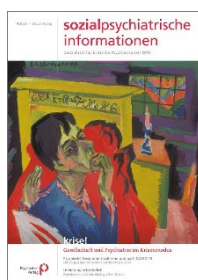
In this research, Lara Kaulfuss delved into the extent to which B Corp-certified investors transfer the ambition of system change to capital markets. The study, enriched by semi-structured interviews with investment organizations globally, particularly sheds light on the transformative potential of conscientious investors. Their capital allocation decisions play a pivotal role in shaping the current and future landscape of the business world.



### UNICEF Research Project: Nurturing Engagement

As part of the ongoing research collaboration with UNICEF Germany that began as early as 2008, Karin Kreutzer is conducting a survey on the satisfaction and coordination of the volunteers who support the UNICEF community in Germany. This is a repeat of the 2003 survey, the results of which were published in the Journal of Management Studies under the title "Setting the tone for the team: A multi-level analysis of managerial control, peer control, and their consequences for job satisfaction and team performance." The following topics are covered in the survey; identification with the mission, employee satisfaction and retention, workload, emotional well-being, and digitization. The central focus is on understanding how UNICEF's engaged community contributes to achieving the organization's mission. By addressing the identified areas, the survey aspires to enhance the overall effectiveness and well-being of UNICEF's workforce, ensuring a positive and impactful work environment.

### Exemplary Journal Articles in practitioners' outlets



Dohm, L., Peter, F., Bechtoldt, M., & Cuvelier, C. (2023). Umleitung erforderlich – Psychiatrie in Zeiten ökologischer Krisen. Sozialpsychiatrische Informationen, 53(4), 19–22.



Heese, C., Grgic, J. M., Hoever, I. J., Shemla, M., Buengeler, C., & Leroy, H., (2023). Wie Führungskräfte effektiv Inklusion und Kreativität in diversen Teams fördern können. Personal Quarterly



# 6 Outreach

## Media Contributions in Numbers

The Impact Institute team collectively reached more than 75 million people through their media contributions, with a total of 656 contributions across print, online, and social media. This marks a significant increase from 130 contributions and a reach of 63 million people in 2022. Furthermore, the Impact Institute has expanded its reach to TV and podcasts, which are not reflected in these already high numbers.

Media	Contributions	Outreach
Print	460	15'799'646
Online Media	186	59'368'401
Social Media	10	134'353
	<b>656</b>	<b>75'302'400</b>

### Top 10 media outlets by type

Medienarten	Anzahl	Reichweite
Tageszeitung	417	8.877.608
Tageszeitung (Online)	80	31.259.835
Wochenzeitung	22	3.068.868
Stadt/Region (Online)	20	2.117.830
Radio (Online)	19	118.210
Presseportal/Presseverteiler (Online)	19	379.033
Anzeigenblatt (Online)	16	757.427
Nachrichtenportal (Online)	16	21.545.825
Anzeigenblatt	14	839.395
Fachzeitschrift (Online)	6	19.000

### Top 10 Headlines

Headlines	Anzahl	Reichweite
So werden Sie Schritt für Schritt zur Netzwerkerin	110	36.102.354
„Wir können die Zukunft nicht fühlen“: Darum verdrängen wir die Klima...	47	8.317.681
Schritt für Schritt	35	686.933
Netzwerken - so geht's	32	456.968
AM RANDE	31	450.320
Von Kaffee über Kakao bis zur Jeans	25	662.823
Was hinter Impact Investing steckt	25	540.165
Solidarität bestimmt das Sortiment	20	335.433
Politische Bildung und fair gehandelte Produkte	18	369.681
So knüpfen Sie geschickt das Netz	18	298.875



## Outreach Highlights in Media, TV, and Audio

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

### Myriam Bechtoldt in the media

To advance understanding of the psychological dimensions in society's response to the climate crisis, Myriam Bechtoldt is an active member of Psychologists for Future (Psy4F) e.V. Psy4F serves as a catalyst for fostering dialogue and knowledge exchange on the pressing issue of climate change through diverse media channels. She regularly participates in media interviews and delivers presentations on various topics, including, climate change, gender & leadership, gossip and the „impostor phenomenon“.

### Selected examples



#### The Pioneer Podcast

Der achte Tag. Female Leadership.

September 16, 2023

[Listen](#)

#### Dlf Nova, Update

Earth Overshoot Day - Das bringen die Verbote im Klimaschutz.

August 2, 2023

[Listen](#)

#### Brainstorm

Impostor-fænomenet: 3 råd til at få bugt med din indre bedrager. (The Impostor Phenomenon: 3 tips to overcome your inner impostor).

August 17, 2023

[Listen](#)

#### Wissen Weekly

Gossip: Warum lästern wir?

June 4, 2023

[Listen](#)



#### Frankfurter Rundschau

Wir können die Zukunft nicht fühlen: Darum verdrängen wir die Klimakrise.

January 31, 2023

[Read](#)

#### Perspectives Daily

Warum Gespräche über die Klimakrise so oft schiefgehen – und wie es besser geht.

August 4, 2023

[Read](#)







## Karin Kreutzer on Sustainable Entrepreneurship and Volunteers

In celebration of this year's International Volunteer Day, Karin Kreutzer was invited to discuss her research on prominent German news programmes. Her research on volunteers, volunteer-involving organizations, female networking and social entrepreneurship continues to gain significant attention in the German media. Questions such as what we can do to revive the start-up scene in Germany and support young, sustainable, and female founders are highly relevant and her findings spark discussions.



### Selected examples



#### ZDF Volle Kanne

Sustainable start-ups and female founders.

November 13, 2023

[Watch](#)

#### ARD Tagesschau

Effective volunteer coordination practices

December 4, 2023

#### ZDF heute journal

Volunteerism

December 4, 2023



#### Sueddeutsche Zeitung

Female Networks – So werden Sie Schritt für Schritt zur Netzwerkerin

May 5, 2023

[Read](#)

#### Wiesbadener Kurier

Volunteer recruitment and retention - EBS: Darauf kommt es bei der Suche von Ehrenamtlichen an

December 4, 2023

[Read](#)



- ✓ On ARD Tagesschau, she summarized her research on effective volunteer coordination practices, emphasizing the importance of a professional onboarding process.
- ✓ On ZDF Heute Journal, she highlighted the crucial role of volunteerism as the glue that holds our society together and how civic engagement prevents our society from drifting apart.
- ✓ Wiesbadener Kurier kindly provided more space to elaborate on her research on volunteer recruitment and retention, age diversity in volunteer teams, and new forms of engagement.



## Julia Hartmann on Supply Chain

Professor Hartmann's unwavering commitment to a greener and fairer future for all has left an indelible mark on supply chain sustainability management. In the German Bundestag, policymakers have acted with regulations to prevent human rights violations within supply chains. Julia Hartmann, invited by the Green Party, shared her profound insights on the intricate relationship between global transportation and the pressing climate crisis. As an expert scientist in supply chain sustainability management, her impact resonates far and wide, reaching individuals, organizations, and policymakers alike. Through collaboration, innovation, and the power of knowledge, she strives to shape a future where the pursuit of sustainability is not just an aspiration, but a tangible reality.



## Selected examples



### MDR Wissen Podcast "Meine Challenge"

Schlechte Gewohnheiten loswerden

SRW2

WDR

### BAM Podcast,

Der Green Deal der EU einfach erklärt

December 29, 2023

[Listen](#)

February 2023

November 13, 2023

June 20, 2023

[Listen](#)



### NTV telebörse,

i.e., German Lieferkettensorgfaltspflichtengesetz versus the European Corporate Sustainability Due Diligence Directive

### RTL Klimaupdate

July 26, 2023

October 18, 2023

December 13, 2023

[Learn more](#)

February, 2023



Starting January 2024, the mandatory compliance threshold for the German Supply Chain Due Diligence Act will be reduced from 3,000 to 1,000 employees. This significant change means that an additional 4,000 companies will be required to comply with the Act. Consequently, these businesses must establish comprehensive guidelines, processes, and strategies to ensure the protection of human rights and environmental preservation throughout their value chains. Forward-thinking companies view the act not as a burden, but as an opportunity. They recognize that the global competition for limited resources will intensify, making it imperative to act proactively. By initiating efforts now, they can secure long-term access to vital resources or explore viable alternatives. Julia Hartmann discussed these ideas and their associated benefits in greater detail on NTV telebörse.



EBS IMPACT INSTITUTE

# Towards impact – together!

We are proud to look back to an impactful year 2023  
and are looking forward to an even more exciting year  
2024.

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IMPACT INSTITUTE

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