

# Sustainability Report ISM 2023

**ISM**  
INTERNATIONAL  
SCHOOL OF MANAGEMENT  

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University of Applied Sciences

Dortmund · Frankfurt/Main · Munich · Hamburg · Cologne · Stuttgart · Berlin



**International.  
Individual.  
Inspiring.**



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# Vision & Mission

## Statement of the President:

In its vision and mission, ISM defines itself as one of the leading business schools in Germany with a focus on internationality and networking with practice. Application-oriented teaching at ISM inspires our students to take on **leadership responsibility** in a global business environment.

The assumption of this leadership responsibility requires a well-founded examination of significant social, ecological and economic developments as well as the impact of actions beyond the immediate regional context. With reference to the UN Sustainable Development Goals, we as a business school see our primary focus in the goals "4 Quality Education", "9 Industry Innovation and Infrastructure" and "12 Responsible Consumption and Production".

The achievement of the goals takes place in compliance with the six PRME principles and their concrete implementation of responsible action in the integration of the topic of sustainability in our broad educational offers. Our research services on the topic of sustainability promote the transfer of knowledge and enrich the public debate on social and economic transformation. Concrete projects demonstrate our contribution as an institution towards sustainable development.



A handwritten signature in blue ink, which appears to read "Böckenholt".

Prof. Dr. Ingo Böckenholt  
President





# Our understanding of sustainability

For us, sustainable development means the balanced, long-term, integrative and holistic consideration of ecological, social and economic concerns with special reference to space and technology. Sustainable development is understood as a continuous, voluntary, transparent and credible process. Measures do not necessarily link all sub-areas at all times, but can also

focus on individual sub-elements which give in sum a view on the holistic development. In this sense, we as a university, focus on the main areas Governance, University Operations, Teaching, Research as well as Initiatives, Engagement and Transfer.

## Governance



**University  
Operations**



**Teaching**



**Research**



**Initiatives,  
Engagement  
& Transfer**



# Integrative sustainability triangle

- The Integrative Sustainability Triangle is used to
- describe and visualize goals and fields of action,
  - make an individual and overall assessment
  - highlight developments and conflicts,
  - serve as a medium of communication.

Even if all measures that promote sustainable development are desirable in principle, the ISM tries to implement measures that are close to the measures in a focused manner.

## University operations

- 1 Analysis of the environmental impact
- 2 Running teams
- 3 Water dispenser
- 4 Women in leadership positions
- 5 Video conferencing instead of business trips
- 6 Paper savings

## Initiatives, Engagement & Transfer

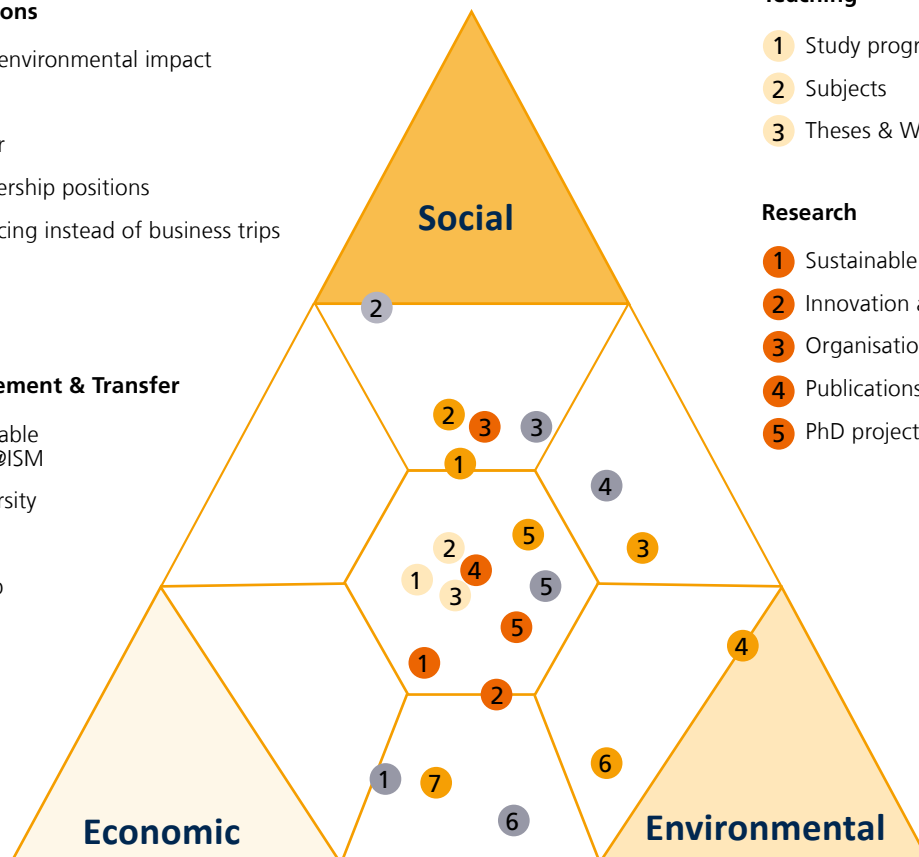
- 1 Institute Sustainable Transformation@ISM
- 2 Fair Trade University
- 3 Symposium
- 4 Tree sponsorship
- 5 Sports tourism
- 6 Events
- 7 Digitisation

## Teaching

- 1 Study program
- 2 Subjects
- 3 Theses & Workshops

## Research

- 1 Sustainable Real Estate Management
- 2 Innovation and sustainability
- 3 Organisation & Sustainability
- 4 Publications
- 5 PhD projects



## Principle 1: Purpose



“We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.”

# Governance

**A sustainable implementation of sustainability activities requires sound governance. This includes not only the management of the organisation, but also the control and regulation system.**

## Sustainability team

The Sustainability Team is the central cross-campus institution for coordinating and implementing sustainability issues in university operations. It consists of the campus team with one specialist representative per campus and representatives of central institutions. Within the group, substantive decisions are discussed and set, activities such as the sustainability report are discussed in terms of content, and ISM-wide and location-related sustainability projects are put into practice. Our sustainability office – the second pillar in the team – ensures organizational tasks as well as contacts with partners and memberships. A spokesperson is appointed from the team who represents the team, acts as a central contact for technical issues, initiates projects, convenes meetings and expands the network.

### Campus team

#### Campus Berlin

**Prof. Dr Brigitte Spieß**

Head of the Institute for Sustainable Transformation

#### Campus Dortmund

**Prof. Dr. Kai Rommel**

Vice President for Research

#### Campus Frankfurt

**Prof. Dr. Sven Wyrwa**

Professor of Accounting & Taxation

#### Campus Hamburg

**Prof. Dr Nicole Fabisch**

Professor of Marketing & Sustainability Management

#### Campus Cologne

**Prof. Dr Jens Perret**

Professor of Economics & Statistics

#### Campus Munich

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

Professor of Sustainable Development

#### Campus Stuttgart

**Prof. Dr André Reichel**

Professor of International Management & Sustainability

“

With the founding of the Sustainability Team, ISM has set itself the goal of bundling and coordinating its long-standing activities in the area of sustainability and institutionalising them in the multi-campus system (governance).

From 2023 onwards, an annual report will clearly show the ideas, activities and measures relating to university operations, teaching and research, as well as initiatives, engagement and transfer.

In this way, ISM can provide information e.g. for the CSR RUG on the basis of PRME membership and ensure continuous process optimisation. The numerous initiatives are presented in the form of a sustainability triangle to strengthen external perception (social profiling).



Prof. Dr. Dieter M. Schlesinger  
Speaker of the Sustainability Team

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## ISM Campus Hamburg is the first Fairtrade University in the metropolis on the Elbe

### Representatives of central facilities

**Prof. Dr Audrey Mehn**  
Vice President for Teaching

**Achim Otto**  
Quality Management

**Marion Hübner**  
Accreditation & Program Development

**Prof. Dr Brigitte Spieß**  
Head of the Institute for Sustainable Transformation

If applicable, representatives of the ISM environmental economists as well as psychologists with a focus on health or social issues will join the team.

### Sustainability@ISM Stakeholder Meeting

All interested ISM stakeholders are invited to the annual presentation of the sustainability report. The meeting serves to discuss the activities and take up impulses. In addition, selected initiatives can be presented within this framework.

### Memberships

ISM is a member of PRME and the Hamburg campus is a Fairtrade University. Further memberships are being sought.



#### PRME

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative. As a platform to raise the profile of sustainability in schools around the world, PRME equips today's business students with the understanding and ability to deliver change tomorrow.

Working through Six Principles, PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact.

As member of PRME, we stand by the six principles, detailed on the following pages.

# Our commitment towards

**...students, alumni and business partners:** We aim to enable our students and alumni to acquit themselves well in the business world by providing them with an outstanding education. We are a reliable partner for our students and business partners at all times. We always keep our promises.

**...our staff:** We value an entrepreneurial and results-driven mindset among our staff. An atmosphere which facilitates clear communication with employees, encourages staff engagement and the transfer of responsibility is of crucial importance. We offer our staff the opportunity to enhance their personal skills and encourage them to make the most of their talent. The university management provides the management tools and equipment needed to help our staff do their work. Under no circumstances do we tolerate intimidation or threats, violent behaviour, physical threats, sexual harassment or discrimination in interpersonal communication.

**...university property:** We are committed to using university funds in a prudent and effective manner. University property may only be used for business purposes that are permissible under law. We protect the interests of our owners and therefore regard the long-term continuity of our university as our overriding goal.

**...public authorities:** We strive to maintain a cooperative relationship with all the competent authorities. Any information provided to a supervisory authority must be truthful and free of errors, and it must effectively protect the justified interests of the ISM.

**...the general public:** All statements made by the ISM are complete, objective, substantively correct, clear and timely. The ISM respects the professional independence of journalists and the media. We are all viewed as representatives of the ISM in everything we do. This is something we need to internalize every single day. Conduct which damages our reputation will not be tolerated. As our work helps to present the ISM in a positive light, we also support the business success of the university.

**...the environment:** Our goal is to reduce any detrimental effects our activities might have on the environment.

Every single stakeholder is challenged to compare his or her own conduct with the principles set forth in this Code of Conduct. Violations of the Code of Conduct may have disciplinary consequences and be sanctioned under labour law.

The university management is responsible, within the ISM, for ensuring that all university members have been informed in full about the Code of Conduct and that this Code is implemented and complied with. Every stakeholder's conduct should be exemplary within the meaning of the Code of Conduct. Should any questions arise regarding the contents of the Code of Conduct and its interpretation, or if the Code has been violated, university members should consult their superiors or contact the university management directly.

If a university member becomes aware of a situation which, in his or her opinion, is inconsistent with this Code of Conduct, he or she must notify the university management without delay.

The ISM will regularly review compliance with the Code of Conduct. Responsibility for punishing violations lies with the university management.

## Code of Conduct

### Our code of conduct refers to the following topics:

**Protecting integrity:** We treat our students, staff and business partners fairly. We set high standards of honesty and ethical behaviour in everything we do, and we accentuate the importance of individual responsibility.

**Treating people with respect:** We afford equal, fair and respectful treatment to all students, staff and business partners, irrespective of their nation origin, disability, sexual orientation, sex, gender identity or age.

**Protecting privacy:** We protect the confidentiality of personal data about students, staff, business partners and other individuals.

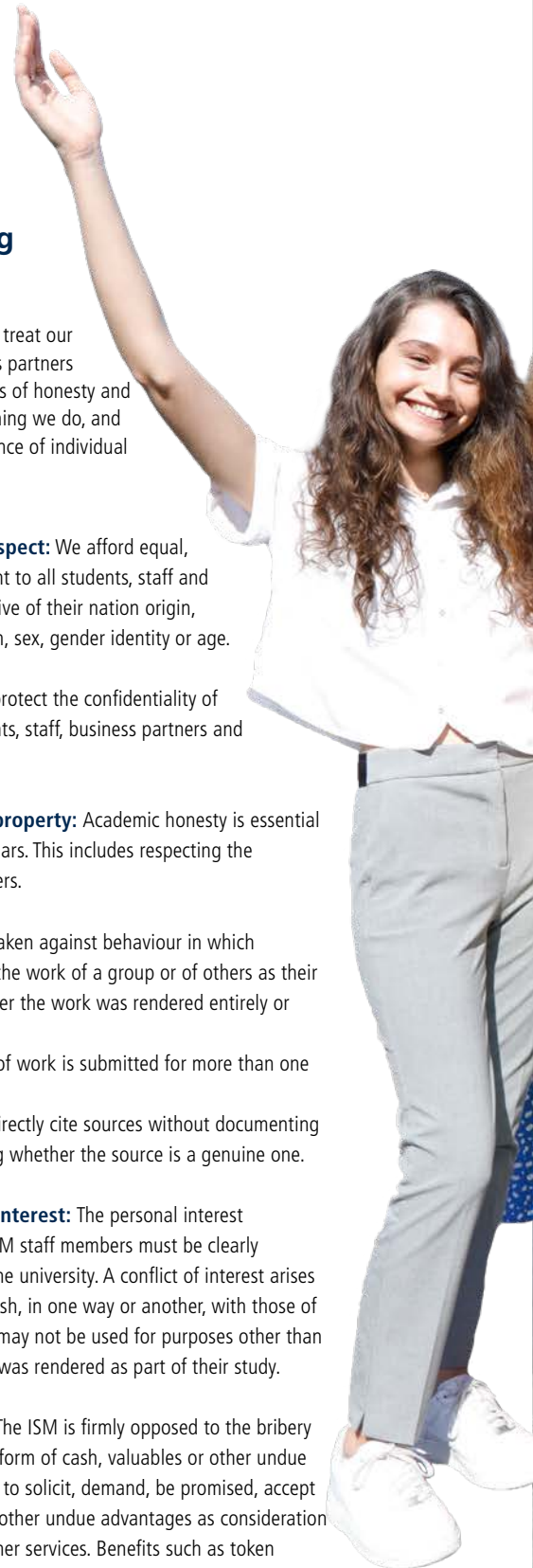
**Protecting intellectual property:** Academic honesty is essential for interacting among scholars. This includes respecting the intellectual property of others.

That is why action will be taken against behaviour in which

- Individuals misrepresent the work of a group or of others as their own, regardless of whether the work was rendered entirely or only in part by others,
- One and the same piece of work is submitted for more than one examination, or
- Individuals directly or indirectly cite sources without documenting the author and evaluating whether the source is a genuine one.

**Preventing conflicts of interest:** The personal interest of salaried and freelance ISM staff members must be clearly segregated from those of the university. A conflict of interest arises when personal interests clash, in one way or another, with those of the ISM. Work by students may not be used for purposes other than those for which such work was rendered as part of their study.

**Preventing corruption:** The ISM is firmly opposed to the bribery of business partners in the form of cash, valuables or other undue advantages. It is prohibited to solicit, demand, be promised, accept or grant cash, valuables or other undue advantages as consideration for sourcing products or other services. Benefits such as token business gifts or business entertainment may only be accepted within the confines of customary business practices and as long as they are incapable of influencing any decisions made by the university or its owners. These types of benefits may only be granted within the confines of normal customer relations as long as they cannot be regarded as an attempt to gain undue influence.





## Principle 2: Values

**PRME**  
an initiative of the  
United Nations Global Compact

**“We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.”**

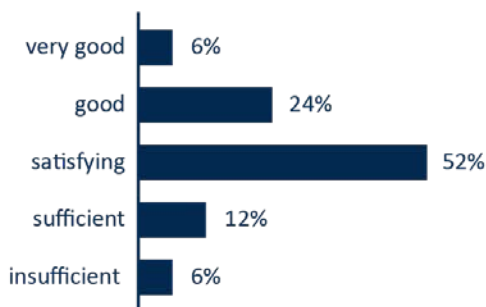
# University Operations

This thematic area is dedicated to the operation of the university itself and serves to identify key fields of action and initiate measures.

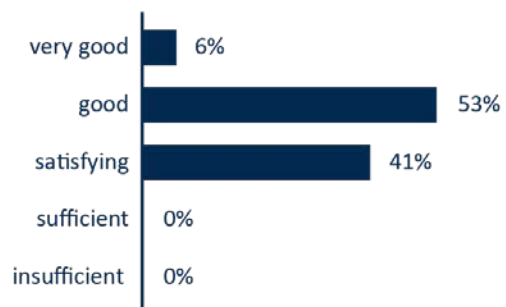
## Identification: Environmental impact using the example of Munich

At the Munich Campus, the environmental impact of the university was evaluated as part of a project seminar. Overall, a very good environmental behaviour can be stated, even if the results regarding the own and others' environmental behaviour show that there are clear differences regarding the evaluation, which still need to be examined in depth. This study can serve as a blueprint for further surveys.

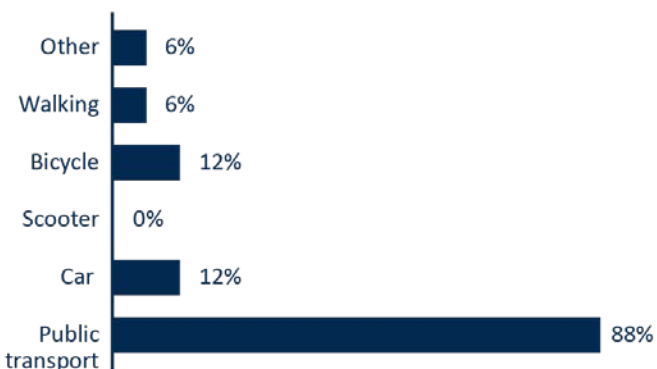
### Evaluation of the sustainable employee green behavior



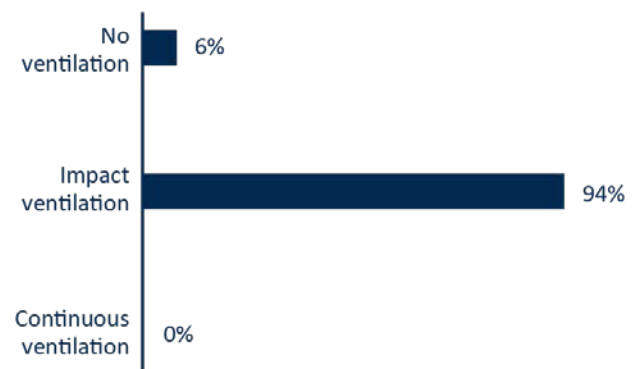
### Evaluation of personal environmental behavior



### How do you get to ISM?



### Ventilation habits in winter





**ISM** INTERNATIONAL SCHOOL OF MANAG

Sustainability awareness has gone from being an individual lifestyle to a social movement. However, sustainability is also a major task for companies and influences business models and strategies.

At ISM, we are not only setting an example for more sustainability with our degree programs and continuing education programs on the topic of sustainability. We are convinced that every individual can make a difference and support student projects and employee initiatives to study and work more sustainably.

# Teaching

**Our world is changing - and we are going with it. Climate change and sustainability are not only challenges for us, but also opportunities. That's why we want to make our contribution to shaping a better future with innovative and contemporary education products.**

ISM has been in the education market for over 30 years and at our core we are still International, Individual, Inspiring. But we are open to change and are adapting our range of courses continuously, not only to our new working world, but above all to the needs of our students.

As a university, the strongest lever for promoting sustainable development lies in the education of students and the courses offered.

## Study programs and certificates

### M.A. Sustainability & Business Transformation

This full-time master's program offers students the opportunity to acquire comprehensive competencies for the sustainable transformation process in the working world of the future over a period of four semesters. The integration of social and societal responsibility into the core business of a company is a holistic management task. Within the framework of modules such as "Establishing, leading and managing a sustainable company", students develop important skills in the area of sustainability and learn with the help of innovative methods and tools from practice how to responsibly design the business process and innovative, sustainable business models.

To link theory and practice in the best possible way, modules such as "Thinking Spaces" (roundtables with experts) and "Sustainability Camp 4.0" (conferences and workshops) are part of the curriculum. Here, students have the opportunity to meet experts from the field and jointly develop approaches to solutions. Strategies and tools for implementing and designing sustainable business models in companies and other organizations are also an integral part of the curriculum.

### M.A. Management – Specialization Sustainability Management

The part-time master's program combines in-depth business knowledge with industry-specific content and thus prepares students for leadership roles in management. The program includes lectures in English, practical projects and soft skills and takes five semesters.

The degree program teaches new skills for leading and managing a sustainable company, targeted expertise as well as innovative concepts and practical solutions for the sustainable working world of tomorrow. In order to actively shape the transformation, methodical knowledge in project, change and innovation management is required, which students learn as part of this practice-oriented degree program.

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Sustainability has become a central function in companies in the 21st century. Questions of decarbonization of products and supply chains, the development of a circular economy, the social responsibility of corporate action and the global objective of sustainable development must be answered in all companies, regardless of size or industry. The specialization Sustainability Management optimally prepares students for the current and future challenges as sustainability managers.



Prof. Dr. André Reichel,  
ISM University Senate, Chairman of the Supervisory Board,  
Stuttgart Region Economic Development Corporation

”

## M.A. Sustainability Management

In this distance learning program, students gain a deep understanding of the background, methods, and interrelationships of sustainability, from both a macro and micro perspective. The modules enable students to understand the larger political, economic, and social implications, conflicts, and potential solutions to sustainability challenges; for example climate change, renewable energy, sustainable consumption and production, biodiversity, global economic development, inequality and poverty, democracy and human rights.

All of these topics are explored in depth during the Sustainability Management Masters through both self-paced online courses and live online seminars with leading experts in the field of sustainability management.

## Certificates

### Global Sustainable Development

The certificate course teaches at master level the origins of the concept of sustainability, as well as its relevance for global, economic and political contexts.

### Sustainable Transformation & Legal Requirements

Reporting on sustainability issues and regulatory requirements are evolving rapidly. In order to take advantage of the strategic opportunities of a sustainable orientation in your company and to gain a competitive advantage, this certificate course offers valuable insights into current sustainability management and ESG-related topics.

### Sustainability Management – Rethinking Business

This online certificate course is aimed at specialists and managers from all sectors who are confronted with sustainability issues such as market, political, and societal demands; decarbonization of products, processes and supply chains as well as actively contributing to the pursuit of the United Nations' 17 Sustainable Development Goals.

The focus is on the fundamentals for successful management of sustainability and its implementation in companies and their environments.

## Sustainability courses specific to the degree program

- Sustainable Human Resource Management – M.A. HR Management & Digital Transformation 1st semester
- Sustainable Real Estate – M.Sc. Real Estate Management 2nd semester
- Sustainable Corporate Development – M.A. Management 5th semester
- Digital & Sustainable Supply Chains – M.Sc. International Logistics & Supply Chain 1st semester
- Sustainable Luxury – M.A. Luxury, Fashion & Sales Management 2nd semester
- Sustainability Entrepreneurship – M.A. Entrepreneurship 2nd semester
- Sustainability Management – i.e. B.Sc. Business Administration (Online)
- Elective modules from the M.A. Sustainability Management (Online)

## Generic courses on sustainability

### Corporate Social Responsibility

#### Bachelor's programs

Conceptually, the course is based on a theoretically grounded ethics with economic means and is dedicated to the question of corporate social responsibility. The course covers for i.e. examples and forms of social responsibility, terms and ethical concepts, fundamental dilemma structure of "profit (competition) and morality", approaches to a modern economic ethics, corporate ethics, social responsibility in the context of globalization and of multinational enterprises, discussion of selected case examples, such as child labor, corruption, environmental pollution or working conditions.

### Corporate Governance & Business Ethics

#### Master's programs

This course deals with the conditions, theories, standards and applications of ethical and sustainable business behavior. Corporate governance will be reconstructed as a central pillar of the notion of corporate social responsibility, with a special focus on standards and principles for ethics-based, sustainable business strategies. Analysis and implementation of ethical business decisions as well as the benefits and challenges of moral action in the national and international context are main focuses.

On a theoretical economic base, a business ethics concept is developed, critically examined and the application spectrum illustrated. Participants will learn to apply different ethical theories and concepts through case studies and interactive seminar sessions.

# Interview with ISM alumnus

## Career between sustainability and digitalization

Digitization is often associated with high resource and energy consumption. Can it also stand for more environmental protection and sustainability?

"Absolutely!" says ISM alumnus Santosh Wadwa. "Data analyses can reveal optimization potential and expose wasteful processes," explains Santosh, who as Head of Product Channel Sales at Fujitsu Central deals with the interactions between digitization and sustainability on a daily basis. He is particularly interested in the concrete contribution a company can make in this area: "The days when sustainability was just a marketing slogan are over."

### More possibilities than you think

Digital solutions have a decisive advantage here. They can provide information that shows where sustainable measures are needed and how they could best be implemented. There are numerous examples of this: "Optimized raw material searches can reduce transport routes, and efficient office and data center solutions can save energy." By planning supply chains more efficiently, CO2 emissions can also be minimized. And in production, too, data-driven production cycles make it possible to conserve resources. "Digitization is the key to a sustainable world!"

### Study sustainable management

These changes then show up not only in the ecological footprint. Often, companies can also save costs or the measures taken increase the value of the brand name. So what is the reason that many companies are still struggling to make changes in this area? "New processes mean, of course, that what we are used to doing on a daily basis changes," Santosh explains. "In addition, a higher initial investment is often required." Nevertheless, the ISM alumnus is certain: consulting in the field of sustainability management is worth it! The ISM master's program M.A. Sustainability & Business Transformation has therefore come at just the right time: "I am very pleased that my old fountain of knowledge ISM is now also offering a sustainability degree program and is thus making a statement for human, nature and economic."



**Santosh Wadwa** graduated with a Business Administration Degree from ISM Dortmund in 2005. He subsequently held various positions at Fujitsu Technology Solutions and today heads a division with over 160 employees responsible for sales with key accounts, medium-sized customers and system houses.



# Workshops and theses

**Sustainability is the core of the question in 10% of the theses and workshops. Some examples:**

- Analysis of current measures to integrate sustainable approaches into the value chain in the fashion industry and their effects on consumers
- Evaluation of sustainability strategies in the real estate industry from the perspective of different actors – an empirical analysis
- The influence of consumer behaviour on corporate sustainability management – an empirical analysis using the example of the German meat and sausage industry
- The LOHAS – Canteen: An empirical study of sustainable and health-conscious consumer behaviour using the example of company canteens
- Empirical analysis of the representation of sustainability aspects in share prices
- Sustainable tourism in Germany – a regional analysis
- Sustainability 4.0 – The influence of digitalisation on sustainable business models and products
- Transparency and sustainability in the supply chain as a strategic competitive advantage using the example of the FRoSTA brand
- Corporate Sustainability Reporting – A survey of current practices and potential effects on firm performance
- Developing a sustainable concept for the urban last-mile delivery
- A qualitative analysis of sustainability strategies among start-ups in the FMCG and apparel industry



## Principle 3: Method



**“We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.”**

# Research

Research projects and publications can generate significant impulses for the development and implementation of sustainability issues.

## Research projects

### Sustainability, innovation and competitive advantage

Prof. Dr Lichtenthaler has developed a frame of reference for a sustainability-based understanding of corporate success as part of a research project on sustainability and competitive advantage. Different aspects of sustainability are taken into account, not only in the analogue context, but also in the context of the digital transformation. In particular, it shows how activities to strengthen sustainability can lead not only to efficiency improvements, but also to completely new solutions.

One output of this research is the edited volume together with Felix Fronapfel and published by Haufe Publishers with the title "Sustainability as a Competitive Advantage: How Companies Profit from Sustainability and Innovation". Well-known authors from companies such as Audi, dm-drogerie markt, Jägermeister and sustainable start-ups, have contributed chapters to the edited volume.



### Research Topic Sustainability at Kienbaum Institute@ISM

A central research topic of the Institute is that of organisational sustainability. Despite the growing relevance of all three pillars of sustainability (ecological, social, economic), there is no consensus on the pillar of social sustainability, neither on the part of science nor on the part of practice.

For companies, sustainable social processes in the context of human resource management also play a major role here. But what exactly is social sustainability? How can reliable statements be made about the degree of social sustainability within an organisation? For this purpose, a measurement model is currently being developed that is to be transferred into a digital survey solution (Social Sustainability Culture-Assessment).

In addition to a pilot study on the topic, a study will be conducted in August/September to examine how socially sustainable behaviour can be promoted by employees and managers.

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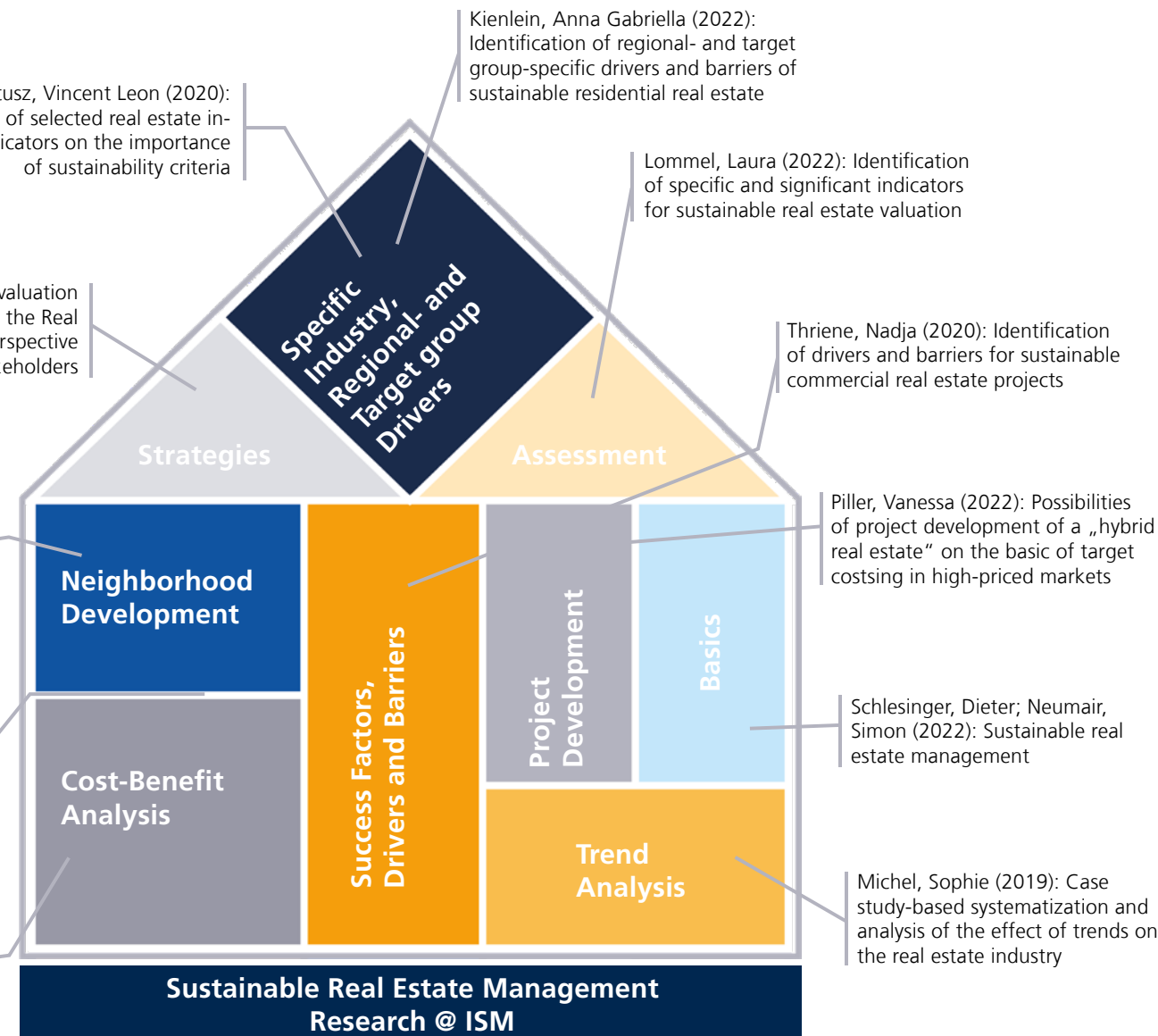
Foydl, Katharina (2022): Identification,  
comparison and evaluation of success  
factors and barriers of sustainable  
neighborhood development

Florian Riedel (2022): Sustainable  
Real Estate and Neighborhood  
Development: Analysis of Efforts and  
Benefits with Special Consideration  
of Selected Stakeholders

König, Tim (2022): Comparison  
of sustainable and conventionally  
built real estate: a simulation for  
cost-benefit analysis

## Sustainable real estate management

On the one hand, real estate management is characterised by an extremely high level of complexity and social significance, but on the other hand, it is not well developed in terms of research. In addition to the sustainable design possibilities of real estate types (including residential, commercial, industrial), the ideas of different actors, such as owners vs. tenants, but also location factors must be considered. The success of sustainable real estate management depends primarily on the customer or the user of a property. Their preferences ultimately determine the sustainable management and design of the real estate. However, their requirements vary depending on the frame of reference. For example, several studies at the Institute looked into the question of significant sustainability criteria in relation to age groups, building classes or location factors.



# Publications on the topic of sustainability

- Beyerhaus, C.: **Bonprix – Nachhaltigkeitsstrategie „Positive choice“**: 15.03.2021 - 04.06.2021.
- Beyerhaus, C.; Mou, S.; Hodeck, A. (2022): **Sustainable Luxury Sport Tourism. An Emerging Market**. In Cambridge Scholars (Ed.), IRNIST 2021 (pp. 80-90). UK: Cambridge Scholars Publishing.
- Brunner, M., Hodeck, A., Dombrowski, M., Adam, S. (2021). **Profifußball und nachhaltiges Management**. WISU – Das Wirtschaftsstudium, 2021 (6), pp. 673-681.
- Fabisch, N., Wolf, A. (2021). **Potenziale der Nachhaltigkeit zur Positionierung von Flusskreuzfahrten**. In Wolf, Antje; Wegener, Kerstin (Eds.), Flusskreuzfahrten in Deutschland. Aktuelle Entwicklungen und Trends (pp. 83-97). Berlin: De Gruyter Oldenbourg.
- Fontanari, M.; Rauschen, L.; Traskevich, A. (2022): **Strategic considerations for sustainable tourism development of the micro-destination East Belgium**. In Andriotis, K.; Cardoso, C.; Styliadis, D. (Eds.), Tourism Planning and development in the Western Europe (pp. 81-95). Boston: CAB.
- Hodeck, A., Beyerhaus, C. (2021). **Sustainable Luxury Sports Tourism - an emerging market?!**. 7th IRNIST Conference Opportunity Sport Tourism and Territorial Development.
- Hodeck, A., Tüchel, J., Hente, L., von Reibnitz, C. (2021). **The Importance of Sustainability in Diving Tourism – The Case of German Speaking Diving Tourists**. Sustainability, 13 (11), 1-13.
- Hodeck, A.; Tüchel, J.; Hente, L. (2022): **Sustainability in Diving Tourism. An Analysis of German Diving Tourists**. 8th IRNIST Conference – Sport Tourism and Local Sustainable Development: The Dynamics of Action Sports and Cultural Perspectives.
- Kamran, Q., Tian, Y. (2021): **A Review of Antecedents and Effects of Loyalty on Food Retailers toward Sustainability**. 13 (23), 1-18. doi: <https://doi.org/10.3390/su132313419>
- Lehmann, K., Schäfer, J. (2021). **Warum Nachhaltigkeit für den Handel auch Differenzierung bedeuten kann**. EY-Parthenon, Düsseldorf, Germany.
- Lichtenthaler, U. (2021). **Digitainability: The Combined Effects of the Megatrends Digitalization and Sustainability**. Journal of Innovation Management, 9 (2), 64-80.
- Lichtenthaler, U. (2022): **Explicating a sustainability-based view of sustainable competitive advantage**. Journal of Strategy and Management, 15 (1), 76–95. doi: 10.1108/J SMA-06-2021-0126.
- Lichtenthaler, U. (2022): **Positainability: Positives bewirken, Negatives vermeiden. Nachhaltigkeit und Innovation**. DUP UNTERNEHMER, pp. 1-2.
- Lichtenthaler, U. (2022): **Positive Nachhaltigkeit: Warum Marken Gutes tun müssen**. Absatzwirtschaft. online
- Lichtenthaler, U.; Fronapfel, F. (Hrsg.) (2022): **Sustainability als Wettbewerbsvorteil: Wie Unternehmen von Nachhaltigkeit und Innovation profitieren**. Freiburg i. Br.: Haufe.
- Moring, A. (2022): **Real Sustainable – Digitalisierung und Nachhaltigkeit in der Immobilienbranche** (Springer Science ed.). Wiesbaden: Springer Fachmedien Wiesbaden
- Mühlbäck, K. (2022): **Sustainability in fitness studios – an analysis of the customer perspective**. 4th International Conference of Sustainable Sports Management.
- Rausch-Pahn, M.; Siegfried, P. (2022): **Sustainable Supply Chain Management. Learning from the German Automotive Industry**. Springer International Publishing
- Rieling, M., Schröder, J., Verhofen, V. (2021). **Nachhaltigkeit in der Mittelstandsfinanzierung – Quo vadis**. BC – Zeitschrift für Bilanzierung, Rechnungswesen und Controlling (11), pp. 498-500.
- Schlesinger, D. M.; Neumair, S.-M. (2022): **Nachhaltige Immobilienwirtschaft**. In Pauen, Werner (Eds.), Praxishandbuch Immobilienwirtschaft (pp. 127-157). Köln: Reguvis.
- Siegfried, P., Michel, A., Tänzler, J., Zhang, J. J. (2021). **Analysing sustainability issues in urban logistics in the context of growth of e-commerce**. Journal of Social Sciences, IV (1), 6-11.
- Siegfried, P., Zhang, J. J. (2021). **Developing a sustainable concept for the urban last-mile delivery**. Open Journal of Business and Management (OJBM), 9 (1), 268-287.
- Tian, Y., Kamran, Q. (2022): **The influence of sustainable design on food well-being**. British Food Journal, doi: 10.1108/BFJ-01-2022-0052.
- Traskevich, A., Fontanari, M. (2021). **Tourism Potentials in post-COVID19: The Concept of Destination Resilience for advanced sustainable Management in Tourism**. Tourism Planning and Development, Volume 18, 2021, 1-25. doi:10.1080/21568316.2021.1894599

**Note:** Further publications on the topic of sustainability in the broader sense (e.g. from the areas of climate protection, energy, environmental economics, health, etc.) can be found in the Research Report 2021 and 2022.

## PhD projects

### Schuck, Katharina

Sustainable luxury fashion consumption: Evaluation of decision parameter and strategic implications for brands  
Supervisor: Prof. Dr. Mehn

### Dohrmann, Marcel

Sustainable Urban Development – Measurement and control methods for urban sustainability  
Supervisor: Prof. Dr. Moring

## Reference books

**Rausch-Phan, M. T.; Siegfried, P. (2022): Sustainable Supply Chain Management.** Learning from the German Automotive Industry. Cham: Springer (Business Guides on the Go). ISBN 978-3-030-92155-2

This book presents the current causes and effects of implementing sustainable supply chain management (SSCM) as well as green supply chain management (GSCM) strategies in the automotive industry. The reader provides a detailed scientific review on SSCM and GSCM and presents the advantages of sustainable development concepts as well as factors causing the implementation of SSCM such as buyers' behaviour, governmental regulations, and competitiveness. The book then analyses the current situation of SSCM development, particularly in the automotive industry. It shows challenges, barriers, successes, and benefits that automotive companies obtain from implementing GSCM. Through case studies on leading German car manufacturers VW, BMW, and Daimler, the necessary activities of these companies to implement green development in the entire supply chain, including green supplier selection, green materials, green transportation, and reverse logistics, are defined. Furthermore, a benchmark with companies from Asian markets such as Toyota from Japan and Geely from China is performed.



**Moring, A. (2022): Sustainability and digitalisation in the real estate industry. Real Sustainability.** Wiesbaden: Springer. ISBN: 978-3-658-37046-6

For the first time, this book creates transparency and understanding on the topic of sustainability and digitalisation in the German real estate industry. These are two megatrends in the market that will determine the coming years, perhaps even decades. Firstly, the entire real estate industry is undergoing a digital transformation and this affects the entire life cycle from planning to construction to operation. This means not only that processes and instruments are changing, but also that entire business models and market logics are being transformed, as has already happened radically in some other sectors. Secondly, sustainability is increasingly determining the real estate markets. This is due to several drivers. The legal requirements are becoming more and more demanding; on the demand side, awareness of sustainability is growing and is thus becoming a determining criterion for market success; and last but not least, sustainability in all three phases of the life cycle - here especially in the last phase "operating" - also represents a massive lever with regard to costs and margins and thus also for business success. This book takes stock of the penetration and presence of sustainability in the German real estate market and ventures forecasts for further development in the market based on empirical quantitative analyses and qualitative in-depth surveys. It provides clear guidance on how companies in the real estate industry approach the topic of sustainability and technology by dividing real estate into digital and hybrid subsets that can be technologically optimised in terms of sustainability and economic efficiency.



## Principle 4: Research



**“We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.”**

# Initiatives, Engagement & Transfer

The field Initiatives, Engagement & Transfer serves the dialogue with stakeholders and includes measures that lie outside the traditional activities of research and teaching at universities. These can be initiated by students or the university itself

## Institute for Sustainable Transformation@ISM

The Institute is located at the interface between business, ecology and society. On the way to social and sustainable business models, we explore innovative solution approaches and instruments for the credible establishment, implementation and evaluation of sustainability goals with experts and managers. In particular, we also want to enable small and medium-sized enterprises to deal effectively with the opportunities and risks of the transformation process. For example, new regulations such as the ESG guidelines adopted by the EU lead to greater uncertainty and considerable effort for companies.

Institute Director: Prof. Dr Brigitte Spieß E-mail [brigitte.spieess@ism.de](mailto:brigitte.spieess@ism.de)

**The services offered in research can be further subdivided into the following areas:**

- **Sustainable business models:** business model analysis, business model innovations & sustainable business models, design of business models as well as business model implementation in different sectors & organisational structures
- **Sustainable leadership:** anchoring sustainable responsibility in corporate governance, leadership in modern, agile working environments, sustainable leadership, leadership qualities & competences as well as communication as a leadership task
- **Organisational structure and culture:** organisational structures & sustainability, culture in the context of sustainable organisations, culture analysis as well as developing and changing a sustainable organisational culture.
- **Sustainability management:** organisational philosophy & suffering process, sustainability strategies, establishment and implementation in organisations, ethical decision-making & moral action, as well as stakeholder management & stakeholder dialogue.

## Excerpt from podcast episode „Perspectives on: „Social Sustainability“-Interview with Brigitte Spiess

In the episode „Perspectives on: Social Sustainability“, Brigitte Spiess explains why she advocates a transdisciplinary concept of sustainability that puts people and the planet at the center of responsible business practices. You'll also learn what this shift in perspective means in concrete terms for managers, employees and other stakeholders.

### Interviewer:

You've been head of the newly founded ISM Institute for Sustainable Transformation since September 2022. The name and thus also the institute's field of activity can be interpreted quite broadly, which is probably why it was deliberately chosen that way. According to your vision, what aspects of sustainability should be at the center of the institute's activities?

### Prof. Spiess:

The institute should be oriented towards companies with a focus on medium-sized enterprises. ... We have these three pillars in sustainability: social sustainability, ecological sustainability and economic sustainability. ... How exactly can companies combine these three factors and how can they incorporate that into their companies, into their corporate structures, processes and business models? We are no longer moving in a corporate communications or CSR department. We are talking about sustainable finance today. We're talking about sustainable supply chains today. And here we are with the supply chain. Or we are talking about sustainable human resources development. What are the instruments and tools here? How can we help companies that are in the process of changing in this direction?

### The complete interview





## Selected activities and projects

### Planting Trees

Treedom plants trees which uses a methodology that follows three fundamental principles, the same as those recommended by the Global Landscapes Forum:

- Transferring skills to communities and ensuring a long life for our trees
- Planting the right trees in the right place and for the right purpose
- Monitoring, accompanying and supporting the care of trees in the first few years of their life.

This type of tree management gives them a long life span, maximising their ability to absorb carbon from the atmosphere and store it. It also encourages the development of micro-organisms, improves water retention, reduces erosion and soil runoff and, in the long run, allows nature to regenerate.

Since summer 2022, our ISM forests have been playing a small part in making our planet a little greener. ISM has had a total of 8 forests planted: 7 alumni forests and one corporate forest. We are active in Cameroon, Madagascar and Colombia, among others.

**2.000**

Trees

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CO<sub>2</sub>

## Principle 5: Partnership

**PRME**  
an initiative of the  
United Nations Global Compact

**“We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.”**

## Sustainability in the hotel business: ISM project with Rioca

Anyone who really wants to take a vacation without a guilty climate conscience not only pays attention to a CO<sub>2</sub>-neutral journey, but also takes a closer look at their accommodation. For hotels, it is therefore important that customers learn about the company's sustainable strategy. In a practical project with the design hotel Rioca, the ISM students from Stuttgart considered how this message could best be conveyed to the customers.



## Sustainable sport tourism

How can sports tourism contribute to making the travel industry more sustainable? This question was the focus of the fourth international conference „Sustainable Sports Tourism in Egypt“. ISM students and teachers were also on board, presenting their own approaches at the conference. The conference in Safaga, Egypt, is part of the German-Egyptian DAAD dialogue project, which is led by ISM professor Dr. Alexander Hodeck.



## Sustainability concepts for equestrian sports

At the LONGINES BALVE OPTIMUM 2023, ISM was again partner of the OPTIMUM GreenCircle and sponsor. In a joint practical project, our ISM students under the supervision of Prof. Dr. Timo Zimmermann developed a sustainability concept for the horse show, a highly respected equestrian event throughout Europe, where the German Championships in show jumping and dressage are held. In the process, the mission statement was adapted, strategic fields of action were developed, and concrete measures were shaped.



## Market analysis for organic bakers – ISM students win first place in Fair Trade competition





## ISM students talk with startup pioneers from Berlin and New York about trends in the sustainability and digitalization industry

How can old urban train stations be given a new lease of life? And how can they contribute to climate protection? Our students from the Sustainability & Business Transformation master's program addressed these questions in a consulting project with Deutsche Bahn. The Berlin students were allowed to pitch their ideas to DB Station & Services AG under the direction of Johannes Zück and ISM professor Brigitte Spieß.

### How did you approach the project?

**Lennart Wulf, student:** It was important for us to include all perspectives on the Birkenwerder station and to find solutions that could really be implemented. That's why we didn't only deal with Deutsche Bahn as a stakeholder, but also exchanged ideas with local residents and included their wishes.

### What exactly do your ideas for Birkenwerder station look like?

**Wulf:** In order to redesign the station in a sustainable way, we are focusing on natural power generation, for example, with a solar roof and solar benches. At the same time, herb or flower beds will draw attention to the topic of sustainability with information and tips on cultivation. From the surveys of the residents, we learned that the point "community" is very important to them. That's why we planned places to come together: a club room, a creative space for local associations, and a function room for various events.

### Did the students convince DB with their presentation?

**Lisa-Marie Rackl, Station Design DB:** I thought it was great that many products from the future stations were integrated into the concept, such as solar benches, the open space kit and drinking water dispensers.

**Alexa Beckmann, Station Design DB:** We think the emotional connection of the students is particularly great. They also made the Big Potential visible and thus created a perfect basis for further stakeholder discussions. That's why we're also inviting them to present their ideas again in a larger circle.



## Principle 6: Dialogue



**"We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability."**

# Contact Details

If you have questions or need help locating information,  
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[en.ism.de](https://en.ism.de)

Be part of ISM and follow us on social media:



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