



# Annual Report 2019

Institute for Economy and the Environment (IWÖ-HSG)



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# I | EDITORIAL | PROF. DR. ROLF WÜSTENHAGEN



## **Educating business leaders for a 1.5 degree world**

2019 marked an important year for the Institute for Economy and the Environment at the University of St.Gallen (IWÖ-HSG). First, Thomas Dyllick, one of the two founders of the Institute back in 1992, retired after decades of spearheading the Swiss and international sustainability debate. Let me take this opportunity to thank him again for his vision and commitment to implementing sustainability in firms and society. The spirit of his farewell lecture at the end of 2018 "The business of business is more than business" was programmatic beyond his own tenure as an active member of the HSG faculty. Similarly to how sustainable development is about passing on the planet from current to future generations in a healthy state, Thomas has passed on a healthy institute to a new generation. His successor to the Chair for Sustainability Management, my new colleague Judith Walls, joined us in early 2019 from NTU in Singapore. You will learn more about how she has experienced her first eleven months at St.Gallen in the following pages.

Another memorable feature of 2019 was a less visible transition. The Chair for Management of Renewable Energies, founded in 2009 with the help of an external donation by the

Good Energies and COFRA foundation, ended its initial ten-year funding period and, after careful evaluation of its achievements so far, the University Board decided to transfer the operations of the Chair to the regular budget funded by the Canton of St. Gallen. I would like to extend a wholehearted word of thanks you to the members of my growing team over the last 10 years, without whom creating and developing this unique venture at one of the leading European business schools would not have been possible. Over the last decade, we have invested lots of (renewable) personal energies to live up to the University's mantra "from insight to impact" in an area of high relevance to society. The state of the world in 2019 underlines the importance of the topic, and the forward-looking nature of the HSG's decision to create this centre of competence ten years ago.

Our work has borne fruit. On the research side, we continue to be active members of the Swiss Competence Centers for Energy Research SCCER CREST and SCCER Mobility, and received a large grant from the European Union as part of its competitive Horizon 2020 research programme. In this new project, the MISTRAL Innovative Training Network, we are collaborating with in a consortium of seven European universities that have pioneered research on the social

acceptance of renewable energies, as well as with partners from industry, government and civil society, in order to educate a new generation of 15 young scientists who will contribute to shaping our energy future. On the teaching side, one of our flagship products, the CEMS Model UNFCCC climate strategy course and role play, received the inaugural Outstanding Contribution to the CEMS MIM Award. From its humble beginnings as a collaboration between HSG and ESADE (Barcelona) in 2009, the course has developed into a major educational initiative being delivered simultaneously at nine leading European business schools. It has received high-profile media coverage, among others, by the Financial Times and the Economist. More importantly, it now has 910 alumni who are well equipped with climate insights to shape their impactful business careers.

With the rise of the climate strike movement and a renewed awareness in society of the urgency of climate action, there is also a quest for further development in business education. Two of our recent initiatives are addressing this need. With the SIGMA Global Virtual Course "Managing the SDGs", taught by an alliance of six universities in Europe and Asia, we have developed a blended learning format that allows students to work on the UN's Sustainable Development Goals,

particularly SDG 7 (Clean, affordable energy) and SDG 13 (Climate action) and their relevance for business. Within the University of St. Gallen, we have developed the new Managing Climate Solutions (MaCS-HSG) certificate programme, which will allow students to combine their degree in any of the disciplines taught at HSG with an additional qualification to find entrepreneurial solutions to one of humanity's greatest challenges. The first edition of this new programme will launch in the autumn semester of 2020.

In 2019, the young generation raised its voice loud and clear on climate change. We are doing our part to support the search for ambitious climate solutions, and we very much look forward to continuing our collaboration with partners in academia, industry and society in the years to come. Thank you, dear reader, for being part of this important journey.

## Managing Climate Solutions MaCS-HSG

**Upgrade your HSG degree & turn your career climate positive**

Develop entrepreneurial solutions to one of the most pressing societal challenges of our time: climate change.



## I | EDITORIAL | PROF. DR. JUDITH WALLS



I'm delighted to write a few words about my first year at IWÖ-HSG. Since February my life has taken on a whole new meaning and has largely consisted of orienting myself around the institute, the university, and Switzerland.

As with any new position, this year has had a start-up feel for those at the Chair for Sustainability Management. In the transition from my predecessor, Prof. em. Thomas Dyllick, the focus has been both on handing over of the team and roles, as well as developing and growing new initiatives.

First and foremost, I took over the team of PhD students attached to the Chair. These students, Ms. Tabea Bereuther and Ms. Fiona Stappmanns, helped to smooth my transition into the new role, among others, by supporting my teaching and research activities. In addition, the administrative support from Ms. Vreny Knöpfler-Mousa and Ms. Doris Hoevel were instrumental to helping me settle in. Over the year, new PhD applications rolled in and I accepted one student in 2019 and four new ones and one new post-doc as of 2020. I've also agreed to support the scholarship applications of two foreign students and one post-doctoral research fellow.

To support this growth, a key focus has been on funding and building partnerships. Throughout the year, I met with many internal and external stakeholders to begin discussions on collaborations and programme funding. Some of these ventures are likely to be realized in the coming year.

With the help of various co-authors, my research on governance and sustainability has continued throughout the year, with several conference presentations, paper submissions, and publications. In addition, Ms. Stappmanns and I secured a Basic Research Grant (GFF) to work on the topic of business and biodiversity, starting in 2020. The goal in the coming year will be to submit further research grant proposals as new students are trained up and become more experienced.

On the teaching front, I have established two new Master's courses on sustainability, one of which focuses on South-East Asia and is held at our Singapore campus. While this creates an additional carbon footprint for our institute, bringing students to Singapore helps them become aware of sustainability challenges outside a European context and immerse themselves in a part of the world that is experiencing rapid population, economic, and technological growth. This year, the IWÖ-HSG sponsored half of the carbon footprint offsetting for all students who attended the course and encouraged students to cover the other half. The second course is a flipped-classroom design and held in St. Gallen. Students learn the core elements of business and sustainability strategy by actively workshopping the material. We collaborated with OrcaNation, a social enterprise with a mission to educate four billion children on sustainability, so that participants had five live sustainability projects to solve. Students were extremely engaged, with OrcaNation confirming that their work was of high quality. In addition, I joined Prof. Rolf

Wüstenhagen in teaching the CEMS course this autumn, focusing on the topic of air travel and carbon emissions. Personal choice and behaviour, organizational policies, and climate change were discussed extensively and passionately.

In executive education, we worked together with Prof. em. Thomas Dyllick and Dr. Katrin Muff from Mission Possible Foundation to offer a Diploma of Advanced Studies (DAS) in Advanced Sustainability for the 2019–2020 edition of this course. From 2020 onwards, the DAS will be offered by Mission Possible Foundation and the Institute for Business Sustainability, Lucerne. The Chair of Sustainability Management at IWÖ-HSG is currently investigating new formats of executive education.

In the meantime, Prof. em. Thomas Dyllick remained Delegate for Responsibility and Sustainability until the end 2019; I will be taking over as of 2020. During 2019, the HSG signed the Climate Emergency Letter with the UN SDG Accord and was the first Swiss university to do so. This means that our university has an official mandate to achieve climate neutrality and to address climate actions and solutions in its research and teaching. As part of this process, the HSG has also created a new Taskforce on Climate Solutions, co-headed by Prof. Rolf Wüstenhagen and myself. Its goal is to ensure the HSG achieves climate neutrality by 2030. In line with the multiple responsibilities associated with the Delegate role, we have appointed two key project leaders: Prof. Dr. Moritz

Loock will serve as Manager of the Climate Solutions Taskforce and focus on climate neutrality; Ms. Tabea Bereuther will serve as Manager of Responsibility and Sustainability and address all other sustainability initiatives. Carbon neutrality was also one of my mandates as Chair of the Organizations and Natural Environment (ONE) division within the Academy of Management. This year, we secured a grant to pilot test a number of solutions to reduce the carbon footprint of this massive annual conference, for example through virtual participation and other initiatives. The ONE division also witnessed a massive rise in submissions, indicating a surge in interest in sustainability topics among academics, and affirming the need to resolve the issue of air travel and academic conferences.

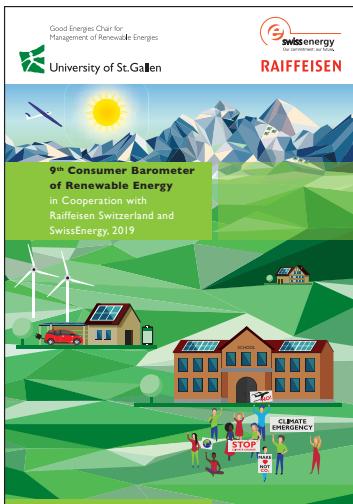
Finally, I had the pleasure of holding my inaugural lecture as a formal and ceremonial part of joining the HSG. The lecture was well attended and I thoroughly enjoyed describing my research track in governance and sustainability, with an emphasis on leadership for the future corporation.



## II RESEARCH AT IWÖ-HSG | PROJECTS

### Consumer barometer of renewable energy

<b>Period</b>	Yearly since 2011
<b>Funding</b>	Raiffeisen Switzerland, SwissEnergy
<b>Contributors</b>	Merla Kubli, Julia Cousse, Rolf Wüstenhagen



#### Abstract

The Consumer Barometer provides insights into what Swiss people think about renewable energies, into how they use these technologies at home and into how they perceive the role of business and politics in the energy transition. Published annually since 2011, and based on a representative sample of more than 1,000 respondents, the study also shows how the sentiment of the population has shifted over the years. This project aims to develop financing solutions for renewables that match consumer preferences, and to advise policy makers on strategies that are accepted by a majority of the population.

### Project status

The 9<sup>th</sup> Consumer Barometer of Renewable Energy was published in May 2019. The topics included e-mobility, Swiss energy and climate policy, social acceptance of renewable energy as well as the role of emotions in consumer preferences and attitudes. The results of the study were presented at the 10<sup>th</sup> Renewable Energy Management Forum (#REMforum). The study is available in English, French and German. ([www.iwoe.unisg.ch/kundenbarometer](http://www.iwoe.unisg.ch/kundenbarometer))

### Emotional antecedents to social acceptance of solar and wind power

<b>Period</b>	March 2019 – February 2020
<b>Funding</b>	GFF Funding
<b>Contributors</b>	Julia Cousse, Rolf Wüstenhagen

### Abstract

Europe has started a major transition to a low-carbon economy and is experiencing substantial growth in the diffusion of renewable energy-generating capacity. However, in parallel to this increase in technological investment, many countries are witnessing increasing levels of local opposition to wind energy projects. This is puzzling as national surveys often show large majorities of the population being supportive of the transition to renewable energy sources, including wind energy. Actors responsible for developing energy projects are increasingly realizing that ventures aimed at a sustainable energy transition can trigger strong negative emotions and resistance from the public but struggle to address those emotions. The literature on the social acceptance of renewable energy technologies has identified numerous factors affecting acceptance including sociopolitical, psychological, and contextual factors. However, the role of emotions in the acceptance of renewables has only started to attract researchers' attention. We thus suggest turning to psychology and marketing, which have both identified the key role of emotions as predictors of human behavior and found that it plays an important role in decision-making. As such, in this contribution, we propose a novel approach to the social acceptance of renewable energy, one that integrates emotions, elicited by a cognitive-affective appraisal of solar and wind energy projects, as antecedents of acceptance. Our project aims to increase understanding of the underlying factors leading to a difference between the general and local acceptance of solar and wind power. Specifically, we aim to investigate differences in the affective responses elicited by these two energy sources, as well as their effects on acceptance. The results of the proposed project will provide important contributions to energy research and the social sciences. It will also lead to recommendations for practitioners and policy-makers in order to support further diffusing renewable energy technologies and successful climate change mitigation.

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### Project status

- Preliminary findings were presented at the ICPP4 conference in Montreal in June 2019.
- A paper investigating the affective responses of Swiss consumers to wind energy has been submitted to a peer-reviewed academic journal.

The project will continue with the upcoming publication and the dissemination of results.

## Applying nudging techniques to promote fuel efficient car purchases

<b>Period</b>	Oct 2017–March 2021
<b>Funding</b>	Swiss Federal Office of Energy (SFOE)
<b>Contributors</b>	Karoline Gamma, Jana Plananska, Rolf Wüstenhagen
<b>Collaboration</b>	University of Geneva

### Abstract

The mobility sector is one of the main contributors to CO<sub>2</sub>-emissions in Switzerland. Shifting to more fuel-efficient vehicles is thus a promising strategy to substantially reduce CO<sub>2</sub>-emissions. Low carbon vehicles such as pure electric vehicles (EVs) or plug-in hybrid electric vehicles (PHEVs) have the highest reduction potential, in particular when they are charged with renewable energies. The amount of available low carbon cars on the market is continuously increasing and it seems that the automotive industry has finally embraced the need for change. However, consumer adoption is still limited, leaving the full potential of such vehicles untapped. It is therefore crucial to understand how the adoption of fuel efficient cars in general and low carbon cars in particular can be increased by policy-makers (e.g. state, municipality) and industry (e.g. automakers, energy providers). Nudging approaches (defaults, feedback, information tools) may be promising tools to stimulate their preferences of low carbon vehicles without limiting consumers' choice options. While the effectiveness of nudges has been demonstrated in various domains, research systematically examining the potential of nudges in the transportation domain is still limited. Such domain-specific insights, however, are crucial given that a one-size-fits-all approach of transferring a nudge that works in one specific domain (e.g. financial services) to a highly

habitual domain such as mobility might not result in the intended outcomes. The project aims to develop effective low-invasive interventions (nudges) to motivate consumers to shift their preferences towards low carbon vehicles by combining theoretical knowledge with insights from practice. The project team will develop improved versions of existing nudges as well as new interventions. Implications for industry and policy will be derived about how to promote purchases of low carbon cars through low-invasive approaches.

### Project status

By the end of 2019, the project successfully progressed with its second phase. The team analysed the results of the consumer vehicle purchase process study. Among others, the team revealed the complexity of the purchase process, delivered its conceptual framework and identified touchpoints through which fuel-efficient car purchases can be promoted. A paper based on these findings is expected to be published in 2020. The complexity of the purchase process and the role of social norms on fuel-efficient car purchases have been selected for detailed investigation. First, an online study and an accompanying field test with the project partner Repower and selected car dealers were set-up. The online survey investigated the role of bundles of EVs and charging services on EV interest and EV purchase willingness. The generated data showed that bundles can increase both, mainly by reducing the complexity faced when buying EVs with the necessary operating infrastructure. The field test (2020) will implement these findings in practice, offering a private charging station and its installation, as well as access to the public charging network together with an EV at the points of sale. Second, the role of social norms was studied by adding differentiated manipulations to two consecutive online studies.

## True business sustainability

<b>Period</b>	Since 2013
<b>Funding</b>	Internal project
<b>Contributors</b>	Tabea Bereuther, Etienne Buff, Thomas Dyllick, Fiona Stappmanns
<b>Collaboration</b>	Katrin Muff (Institute for Business Sustainability), Zoe Rost

### Abstract

The project on "true business sustainability" aims to critically reflect on the current state of sustainable business and to further develop its conceptual foundations. It starts out from the conjecture that while sustainability management has become more widespread among major companies, its impact is not considered in studies monitoring the state of the planet. What results from this is a "big disconnect" between sustainable business on an organizational level and sustainable development on a global level. The research project addresses two main questions: "How can business make an effective contribution to addressing the sustainability challenges we are facing?" And: "When is business truly sustainable?" In a time, when more and more corporations are claiming to manage sustainably, we need to distinguish between those companies that contribute effectively to sustainability and those that do not. The project does this by clarifying the meaning of business sustainability and by linking this vital issue to the prevailing global sustainability challenges.

### Project status

In a first phase we developed a typology of business sustainability with a focus on effective contributions for sustainable development. This work was published in *Organization & Environment* during 2016 and a more detailed version appeared in a 2017 textbook, *Sustainable Business: A One*

## II RESEARCH AT IWÖ-HSG | PROJECTS

Planet Approach. In a second phase, the typology is being used as a basis for further elaborations, with a 2017 paper published by Thomas Dyllick and Zoe Rost in the Journal of Cleaner Production. In 2018, Thomas Dyllick presented an extended model of implementing true business sustainability, during his farewell lecture. This model will result in a book developing in particular the six OPTICS to enable truly sustainable business strategies.

PhD students Tabea Bereuther, Fiona Stappmanns and Etienne Buff are working on true business sustainability including strategies for the food industry, business models for true business sustainability, strategies and implementation of true business sustainability by Swiss pension funds. In August 2019, Tabea facilitated a workshop on truly sustainable strategies at the "St. Gallen Unconference". During the workshop, participants discussed best practice examples and elaborated on how businesses can become truly sustainable. The results of the workshop helped to further progress her dissertation on strategies for true business sustainability, which will be submitted in 2020. Fiona defended her pre-study at the beginning of 2019. During the year, she worked on building a framework for truly sustainable business models.

### E-Land – novel solutions for decarbonised energy islands

**Period** 2018–2022  
**Funding** Horizon 2020  
**Contributors** Moritz Loock  
**Collaboration** Universitat de Girona, Schneider Electric Norway, Borg Havn, Institute for Energy Technology, GEKO Global, Smart Innovation Norway, Intracom Telecom, Reiner Lemoine Institute, Valahia University of Targoviste, CREESC, University of St. Gallen, Instrumentación y Componentes, BSES Yamuna Power Limited, Tata Power Company



#### Abstract

Efficient, reliable and sustainable delivery of energy is critical to the health and wellbeing of all people. The continued decarbonization of the energy sector through the use of renewable energy sources provides both interesting opportunities for local energy systems and challenges for existing electricity networks. Mainland regions such as isolated villages, small cities, urban districts or rural areas often have issues with weak or non-existing grid connections. These areas are known as energy islands.

The goal of the European-funded H2020 project E-LAND is to provide a synergistic solution among the technological, societal and business challenges that the energy sector faces. The main concept is the E-LAND toolbox – a modular set of methodologies and ICT tools designed to optimize and control multi energy islands and isolated communities. The modular toolbox can be customized to meet local requirements and expanded to incorporate new tools as new challenges arise.

#### Project status

The project launched in December 2018. All partners have contributed to progressing the project since its inception. To monitor progress, please see the deliverables published on the project homepage (<http://elandh2020.eu>)



## COALSTAKE: the political economy of coal policy – comparative analyses of stakeholder strategies and resource industries' embeddedness in the international economy

**Period** 2019–2021

**Funding** Swiss Network for International Studies (SNIS)

**Contributors** Adrian Rinscheid, Heinrich Jakob Wild

**Collaboration** University of Basel and University of Toronto (Canada)



### Abstract

Coal-fuelled power generation is the single largest source of CO<sub>2</sub> emissions world-wide. In order to fulfil the 2016 Paris Agreement's goal of limiting the increase in global average temperature to below 2°C, over 80% of the world's coal reserves must remain unused. Therefore, many countries are considering adopting policies to reduce the use of coal and its mining. This project aims to reveal why some countries have opted for phase-out policies, whereas some others have not even included the issue on their political agenda. The project pays particular attention to the interests, goals and activities of different policy actors. The following research questions guide the project:

- What are the key energy stakeholders' interests related to coal and what coalitions emerge among them?
- Why are some actors more influential than others in translating their interests into policy outcomes?
- What lessons can countries learn from coal policy trajectories in other countries?

Conceptually, the project first brings the relevant theories from different disciplines together. Subsequently, the research team will analyze the links among energy stakeholders' resource endowments, their policy-related activities and the evolution of discourses around coal energy. The empirical focus is on four countries: Australia, Canada, Japan and Germany. For more information, please consult ([https://snis.ch/project/\\_coal/](https://snis.ch/project/_coal/))

### Project status

Ongoing data collection and conceptual work as well as outreach.



## Socio-political acceptance & stakeholder engagement in Swiss energy policymaking

**Period** 2017–2020

**Funding** SCCTER CREST (Innosuisse)

**Contributors** Adrian Rinscheid, Rolf Wüstenhagen

### Abstract

Energy governance not only comprises state actors but a variety of stakeholders (e.g. interest groups and individual companies) with varying agendas. This SCCTER CREST project analyzes the influence and strategies of key stakeholders. In light of the asymmetric redistribution effects generated by a transformation of the energy system, it explores the politics and socio-political acceptance of this socio-technical transition. Specifically, it responds to the puzzle that the speed of implementing policy innovations does not match the higher level of public acceptance – neither at the national nor at the local level. In order to delineate the socio-political barriers of a transformation of the energy system, we are collaborating with the Political Economics of Energy Policy Group (University of Basel) to examine strategic choices and other sources of influence asymmetries among different stakeholders.

### Project status

In 2017 and 2018, a conceptual framework for the analysis of stakeholder influence and their strategic choices was developed. In 2019, a survey among all relevant stakeholders of the Swiss energy system was fielded. In 2020, a book chapter will be published as part of the edited volume "Swiss Energy Governance" (ed. by Peter Hettich and Aya Kachi).

## II RESEARCH AT IWÖ-HSG | PROJECTS

### SCCER Mobility – customer and investor acceptance of electric mobility

**Period** 2017–2020

**Funding** SCCER Mobility (Innosuisse)

**Contributors** Karoline Gamma, Merla Kubli, Jana Plananska, Rolf Wüstenhagen

#### Abstract

We investigated the customer purchase processes of electric vehicles. The goal of the study was to understand the complexity of the vehicle purchase process and to identify touchpoints, the points of contact through which electric vehicles could be most effectively promoted. The study firstly delivered a more comprehensive, novel model of a vehicle purchase process, identifying five major touchpoints through which vehicle purchase can be influenced.

We investigated the innovation eco system for business model development in the domain of smart EV charging. A qualitative System Dynamics model was built based on the inputs from several expert interviews as well as the insights gained during a workshop with 22 practitioners from the electric mobility field.

The results were presented in two workshops during the #REMforum and discussed with experts, facilitating knowledge transfer to industry. Beyond this, the #REMforum also showcased a keynote speech by Christina Bu, general manager of the Norwegian EV Association, on "Electric Transport in Norway and beyond – what others can learn" providing best practice examples for policies fostering the EV diffusion. As part of the 9<sup>th</sup> consumer barometer for renewable energies, we investigated customer preferences for different car types and their purchase intentions, and also explored air travel behaviour.

### Norm dynamics as agents of urban social change and environmental sustainability: investigating cross-cultural differences and longevity of interventions

**Period** 2018–2020

**Funding** Grand Challenges Program, Princeton University

**Contributors** Adrian Rinscheid

**Collaboration** Researchers at Princeton University (US), Columbia University (US) and Bocconi University (Italy)

#### Abstract

This project includes a panel study of how campaigns intended to change people's behaviour related to the environment persist over time and across cultures. Social and behavioural changes are essential to addressing climate change and other environmental challenges. Existing research has shown that people respond to "institutional signals" – such as from government or the private sector – that seem to change social norms of environmentally conscious behaviour. Because of their population density, urban areas are especially prone to the influence and spread of signal-induced behavior changes. For more information, please consult ([https://environment.princeton.edu/grandchallenges/research/urban\\_social\\_change](https://environment.princeton.edu/grandchallenges/research/urban_social_change))

#### Project status

Data collection ongoing

### Corporate governance and sustainability

**Period** Ongoing

**Funding** Internal

**Researchers** Judith Walls

#### Abstract

Corporate governance is central to the environmental and social sustainability of businesses. With increasing pressure from shareholders to produce corporate sustainability reports and disclose environmental information like the carbon emissions generated through their activities, businesses govern and monitor their sustainability throughout their supply chain from the ground up to the board. This project focuses on the behavioural aspects of the upper echelons of the organization – CEOs, board members and top management teams – in the context of the firm's wider business environment and pressures it faces from external stakeholders and shareholders. The project assesses how the characteristics and traits of influential members within the firm affect corporate environmental and sustainability outcomes. A second aspect considers firm- and field-level drivers of corporate governance and sustainability, such as structural elements of the board of directors and shareholders and incentive alignments of boards and managers.

#### Project status

On 2019, the foundational, phenomenon-driven research article "Corporate governance and environmental performance: Is there really a link" published in 2012 in Strategic Management Journal, co-authored with Pascual Berrone (University of Navarra) and Phillip Phan (Johns Hopkins University), was nominated for the Strategic Management Journal Best Paper Award.

In addition, Sana Chiu (University of Houston) and Judith Walls published an article in Leadership Quarterly that showed how a new CEO affects corporate social performance and the dynamics of this relationship when firms face financial distress. The research shows that new CEOs generally pay more attention to corporate sustainability than their predecessors. Yet, when firms face financial distress, attention is shifted away from environmental and social outcomes in order to prioritize financial progress. However, whether or not the sustainability agenda is abandoned depends a great deal on the succession path of the CEO. CEOs hired from within the firm (compared to those hired from the outside) are more likely to maintain the relationship with social and environmental stakeholders. These findings have implications for how CEO succession planning affects non-financial performance outcomes.

A paper with Peter Jaskiewicz (University of Ottawa), James Combs (University of Central Florida) and Rahul Ravi (Concordia University) on the role of family ownership and corporate sustainability was presented at the Academy of Management.



### **Social acceptance of E-Mobility: Electrifying corporate fleets – scaling up low-carbon transport in a B2B context**

**Period** 2018–2019

**Funding** Department for Environment and Energy, City of St.Gallen

**Contributors** Karoline Gamma, Pascal Vuichard

#### **Abstract**

This project aimed to contribute to the overall goal of the city of St.Gallen to increase the number of electric vehicles. Electric mobility plays an important role in transitioning towards a more sustainable transportation system. However, uptake is still relatively slow, especially within organizations and their corporate fleets. The much-cited barriers such as a limited availability of charging infrastructure or the higher upfront investment costs alone do not fully explain this slow uptake. Recently, the research field of the social acceptance of electric mobility has emerged – and has begun debating the role of social acceptance as a prerequisite for the further uptake of electric mobility. This project adds new insights to the debate. We developed a policy instrument addressing acceptance issues of electric mobility together with the Department for Environment and Energy of the City of St.Gallen. Subsequently the offer was implemented and assessed in a multiple case study including a longitudinal design with fleet managers in the city of St.Gallen. The results indicate clear patterns that addressing acceptance issues with a specific policy instrument can help to increase acceptance levels as well as purchasing intentions for EVs for key people within the organization – indicating a potential to extend the current policy mix.

#### **Project status**

Completed in December 2019.

### **Europeanization of the Swiss energy system**

**Period** 2018–2019

**Funding** Swiss National Science Foundation (NRP 70 Energy Turnaround/NRP 71 Managing Energy Consumption)

**Contributors** Beatrice Petrovich, Rolf Wüstenhagen

**Collaboration** Institut für Finanzwissenschaft, Finanzrecht und Law and Economics, University of St.Gallen (IFF-HSG), Institute of Political Science, University of St.Gallen (IPW-HSG)



#### **Abstract**

The EU has emerged as a new (and still informal) level on top of Swiss multi-level energy governance. Decisions on the European and Swiss levels have come to influence each other's energy governance and energy system because of the physical interconnectedness between Switzerland and the neighbouring EU member countries. This interdisciplinary study, carried out together with lawyers and political scientists from the University of St.Gallen, examines how EU energy legislation and technical standards influence – or do not influence – the Swiss federal, cantonal and municipal energy policies as well as clean energy investment decisions

## II RESEARCH AT IWÖ-HSG | PROJECTS

in Switzerland. Moreover, the analysis considers where and how Swiss federal institutions and major private actors can exert influence on EU energy policies. IWÖ-HSG's tasks for this project include a policy impact assessment of how the (direct or indirect) Europeanization of the Swiss energy regulation could impact the private sector's willingness to invest in Swiss renewable energy. A special focus is dedicated to a new investor type who is increasingly taking a leading role in financing the energy sector and in driving the transition to a decarbonized energy system: Households and private citizens that become decentralized energy producers (the so-called "prosumers").

### Project status

Completed. The project's findings were presented and engagingly discussed during a half-day workshop held during the 10<sup>th</sup> St.Gallen Renewable Energy Forum in May 2019, in front of a crowded audience of Swiss and European policy-makers and energy professionals. The study has received good media coverage and gained popularity among the energy community, also thanks to a dedicated news item on the NRP70 platform (<https://www.nfp-energie.ch/en/projects/1025/>) and a policy brief published in the series of the renowned political think tank at the Institute for European Studies (<https://www.ies.be/policy-brief/govtran-briefing-paper-energy-cooperation-between-eu-and-switzerland-%E2%80%93-partners-destiny>) The final report will be published by Dike Verlag in 2020. <https://www.aramis.admin.ch/Texte/?ProjectID=36960>

### The price of risk in residential solar PV investment

**Period** 2018–2019  
**Funding** Swiss Federal Office of Energy  
**Contributors** Beatrice Petrovich, Rolf Wüstenhagen  
**Collaboration** Haute Ecole de Gestion (HEG) Genève  
Stefano Carattini (Georgia State University and SIAW-HSG, Department of Economics, University of St. Gallen)



### Abstract

Households are key actors in decarbonizing our economy, especially when it comes to investments in a decentralized energy system, such as solar photovoltaics (PV). The phasing-out of policies that provide solar investors with a stable revenue stream (e.g. feed-in tariffs), and unexpected policy changes in the wake of an increasingly polarized climate debate, require residential PV investors to bear new risks. This project explores how perceived investment risk influences solar PV investment decisions by households. We collect empirical evidence for this analysis through semi-structured interviews with Swiss households that fitted adopted solar and solar PV installers, as well as through a large-scale online survey submitted to a sample of Swiss single- and multifamily-house owners who do not yet own a solar PV

system but are interested in purchasing one for their house in the next five years. The survey included a discrete choice experiment coupled with randomized informational treatment aimed at quantifying to what extent policy and market risks deter households from investing in solar PV.

### Project status

Completed. The final project report was delivered in August 2019 and presented to the Swiss Federal Office of Energy in November 2019. The empirical study on households' solar investment decisions under risk was submitted for publication in a peer-reviewed academic journal in 2019.

### The beginning of a beautiful relationship?

### Community solar as a business model for building integrated photovoltaics

**Period** 2018–2019  
**Funding** Swiss National Science Foundation internal funding  
**Contributors** Alexander Stauch, Pascal Vuichard

### Abstract

The adoption of new technologies, such as building-integrated photovoltaics (BIPV), but also new and innovative business models such as community solar, have both been identified as relevant drivers of the further growth of solar PV. However, the adoption of BIPV is still encountering numerous barriers that hinder its more widespread deployment within the solar PV market. The goal of this research effort was to assess whether community solar as a successful business model for the adoption of conventional solar PV could be equally promising in relation to the further adoption of BIPV.

A currently pertinent research challenge is to find ways to keep the growth rate of solar power at a high level. The adoption of new technologies, such as building-integrated photovoltaics (BIPV), but also new and innovative business models such as community solar, have both been identified as relevant drivers. However, the adoption of BIPV is still encountering numerous barriers that hinder its more widespread deployment within the solar PV market. The goal of this research effort was to assess whether community solar as a successful business model for the adoption of conventional solar PV could be equally promising in relation to the further adoption of BIPV. For this purpose, we conducted an experimental survey (n=413) to compare customers' willingness to buy a community solar offer exclusively associated with BIPV to a community solar offer solely designed with conventional roof-top solar PV. Our results revealed no significant difference between willingness to buy based on our experimental treatment (BIPV vs. conventional PV), indicating that community solar can be a successful distribution channel for the further adoption of BIPV. As findings about specific business models for BIPV are rare, our research creates an important foundation upon which policy makers and project developers can build.

#### **Project status**

Completed (published in Energy and Buildings, presented at EU PVSEC in Marseille incl. best poster award)

### **Individual or collective? Community investment, local taxes, and the social acceptance of wind energy in Switzerland**

**Period** 2017–2019

**Funding** SCCER CREST, financed by Innosuisse

**Contributors** Nathalie Dällenbach, Alexander Stauch, Pascal Vuichard

#### **Project Description**

This research paper describes the effect of different financial participation models for wind energy projects on the social acceptance of a hypothetical project. Based on the configuration of three different financial participation models tested in a pre-study with several industry experts, we conducted an experimental survey with a representative sample of Swiss electricity customers (N=1202). Our results indicate that a local resource tax that benefits the entire community is favoured over individual financial participation models.

#### **Abstract**

This research paper describes the effect of different financial participation models for wind energy projects on the social acceptance of a hypothetical project. Based on the configuration of three different financial participation models tested in a pre-study with several industry experts, we conducted an experimental survey with a representative sample of Swiss electricity customers (n=1202). Our results indicate that a local resource tax that benefits the entire community is favoured over individual financial participation models (i.e. the opportunity for local citizens to participate through shares or bonds). For key stakeholders such as community-attached people or those with a politically centrist, progressive mindset, the local resource tax leads to a significant increase in acceptance. As findings about specific financial participation

models for wind energy projects are rare, our research creates a foundation on which the social acceptance of wind energy projects can be fostered at the local community level.

#### **Project status**

Completed (published in Energy Research and Social Science)

### **Sustainable aviation – a management perspective**

**Period** 2019–2020

**Funding** Internal

**Contributors** Karoline Gamma, Alexander Stauch, Judith Walls, Rolf Wüstenhagen

**Collaboration** Erik Linden, Adrian Müller, René Puls, Andreas Wittmer (CFAC-HSG)

#### **Project Description**

Achieving sustainability is one of the most significant challenges humanity faces in the future. One sector that is of high relevance is the aviation industry. Therefore, the Institute for Economy and the Environment (IWÖ-HSG) launched in collaboration with the Center for Aviation Competence (CFAC-HSG) a research project which addresses the most relevant questions of this topic from a management perspective. The research project is currently based on seven main topics, all of which will be explored in a master's thesis. The insights will provide a basis for synthesising additional theses and research from the participating institutes. The results will be collected in a book that approaches sustainable aviation from a management perspective.

#### **Project status**

Ongoing (research and data gathering)

## II RESEARCH AT IWÖ-HSG | PROJECTS

### Keep it local and low-key:

#### Social acceptance of alpine solar power projects

**Period** 2019–2020

**Funding** Internal

**Contributors** Alexander Stauch, Pascal Vuichard, Rolf Wüstenhagen

### Abstract

Impressive growth rates of solar photovoltaics (PV) at higher altitudes are raising concerns about seasonal mismatches between demand and supply. Locating utility-scale PV projects in alpine regions with high solar irradiation could help to meet demand during the winter season. However, similar to wind farms, large solar projects change the landscape and may therefore face social acceptance issues. In contrast to the rich literature on wind energy, social acceptance of solar power has received less attention. This paper contributes to closing this gap by conducting a large-scale survey (N=1036) examining acceptance of alpine solar projects in Switzerland through choice experiments. In addition to attributes that are well established in the social acceptance literature, such as procedural and distributional justice as well as local ownership, we also investigate the influence of innovative design elements on acceptance. Our findings suggest that local ownership, as well as coloured solar panels that reduce the perceived landscape change may increase social acceptance, implying that projects should be kept local and low-key. We also find that acceptance of alpine solar projects is higher among the affected population than among inhabitants of non-alpine regions.

### Project status

The paper has been submitted to a peer-reviewed academic journal.



#### "MISTRAL" – multi-sectoral approaches to innovative skills training for renewable energy and social acceptance

**Period** 2019–2022

**Funding** Marie Skłodowska-Curie Actions (MSCA)  
Innovative Training Networks (ITN)  
H2020-MSCA-ITN-2018

**Contributors** Elizabeth Côté, Jakob Knauf, Nina Schneider, Rolf Wüstenhagen

**Collaboration** Queen's University of Belfast, University of Exeter, University College Cork, Danmarks Tekniske Universitet, Instituto Universitario de Lisboa, IZES

### Abstract

Europe is at the beginning of a major transition to a low carbon economy and is experiencing substantial growth in the expansion of renewable energy generating capacity. However, parallel to this technological investment, many member states are witnessing increasing levels of local opposition to individual projects, particularly for wind energy, which is now the cheapest form of energy generation. This has a range of consequences (including increased deployment costs/delays, increased regulatory demands, reduced market support) and highlights a major social challenge for the energy transition. In response to this, MISTRAL aims to nurture a new generation of researchers who can effectively evaluate

the complexity of social acceptance issues facing the deployment of renewable energy infrastructures and who can propose innovative solutions in a variety of research, government and business contexts. MISTRAL is an interdisciplinary network of 7 research institutions from the UK, Ireland, Germany, Portugal, Denmark and Switzerland.

Fifteen early-stage researchers are employed to conduct research on various aspects of social acceptance of wind energy, of which three are based at the IWÖ-HSG. MISTRAL also draws on the knowledge and resources of 15 academic and non-academic partners across Europe. These partners host ESRs for secondments, provide training, and promote and support the work of MISTRAL.

### Project status

Ongoing



### Paradoxical tensions in corporate sustainability

Period	Ongoing
Funding	Internal
Researchers	Eunice Ng, Judith Walls

#### Abstract

Corporate sustainability is a complex issue and therefore rife with paradoxical tensions as a result of contradictory and yet interrelated aspects of pursuing sustainability actions. Corporate leaders, for example, may have to navigate competing demands from social and environmental stakeholders, or consider the trade-offs between social, environmental, and financial goals. Managers can adopt a "business case" frame in which companies view sustainability as a pragmatic issue and pursue sustainability only when it aligns with economic objectives of the firm. When managers adopt a "paradoxical" frame, social, environmental and financial issues are considered simultaneously and with equal importance. The type of cognitive frame affects the way in which organizations set goals, gather knowledge, shape their identity, and how they organize. How corporate leaders respond to paradoxical tensions depends on the manner in which they process and frame the issue. This project looks at the role of cognitive framing of managers in corporate decision making around sustainability, and at the psychological coping mechanisms used to resolve paradoxical tension.

### Project status

Eunice Ng plans to defend her thesis on paradoxical tensions in 2020 and has prepared both theoretical and empirical papers to assess how the cognitive framing of managers like CEOs affects the way that businesses respond. Eunice's work takes an in-depth look particularly at the role of learning from and educating key stakeholders in how companies make sense of the larger corporate sustainability agenda. In 2019, a paper by Eunice Ng and Judith Walls on managerial responses to paradoxes in corporate sustainability was presented at the Academy of Management and discussed at an Academy of Management Journal workshop held in Singapore.

### Understanding emotions in sustainability governance

Period	Ongoing
Funding	Internal
Researchers	Judith Walls

#### Abstract

Sustainability issues like pollution, climate change and activism are imbued with emotion. Managers, when talking about their firms' activities around environmental performance, display both negative and positive emotions. Similarly, how such topics are addressed is often a subject of public debate, with such issues quickly becoming polarized. For example, climate activists like Greta Thunberg are both loved and hated. Likewise, topics like trophy hunting incite negative emotions like anger and disgust, as well as positive emotions

like joy among those inside the industry. This project seeks to understand the role of emotions in both facilitating and hindering governance of environmental sustainability, both within firms and industries, as well as on a larger societal scale.

### Project status

During 2019, co-authored work with Nardia Haigh (University of Boston) and Anandh Ghopal (NTU Singapore) on positive and negative emotions around the debate of trophy hunting was presented at several conferences and research symposia including the Academy of Management and the GRONEN Research Symposium in Tokyo. The work was also presented at research seminars at several universities.



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### III OBITUARY RUEDI MÜLLER-WENK

#### Ruedi Müller-Wenk (1934–2019) – Rückblick auf einen Pionier der Ökobilanzierung



Wenn heute die Gesundheit von Lebensmitteln mithilfe eines ampelartigen Nutri-Scores ausgezeichnet wird oder die EU vorschlägt, die Nachhaltigkeit von Investitionen anhand eines übergreifenden Bewertungsrasters zu beurteilen, dann verbergen sich dahinter umfangreiche wissenschaftliche Grundlagenarbeiten, um die dahinter stehenden, anspruchsvollen Bewertungskonzepte zu entwickeln. Diese Arbeiten liefen lange Zeit unter dem Titel der Ökobilanzierung, an deren Entwicklung Ruedi Müller-Wenk einen beträchtlichen Anteil hatte. Er war Dozent und Titularprofessor an der HSG und war ein Pionier der Ökobilanzierung.

Er war ein ruhiger und genauer, interessierter, pragmatischer und sehr eigenständiger Mensch. Er war ein Grenzgänger zwischen "spüren" und "zählen": Ihm war klar, dass man die wirklich wichtigen Dinge im Leben nicht zählen konnte, dass zur Führung von grösseren Organisationen Zahlen aber unverzichtbar sind. Da ihm schon vor 40 Jahren das gleichberechtigte Nebeneinander von Wirtschaft und Umwelt ein

tiefes Anliegen war, und er realisierte, dass Umweltanliegen in unternehmerischen Entscheidungsprozessen mangels Quantifizierbarkeit immer den Kürzeren ziehen, entschloss er sich, eine solche Umweltquantifizierung selbst zu entwickeln.

Er war hauptberuflich technischer Direktor im damals bekannten Rorschacher Lebensmittelverarbeiter "Frisco" (Rorschach Conserven). Am Beispiel dieser Unternehmung entwickelte er das Konzept der ökologischen Buchhaltung. Mit dieser Publikation von 1978 ist er einer der Väter der heute verbreiteten Ökobilanzierung. Aussergewöhnlich an seinem Ansatz war, dass er von Anbeginn an eine Beurteilung mittels eines einheitlichen Bewertungssystems als notwendig erachtete, welches die Vielfalt der Umwelteinwirkungen auf einen gemeinsamen Nenner zu bringen vermochte, analog zu Geld im ökonomischen Bereich. Seine Pionierleistung bestand darin, dass er ein erstes solches Bewertungssystem gleich selbst entwickelte.

Dieses Konzept wurde später unter seiner aktiven Mitwirkung zu einem eigenständigen schweizerischen Bewertungskonzept für die Ökobilanzierung weiterentwickelt, mittels "Umweltbelastungspunkten", die heute vom Bundesamt für Umwelt publiziert und regelmässig aufdatiert werden. In der Schweiz wurde sein Ansatz von Migros, Coop und anderen Unternehmen für die ökologische Optimierung übernommen. International blieb sein Ansatz jedoch für fast 30 Jahre verpönt, bis vor kurzem die EU eine eigene solche Punktbewertung zu entwickeln begann. Nach seiner Pensionierung entwickelte er zusammen mit Doktorierenden der HSG (IWÖ-HSG) und der ETH Zürich im Rahmen von interdisziplinären Projekten des Schweizerischen Nationalfonds, des deutschen Umweltbundesamts oder der EU, weitere

methodische Ansätze, welche weitherum als unmöglich eingeschätzt wurden, wie z.B. zur Berücksichtigung von Verkehrslärm oder Landnutzung in der Ökobilanzierung. Er arbeitete sorgfältig, und er dachte oft entlang untypischer Linien. Ihm war in der industriellen und universitären Arbeit wie auch im Privatleben wichtig, mit der realen Welt in engem Kontakt zu stehen. In Gesprächen konnte er Kleinigkeiten und grosse Themen, Alltägliches und Besonderes auf unerwartete Weise verbinden und daraus interessante Schlüsse ziehen. Er war hartnäckig im Denken und erst zufrieden, wenn er eine schlüssige Lösung gefunden hatte.

Er lehrte in der HSG-Vertiefung "Ökonomie und Ökologie" und betreute Doktoranden an der HSG und an der ETH Zürich. Ihm war eine funktionierende Interdisziplinarität ein grosses Anliegen, weil die zu lösenden Forschungsfragen dies verlangten. Und es ging ihm von Anfang an um eine effektive Verknüpfung von Wirtschaft und Umwelt wie auch von ökonomischem und ökologischem Denken. Er lebte dies wie nur wenige Andere, indem er eine Führungsfunktion in der Industrie mit seiner wissenschaftlichen Tätigkeit verband. Wer sich an den spannenden, oftmals auch herausfordernden Gesprächsrunden am Kaffeetisch des IWÖ-HSG auf ihn einliess, wurde nicht nur fachlich belehrt, sondern tiefgründig bereichert.

Ruedi Müller-Wenk ist am 13. November 2019 verstorben. Zusammen mit seiner bereits früher verstorbenen Gattin Esther hinterlässt er vier erwachsene Kinder.



## IV TEACHING

### Bachelor's courses

#### Spring semester 2019

- Skills: Social Business Prototyping – von der Idee zum Projekt (Judith Walls/Severin Hühnerbein, KX)

#### Autumn semester 2019

- Nachhaltigkeitsmanagement und -marketing (Moritz Loock/Frank-Martin Belz, B-BWL)

### Master's courses

#### Spring semester 2019

- Praxisprojekt Nachhaltigkeitsmanagement I (Moritz Loock, MUG)
- Climate Change and the Psychology of Decision-Making (Karoline Gamma, KX)
- Asia Compact: Sustainability in Singapore and Southeast Asia (Judith Walls, MUG)
- Model UNFCCC – CEMS Climate Change course and simulation (Rolf Wüstenhagen, CEMS MIM)

### Autumn semester 2019

- Sustainable Finance (Rolf Wüstenhagen, MBF)
- Praxisprojekt Nachhaltigkeitsmanagement 1 (Karoline Gamma, MUG)
- Verantwortung/Responsibility: Managing the SDGs (SIGMA Global Virtual Course) (Rolf Wüstenhagen, CEMS MIM)
- Sustainability and Corporate Strategy: Meeting the Energy and Climate Challenges, CEMS Block Seminar (Rolf Wüstenhagen/Judith Walls, CEMS MIM)
- Corporate Sustainability Management (Judith Walls, MUG)
- Clean Energy Marketing (Rolf Wüstenhagen, MiMM)
- Verantwortung/Responsibility: Overcoming Energy Path Dependence (Rolf Wüstenhagen/Itai Sened, KX)
- Verantwortung/Responsibility: Integratives Portfolio/Integrative Portfolio (Rolf Wüstenhagen/Thomas Beschorner, KX)

### PhD courses

#### Spring semester 2019

- Research Seminar on Sustainability and Energy Management: From Insight to Impact (Rolf Wüstenhagen/Judith Walls, PMA)

## Course Content

### **Verantwortung/Responsibility: Managing the SDGs (SIGMA Global Virtual Course) (CEMS, Master level)**

(Rolf Wüstenhagen)

The SIGMA Global Virtual Course: Managing the SDGs has been jointly designed by six top management and business schools around the globe to create a unique learning experience with ESADE, the Copenhagen Business School (CBS), Université Paris- Dauphine, University of St.Gallen (HSG), Vienna University of Economics and Business (WU) and Singapore Management University (SMU). The compact blended online course consists of an individual virtual course phase (Online Modules) and a virtual group work (Case Cast) phase.

### **Corporate Sustainability Management (Judith Walls)**

This course uses a flipped classroom design. In contrast to traditional teaching, the flipped classroom technique allows students to learn lecture material before class, which opens up class time for different activities. For instance, students applied their knowledge to solve case studies, engaged in group discussions or simulation games. An online blog and additional sources of information, like videos, TEDtalks and podcasts were provided for pre-class preparation. This helped students to prepare for active learning in class. Flipping the classroom allows students to take a more active role in their education, while the class instructor acts as a guide, helping if difficulties arise.

### **Model UNFCCC – CEMS Climate Change Course and Simulation (Rolf Wüstenhagen)**

First established by the University of St.Gallen and ESADE Barcelona in 2009, the CEMS Model UNFCCC is a unique way of educating tomorrow's business leaders on climate change. Now in its 11th edition, the course has grown to nine European business schools, and has been firmly established in the CEMS master's in international management. In the first part of the semester, the course is taught in parallel at each participating university. After an introduction to climate science, economics and policy, students are assigned roles for the final two-day simulation of the United Nations' climate policy negotiations with 150 participants. The 2019 edition of the CEMS Model UNFCCC was hosted by the University of Cologne and kicked-off with a visit to the UNFCCC Secretariat in Bonn. For 48 hours, students gain in-depth experience of what intense multi-stakeholder negotiations are like. They take on the role of governments, businesses and NGOs and apply their newly acquired knowledge to develop concrete global solutions to combat climate change.

Since its inception, the course has educated more than nine hundred CEMS Students. The course has received widespread media coverage (e.g. The Economist, Financial Times, Corriere della Sera, CEMS Magazine, Forbes) and has been the subject of academic publications (e.g. Nature Climate Change, Journal of Management Education). Other participating schools include the University of Cologne (Germany), Corvinus University of Budapest (Hungary), WU Vienna (Austria), Rotterdam School of Management (The Netherlands), Bocconi University (Italy), the Warsaw School of Economics (Poland), and Stockholm School of Economics (Sweden).  
(<http://www.modelunfccc.org>)



### **Sustainability in Singapore and South-East Asia**

(Judith Walls)

Judith Walls led a group of master's students from the MUG programme to Singapore, to look at sustainability in South-East Asia. The course was part of the Asia Compact series and the first on sustainability to be held in Singapore. Fourteen students spent a week learning how executives in energy, construction, agriculture, shipping and social entrepreneurship manage environmental and social sustainability, both in the classroom and through company visits. We visited a rooftop vertical garden in Orchard Road and went to the top of one of Singapore's green skyscrapers. Feedback from the students on this course was excellent and the course has now been integrated into the MUG programme. In flying so many students to Singapore, we generated a significant carbon footprint. To compensate for this, IWÖ-HSG sponsored half of the carbon offsets for the students in the course via myclimate.org. Offsetting, of course, has its limitations in combatting climate change. Hence, there is a paradoxical tension between sending students to South-East Asia, in order to gain personal experience, and the desire to offer low-carbon courses. We will be re-evaluating this trade-off, as well as alternative options for carbon offsetting, on a regular basis.

## V EXECUTIVE EDUCATION

### Certificate of Advanced Studies (CAS) in Renewable Energy Management (REM-HSG)



#### Competence for tomorrow's energy markets, today

The main goal of the REM-HSG executive education programme is to help tomorrow's leaders to turn the economic, environmental and social challenges of today's energy supply into new business opportunities. Participants develop expertise on the potential of one of the most attractive growth markets, and identify ways to succeed in the new energy industry. A particular focus is on managing disruptive decentralization in the energy market, driven by the convergence of solar photovoltaics, battery storage, digitization, and electric mobility.

The REM-HSG programme draws on live case studies and on-site visits to derive insights and best practices from

successful companies and projects in the field of renewable energies. Intensive training and individual coaching enables participants to identify and exploit the outstanding growth opportunities in the field of renewable energies. The curriculum of the part-time programme is tailored towards professionals and consists of three one-week modules in St. Gallen and Berlin spread across six months. Apart from building competence for tomorrow's energy markets, participants also gain access to a network of movers and shakers in the field of renewable energy. The REM Alumni Community includes participants from more than 18 countries around the world. Regular events and study trips are organised each year by the REM Alumni Board.

#### REM-HSG Alumni News



Daniel Becker joined Vaillant Group as Manager Business Model Design in November 2019, after previously developing off-grid projects for E.ON in East Africa.



Fabienne Thomas became a board member at Ökostrom Schweiz after heading the energy and environment division of the Swiss Farmers' Association.



Adrien de Bassompierre, Senior Climate Change Specialist at European Investment Bank (EIB), was involved in their recent decision to stop lending to fossil fuel projects.

### Executive Education in Sustainable Business

After eight successful editions of the Diploma of Advanced Studies in Sustainable Business, co-directed by Prof. em. Thomas Dyllick and Dr. Katrin Muff, the 9th edition of the programme was launched in 2019 with 15 participants, in conjunction with IWÖ-HSG and the Chair for Sustainability Management.

At the end of 2019, Thomas Dyllick and Katrin Muff created a spin-off – the Institute of Business Sustainability – which will be offering a Diploma of Advanced Sustainability from 2020 onwards, based on their longstanding experience in developing executive education programmes. In turn, the Chair for Sustainability Management at IWÖ-HSG, will be conducting a feasibility study for new executive education programmes to be introduced in the near future.



## VI EVENTS | #REMforum



### 10<sup>th</sup> St.Gallen Forum for Management of Renewable Energies

The world is more polarized than ever before in recent history. With extreme weather events reaching unprecedented levels, many people appreciate the need to accelerate climate change mitigation. At the same time, influential world leaders are pushing back against the transition to a low-carbon economy. Countries like Norway and China are seeing a fast diffusion of electric vehicles, but governments and industry associations elsewhere seem to prefer slowing down change. Some investors are divesting from coal, others are reluctant to change. While young people in many countries see wind turbines as symbols of modern technology, others feel threatened by

them. The rise of social media, once hailed as an enabler of democratization, appears to make building consensus in society and politics even more difficult.

How can we make progress towards decarbonizing our energy system in this environment? How and when does polarization translate into policy risk, and how can this be managed? What are the positive drivers of change, and how can they be leveraged for innovation? What is the outlook on energy-related customer preferences? And what can firms and other decision-makers do to secure continued social acceptance of the energy transition? Thought leaders of tomorrow's energy markets discussed these questions at #REMforum 2019, the 10th St.Gallen Forum for Management

of Renewable Energies. Managers, investors, entrepreneurs and other key stakeholders in the global energy transition shared their latest insights and discussed new business opportunities.

**More information, highlights, pictures and videos at: [www.REMforum.ch](http://www.REMforum.ch)**



# VI EVENTS

## Brown Bag Lunches at IWÖ-HSG

- Norms and more: Placing individual decisions into their social and biophysical networks and institutions, Research Talk by Elke Weber (Princeton University) & Adrian Rinscheid. (27<sup>th</sup> February, 2019)
- Wind Turbine Noise: From Perceived Noise to Amplitude Modulation to Trailing Edge Sound. Prof. Dr. Thomas Carolus, Institut für Fluid- und Thermodynamik, Universität Siegen, Germany. (18<sup>th</sup> February, 2019)
- Utility divestitures – Corporate financial strategies in the German energy transition, Lena Hörlein, PhD candidate, University of Zurich, Department of Banking and Finance. (1<sup>st</sup> April, 2019)
- Climate Change and Security in the Arctic – The Relevance of Feminism? Dr. Auður H Ingólfssdóttir, senior researcher, University of Akureyri, Iceland. (3<sup>rd</sup> June, 2019)

## Solutions for sustainable mobility in St. Gallen

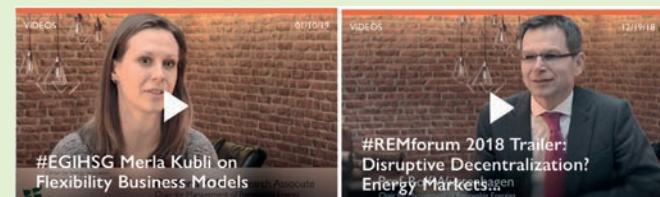
A "Solutions for Sustainable Mobility in St.Gallen" workshop was organized by Jana Plananska as part of the HSG Kick-off Days in September 2019. Freddy Zaugg, Manager of the Energy Concept 2050 at the City of St.Gallen (and as of January 2020 co-Director of the Department of Environment and Energy of the City of St.Gallen) accepted the invitation to co-organise the workshop with Jana. Six topics of relevance to the city (such as community solar and e-mobility or E-mobility for companies) were studied by individual student groups with interesting pitches presenting their main results. The workshop provided the participating students and the workshop organizers with interesting insights. (Sept. 2019)

## HSG kick-off days

To kick-off the academic year 2019/2020, Dr. Moritz Loock, Assistant Professor at the IWÖ-HSG, and Angela Honegger, President at Student Impact, held one of the workshops at the HSG Kick-off Days. The HSG Kick-off Days welcome new master's and PhD students starting their degree at the University of St. Gallen. The workshop centered on "Sustainable Entrepreneurship: Making E-Mobility Work", featuring delving into the real-life challenges of an e-mobility startup. Besides learning about electric mobility, students could apply their business knowledge to help the startup successfully enter the market in St.Gallen. Thus, the HSG Kick-off Days were a great opportunity to stress the importance of sustainable business practices from the very start of these students' academic path at HSG. (Autumn Semester 2019)

## #EGIHSG video series on YouTube

Together with fellow researchers from the EGI-HSG (Center for Energy Innovation, Governance and Investment), IWÖ-HSG scholars, explain how their research can contribute to decarbonizing the Swiss energy system.  
(<https://egi.unisg.ch/en/egi-videos-feb2019>)



## Science Slam at SHSG's "Day of Research"

Julia Cousse and Tabea Bereuther represented the IWÖ-HSG at the HSG "Day of Research". In a science slam, they presented the research topics of the IWÖ-HSG. After the slam, students had the possibility to inform themselves about writing Bachelor's and Master's theses and to get in contact with the different institutes.



## Europeanization of the swiss energy system

The aim of the workshop, facilitated by Dr. Merla Kubli, was to explore and visualize the connection between security of supply in the Swiss energy system, the expansion of domestic renewable energies, cross-border trade with the EU and institutional involvement, under two scenarios: with and without the successful conclusion of an electricity agreement between Switzerland and the EU.



## Swiss energy strategy 2050 and EU clean energy package: Stronger together

In partnership with the Institute of Political Science, University of St.Gallen (IPW-HSG). Governing the energy transition and attracting investments in clean energy pose similar challenges everywhere. However, energy transition strategies are rarely co-ordinated across borders: Brussels and Bern have been developing their strategies and targets for the energy transition in parallel. How can the consistency between the Swiss Energy Strategy 2050 and the EU Clean Energy Package be improved? Could further integration of these strategies help to attract the investment flows necessary for the European energy transition? Could grid interconnection substitute a lack of political integration? And are bottom-up approaches an alternative to national and supranational agreements? In this workshop, through expert inputs, interactive group discussion and participation of diverse stakeholders from both Switzerland and the EU, over 40 participants shared their views on the governance of the energy transition, enriched their understanding of EU-Swiss energy relations, and jointly explored avenues for collaboration between Switzerland and the EU.



## "Social and environmental sustainability in the 21<sup>st</sup> century." – Inaugural lecture Prof. Judith Walls



On the evening of 12<sup>th</sup> November 2019, Prof. Dr. Judith Walls held her Inaugural Lecture in the HSG Library Building. Internal and external guests, including professors, colleagues, students and researchers came to hear her thoughts on sustainability and her research agenda for the new Chair of Sustainability Management. After an interesting historical overview of humanity's and industry's negative impact on the natural environment, Prof. Walls pointed out that businesses have become the most dominant social organization and therefore are best placed to address sustainability. But in order to do so, a transformation is needed: a cultural shift, a change in our mindset. The corporations best placed to address sustainability will be those with purpose and values and trail-blazing leaders able to transform companies. Prof. Walls's research focuses on such behavioural aspects at the upper echelons of organizations and the role of these individuals in making a difference.

## GRONEN Reading Group @ IWÖ-HSG

In October 2019, the IWÖ-HSG hosted the 16<sup>th</sup> session of the GRONEN reading group. Researchers from the University of Innsbruck, ETH Zurich, HWZ Zurich, George Washington University, ESADE, Warwick Business School, Rotterdam School of Management, NTU Singapore convened (partially virtually) to discuss three papers currently under resubmission. The papers under discussion covered the following topics:

- Managerial responses to paradoxes in sustainability
- Navigating occupational paradoxes
- Deinstitutionalization and mass immigration

GRONEN is the Group for Research on Organizations and the Natural Environment. The reading sessions take place regularly to support early-stage researchers in the publishing process.



## VI EVENTS | IWÖ-HSG SNOW DAY



### IWÖ-HSG Snow Day

In February, the whole IWÖ-HSG-Team went to Wildhaus-Unterwasser for a snow day. While hiking, skiing or snowboarding, the team enjoyed the sunshine and the good company. During the joint lunch there was time for team building and exchange.

An IWÖ-HSG Ski-Fun-Day was organized by Jana and Pascal at the end of February 2019. To the big joy of the organizers, the day worked out perfectly, with many participants and brilliant weather. The organizers hope to have started a tradition, with the second edition of the day planned for February 2020.



## VI EVENTS | HANS CHRISTOPH BINSWANGER PRIZE

### First award of the Hans Christoph Binswanger Prize

In 2019, the Institute for Economy and the Environment (IWÖ-HSG) at the University of St.Gallen, where the late Hans Christoph Binswanger worked until January 2018, awarded the Hans-Christoph-Binswanger-Prize for the first time. This prize commemorates Hans Christoph Binswanger (1929–2018), one of the most important and most unorthodox German-speaking economists of the 20<sup>th</sup> century. The prize is awarded to young scientists and postgraduates who do not yet have a full professorship. The intention of the prize is to honour studies in areas that go beyond mainstream economics and to which Hans Christoph Binswanger made significant contributions.

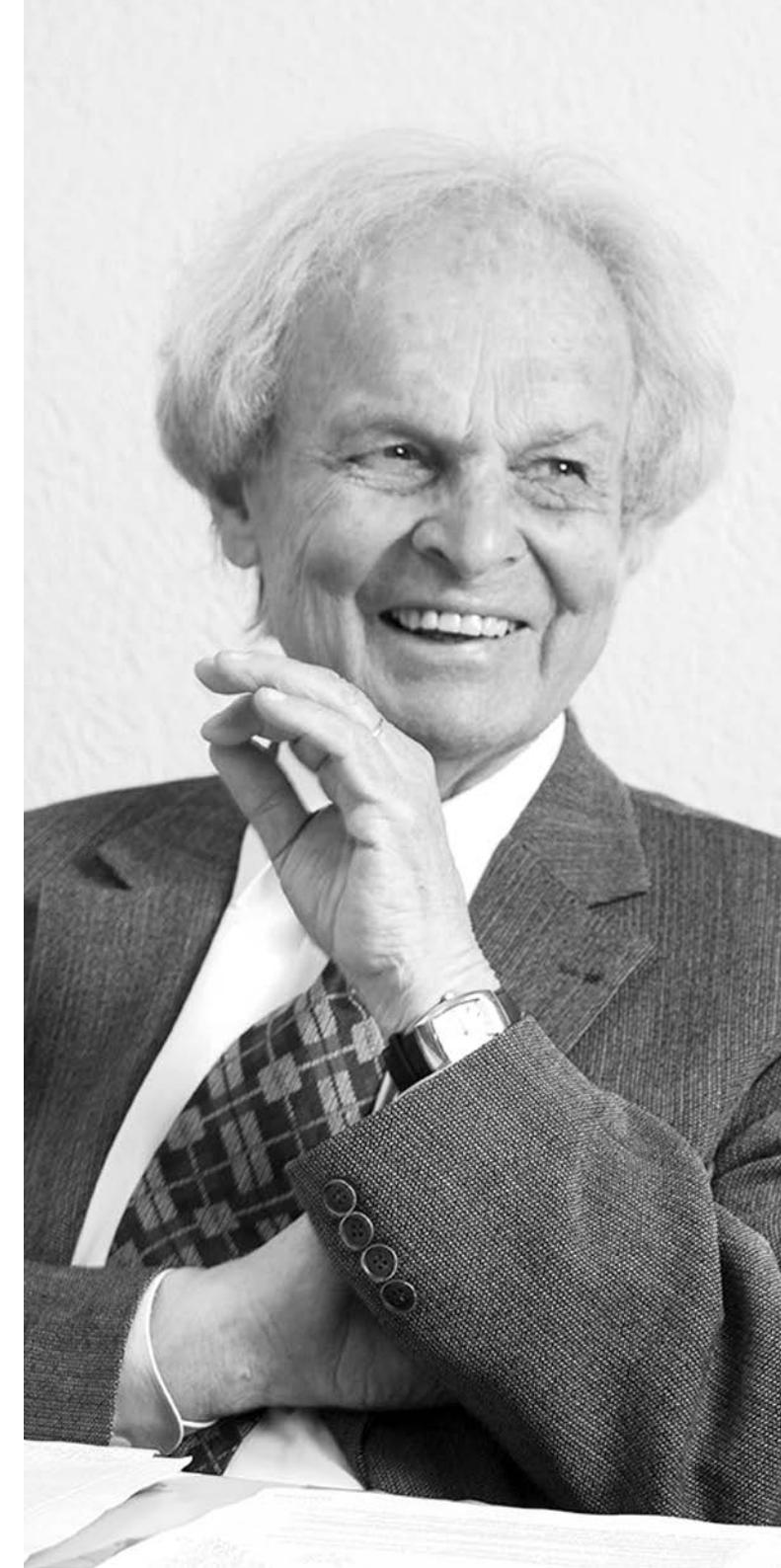
Hans Christoph Binswanger's work and research interests included environmental and resource economics, monetary theory, the history of economic thought, the role of agriculture in today's economy and, at the beginning of his research activities, European integration. He investigated the relationship between economics and ecology and highlighted the role of money in the economic process. Binswanger was convinced that the modern monetary economy is subject to both a growth imperative and a permanent incentive to grow. The economy is forced to grow not because people constantly want to consume more but because firms in the aggregate can only realize profits if GDP increases over time. Binswanger was not only critical of mainstream economics, but his research also repeatedly crossed the boundaries of

his own discipline. The social relevance of his research and its practical applicability were of great concern to him throughout his life. He was also the first economist to propagate the idea of an ecological tax reform.

In a special ceremony on 26 November, 2019, the prize was awarded to Dr. Simon Mugier, Basel, who presented his work under the title "Wirtschaftswachstum und soziale Frage bei Hans Christoph Binswanger" (economic growth and the social question).

### Jury members

- Prof. Dr. Elisabeth Allgoewer, University of Hamburg
- Prof. Dr. Johannes Binswanger, University of St.Gallen
- Prof. Dr. Mathias Binswanger, University of Applied Sciences Northwestern Switzerland
- Dr. Arthur Braunschweig, E2 Management Consulting, Zurich
- Prof. em. Dr. Thomas Dyllick, University of St. Gallen
- Prof. Dr. Martin Kolmar, University of St.Gallen
- Prof. Dr. Marco Lehmann-Waffenschmidt, TU Dresden
- Prof. Ernst Mohr, Ph.D., University of St.Gallen



## VI EVENTS | ATTENDED CONFERENCES

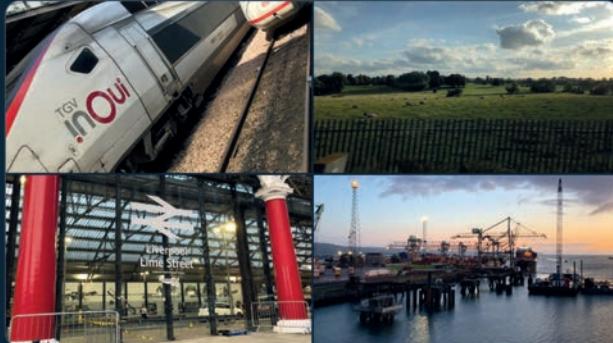
### Communities, renewables and the low carbon transition conference

**12. September 2019 (Belfast, Northern Ireland)**

Elizabeth Côté, Jakob Knauf, Nina Schneider, Rolf Wüstenhagen

 **Rolf Wüstenhagen**  
@wuestenhagen

St. Gallen to Belfast by train & ferry in just under 24 hours. Enjoyed my low-carbon trip to @ltnMistral summer school on #socialacceptance of #windpower & look fwd to meeting young European scientists working on climate solutions. #flyless #scientists4future #climateaction



9:17 vorm. · 11. Sep. 2019 aus Belfast, Northern Ireland · Twitter for iPhone

This event was organized in the context of the first MISTRAL Summer School. A one-day conference on social acceptance of renewable energy projects organized by the MISTRAL project and the School of Natural and Built Environment at Queens University Belfast, hosted at Parliament Buildings, Stormont, Northern Ireland, with addresses from some of the leading international experts in the field. The last 20 years have witnessed the beginnings of an energy revolution, as we begin to shift to a more sustainable, decentralized, energy system. This has not only marked key responses to climate



breakdown, but also introduced major changes to energy ownership and procurement while challenging the way we all interact with energy generation. Until now, this transition has been primarily stimulated by a combination of technological innovation, financial incentives and investment, while neglecting the social aspects of the low carbon economy. One dimension of this is the widespread community opposition to individual energy projects throughout Europe, and which may ultimately shape the extent and nature of the energy transition. Against this background, MISTRAL and the School of Natural and Built Environment at Queens University Belfast organized a free one-day conference at Parliament Buildings, Stormont, which included a range of internationally leading experts in the field of social acceptance of energy technologies. The conference coincided with the official launch of the MISTRAL Network, an Innovative Training Network funded by the European Commission through the Horizon 2020 Marie Skłodowska-Curie action. The network will nurture a new generation of researchers seeking to understand the complexity of the opposition to deploying renewable energy infrastructure and to propose a wide range of innovative solutions in research, government and business contexts.

### Nordic EV summit

**March 2019 (Norway)**

Merla Kubli, Jana Plananska

Jana Plananska and Merla Kubli attended the EV Nordic Summit. Held in Oslo, the "EV capital", it is one of the major conferences on electric vehicles in Europe and the world. Meeting private- and public-sector participants enabled Jana and Merla to learn about the newest trends and developments as well as make many valuable contacts.

### SCCER CREST and SCCER mobility annual conferences

**September 2019 (Switzerland)**

Merla Kubli, Jana Plananska, Adrian Rinscheid

Merla Kubli and Adrian Rinscheid participated at the annual conferences of the Swiss Competence Centres IWÖ-HSG: SCCER Mobility (6 September 2019) and SCCER CREST (19 September 2019). Jana Plananska and Merla Kubli presented posters at the SCCER Mobility Annual Conference related to their PhD and postdoc projects.

## Behavior, Energy & Climate Change Conference (BECC) November 2019 (USA)

Jana Plananska



Jana Plananska presented her research at the Behavior, Energy & Climate Change Conference (BECC), held in November 2019 in Sacramento, California, USA. Her work on touchpoints for e-mobility was part of the panel "International Perspectives on Electric Vehicle Markets". The presentation was very well received and generated a lot of inspiring conversations during as well as after the panel. The conference was overall a very good platform for exchange, with private- and public-sector representatives and other researchers focusing on the same research area as Jana. She made a lot of new connections in the field, gained insights and opportunities for further research and had a chance for a nice encounter with IWÖ-HSG Alumna Anna Ebers Broughel.

## 79<sup>th</sup> Annual Meeting of the Academy of Management (AOM) August, 2019 (USA)

Judith Walls



Judith Walls became the Chair for the Organizations and Natural Environment (ONE) division at the Academy of Management (AOM) Annual Meeting, held in Boston in August 2019. The ONE division has about 800 members, consisting of sustainability management scholars worldwide. Under Prof. Walls's leadership, the ONE division has kick-started a climate action initiative to reduce the carbon footprint of conferences like the AOM. With the help of the ONE Greening Team, the ONE division secured a Strategic Project Fund from AOM to pilot virtual sessions at the 2020 AOM Annual Meeting, to be held in Vancouver. In addition, the ONE division gained support from other, larger divisions at AOM to encourage their members to take action on climate change. The team has put together a tips sheet on considering low-carbon travel options, offsetting of flights, taking the train and public transport on location, and spreading the word by buddying with a friend from another AOM division.

The IWÖ-HSG also sponsored the Best Paper Award for the ONE division, won by Christina Bidmon and Rene Bohnsack for their paper "When incumbents change their mind: Framing strategic reorientation in emerging fields". In addition, as incoming Division Chair, Judith Walls also presented the previous chair, Jonatan Pinkse, with the Outstanding Service Award.

In addition, Judith Walls was a panelist in two professional development workshops during the conference, one on social evaluations and sustainable outcomes research, the other on women in academia. Two of her paper were presented, on the debate in the trophy hunting industry (with Nardia Haigh and Anandh Gopal), and on managerial responses to paradoxes in corporate sustainability (with Eunice Ng). She also took part in a symposium on family businesses and corporate sustainability.

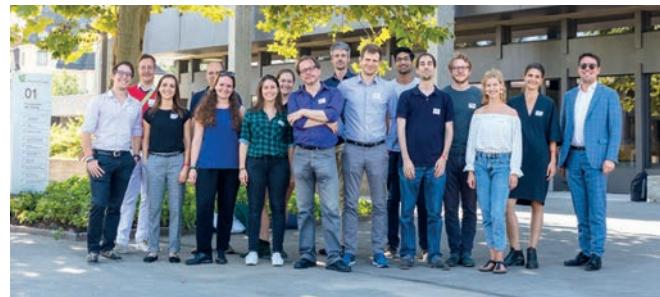


## VI EVENTS | Attended conferences

### Unconference

**28-29 August 2019 (Switzerland)**

Tabea Bereuther, Rafael Widmer



On 29 and 30 August 2019, more than 20 sustainability advocates from all over Europe came together at University of St.Gallen for the first St.Gallen Unconference on sustainability. Organized by the oikos International Alumni network in collaboration with the HSG Alumni Sustainability Club, participants met in St.Gallen to learn, teach and exchange knowledge about the shared vision of a sustainable future. With more than 15 workshops organized by the participants themselves, there was plenty of opportunity to delve into various topics related to sustainability. Sustainable consumption, measuring value or new ways of working were just a few of the highly relevant topics.



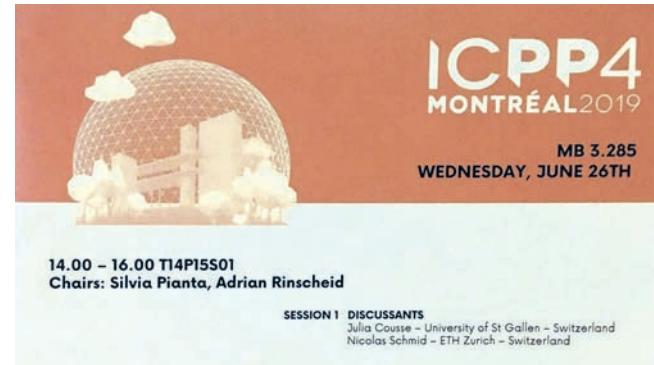
**How to become truly sustainable? Exploring best practices of sustainability strategies in the food sector**

Tabea Bereuther

### The ICPP4 – International Conference on Public Policy

**26-28 June 2019 (Canada)**

Julia Cousse, Adrian Rinscheid



**14.00 – 16.00 TI4PISS01**  
Chairs: Silvia Pianta, Adrian Rinscheid

**SESSION 1 DISCUSSANTS**  
Julia Cousse – University of St Gallen – Switzerland  
Nicolas Schmid – ETH Zurich – Switzerland

Julia Cousse and Adrian Rinscheid attended the International Conference on Public Policy (ICPP), which took place in June 2019 at the University of Concordia in Montréal. ICPP brings together policy scholars and researchers from adjacent disciplines to exchange their latest research and discuss new directions in policy studies and beyond. At ICPP, Julia Cousse presented a paper on the Emotional Antecedents to Social Acceptance of Solar and Wind Power in a panel organized by Silvia Pianta and Adrian Rinscheid on the role of climate policy-related preferences and perceptions. Adrian Rinscheid chaired two further panels on power in energy politics and the role of policy in the termination of unsustainable technologies, products, and practices and presented two of his latest papers.

### 36<sup>th</sup> EU PVSEC

**13 September 2019 (France)**

Alexander Stauch, Pascal Vuichard

The EU PVSEC is the largest international Conference for Photovoltaic research, technologies and applications. It gathers the global PV community to conduct business, to network and to present and discuss the latest developments and innovations in Photovoltaics. It is the world-renowned science-to-science, business-to-business and science-to-industry platform with an exclusive focus on the global PV Solar sector.



### European system dynamics workshop

**1–3 May 2019 (Ireland)**

Merla Kubli

The workshop is an exclusive get-together for top System Dynamics researchers in Europe, this year held at the picturesque National University of Ireland in Galway. The familial setting enables high-quality presentations with in-depth discussions. Dr. Merla Kubli was invited to present her research on business models for flexibility aggregators in the energy market.

### Rapid decarbonisation and its impact on society

**7 November 2019 (Switzerland)**

Beatrice Petrovitch

The Paris Agreement aims to limit global temperature rises caused by man-made climate change, but many say that the 2°C target does not go far enough. Climate efforts need to be much more ambitious to curb temperature rises and limit the impact of carbon emissions on future generations. An emerging area of research is rapid decarbonisation, focused on accelerating efforts beyond the baseline Paris target to limit the temperature rise to 1.5°C and so avert climate disaster. In this special one-day event, hosted by the University of St. Gallen, IEEE Switzerland PES has investigated the latest positive technological and political developments and outline concrete steps for rapid decarbonisation. By assembling a range of experts, we will consider policy, economic, financial and technical perspectives of rapid decarbonisation, and investigate business models that could emerge.



### GRONEN PhD workshop and research seminar 2019 (Japan)

Judith Walls

Judith Walls attended the GRONEN PhD workshop and research seminar in Tokyo on "Behavioral insights for environmental management in organizations." GRONEN is the Group for Organizations and the Natural Environment, and this conference was its first in Asia. The goal was to promote and develop Asian scholars working on the topic of sustainability. PhD students attended from Japan, China, Singapore, India, and Australia. Judith Walls's role in the conference was to mentor PhD students and also present her research on the role of emotions in the trophy hunting debate.



### EGOS conference

**4–6 July (Scotland)**

Judith Walls



Judith Walls was invited to be a panelist on a sub-plenary for the EGOS conference. EGOS is the European Group for Organization Studies, and the conference was hosted in Edinburgh this year. The sub-plenary theme looked at Grand Challenges of organizations and the Anthropocene. Together with Andrew Hoffman (University of Michigan), Dev Jennings (University of Alberta), and Gail Whiteman (Lancaster University), the sub-plenary focused on climate change and its role on organizations and business. The panelists argued that more research needs to be done in this space, and more action needs to be taken.

## VII SOCIETAL IMPACT

### Engaging the local St.Gallen community in behavioural research

- William Hampton, Postdoctoral research fellow at the Institute for Marketing, University of St.Gallen (Ifm-HSG)
- Julia Cousse, M.A. HSG, Research associate, University of St.Gallen (IWÖ-HSG)
- Evgenii Avdeev, M.A. HSG, Research specialist at the Behavioural Lab, University of St.Gallen

Julia Cousse co-organized a workshop on "Engaging the Local St.Gallen Community in Behavioral Research". With William Hampton from the Institute of Marketing and Evgenii Avdeev from the HSG Behavioral Lab. The aim of the workshop was to find ways to bring research and citizens closer together. Strategies were crafted by students and presented in pitches.

### EConnect the support platform for student associations in the responsibility & sustainability field

Student engagement has always been a strong pillar of the educational system at the University of St.Gallen. In recent years, in particular student associations in the field of Responsibility and Sustainability (R&S) have been very active. They have attracted more students, leading to more diversified student associations.



To further foster voluntary student engagement in R&S, the EConnect platform was launched in 2018. EConnect focuses on four main goals:

1. To improve communication and coordination between student associations.
2. To strengthen the development of skills and personalities through specialized coaching services (student associations as practical learning labs).
3. To support the development of effective contributions in tackling responsibility & sustainability challenges, especially in a regional context.
4. To ensure the continuity of student associations and student engagement through structural and procedural measures.

EConnect is co-financed by the national programme U Change and the University of St.Gallen. The project is affiliated with the Institute for Economy and the Environment. It is headed by Prof. Dr. Thomas Dylllick, University Delegate for Responsibility & Sustainability. This role will be taken over by Prof. Dr. Judith Walls in 2020. From March 2018 to June 2019, Helena Fierz was in charge of the project. In July 2019, Rafael Widmer was appointed project manager.  
(<https://nachhaltigkeit.unisg.ch/en/association>)

### HSG alumni sustainability club

The HSG Alumni Sustainability Club (HASC) was established in 2018 and positions itself as a service club for those interested in sustainability. The main focus of the club is the establishment of a sustainability network. Through this network contacts between alumni are established and promoted. Furthermore, the network serves as the basis for possible

cooperations and partnerships at an entrepreneurial level. HASC also serves to establish and secure exchange with student sustainability associations at the HSG. The club is furthermore used to exchange of ideas, to support gaining new insights and to promote innovative solutions in the field of sustainability. Also, HASC aims to strengthen the University's position in the area of sustainability by promoting and furthering thought leadership, research and teaching.

The club organizes larger events, regular informal networking events as well as input-lunches, workshops, and company visits. In 2019, HASC activities included the organization of a kick-off event, one "stamm meeting", a company presentation with the sustainable food start-up planted, a movie screening with WWF, a company visit at Umami, a start-up producing microgreens as well as the St. Gallen Unconference.  
(<https://www.hsg-alumni-sustainability-club.com/>)

### Climate solutions taskforce

In September 2019, the University of St.Gallen became a signatory to the Global Climate Emergency Letter for higher and further education institutions. The Letter states that the signatories will collectively rise to the challenge of taking climate action. Specifically, the University has committed to three goals:

1. To go carbon neutral by 2030
2. To deliver more sustainability education across the curriculum, campus and community
3. To mobilize more resources for action-oriented research on climate change

To achieve the first goal, the Rektorat created a "Climate Solutions Taskforce", co-headed by Rolf Wüstenhagen and Judith Walls. The remaining goals will be partially addressed under the mandate of the Taskforce and partially under Judith Walls's incoming role as Delegate for Responsibility & Sustainability. The newly developed Certificate in Managing Climate Solutions (MaCS-HSG) is a first contribution to achieving the second goal.

As of 2020, two project leaders/managers will be appointed to deliver and implement these tasks. Moritz Loock will be managing the Climate Solutions Taskforce and assuming teaching responsibilities at the Bachelor level. Tabea Bereuther will be managing the other sustainability tasks and initiatives.

The Taskforce is currently developing a strategic action plan by going through an information gathering and stakeholder engagement phase.

#### **Swiss network for sustainable university business travel**

Due to the increasing societal pressures and reactions of individual Swiss institutions to the climate emergency, a Swiss Network for Sustainable University Business Travel was established in 2019. The network represents a platform for individual Swiss universities to exchange their experiences and share best practices for limiting emissions from business travel, focusing on air travel. IWÖ-HSG was asked to represent the University of St.Gallen, whose offer the institute gladly accepted (Jana Plananska was appointed HSG delegate). The inaugural meeting was held in May 2019 in Bern; 2–3 meetings are planned per year.

#### **St.Gallen symposium – next generation conference mobility**

St.Gallen Symposium, the flagship event of the University of St.Gallen, is also aiming to dramatically limit emissions from its operations. To this end, one of the first steps is to limit transport-induced emissions. A project titled "Next Generation Conference Mobility" was launched, coordinating crucial partners from industry (charging infrastructure, electric car providers as well as public transport sector in Switzerland) to develop a new, sustainable concept for conference mobility of the future. IWÖ-HSG has been invited to join the project as a technical expert, a task gladly accepted by Jana Plananska. An inaugural meeting of the project team took place in December 2019 with the project culminating in the 50<sup>th</sup> Anniversary of the Symposium in May 2020.

#### **Four op-eds for the customer magazine of the utility company Energie Opfikon.**

In the column written for the customer magazine "energie+" of the electric utility company Energie Opfikon, Dr. Merla Kubli published selected thoughts on the energy transition in Switzerland with a dash of humour. Topics "Generation E", "Virtual playgrounds and courage", "Hydro power storage plant in the district?", "Inspirations from skiing resorts for electric mobility.

#### **SRF 1 radio contribution on green nudges**

Building on the expertise gained in research projects on energy consumer behaviour, Karoline Gamma contributed to a radio broadcast about nudges to increase sustainable consumption behaviour. To disseminate research insights among a broader audience, Karoline explained the basic functionalities and aims of so-called green nudges and answered audience questions about the effectiveness and employability of nudges to foster sustainability in daily life.

#### **Realization of "St.Galler solar community" offered by St.Galler Stadtwerke and based on research projects**

Community Solar is an increasingly emerging form of solar power supply, which has its origin in the USA. The idea of Community Solar is simple. Electricity customers can participate in a large solar system and receive a remuneration in return. In the case of St.Gallen, customers of the St.Galler Stadtwerke can participate in a solar system on Lerchenfeld ice skating rink and in return receive solar power for 20 years. Within the framework of a customer and market analysis for the St.Gallen public utility company, it was recognized that Community Solar has significant potential in St.Gallen. Consequently, the St.Galler Stadtwerke decided to carry out a project together with IWÖ-HSG to introduce Community Solar in St.Gallen. The project included concrete proposals for service offerings and a marketing and communication strategy. After 3 years, the project was finally realized with 1'000 solar panels already sold to local residents. For details, please visit (<https://www.sgsw.ch/home/strom/solar-community.html>)



## VII SOCIETAL IMPACT

### International outreach

Thanks to Jana Plananska, IWÖ-HSG was also represented in various international channels. First, a journalist from Czech Public radio made a short interview with Prof. Dr. Rolf Wüstenhagen and Jana Plananska on current transport developments, i.e. the negative environmental impacts of flying and what is necessary to motivate people to use alternative travel means (e.g. railways). Second, Jana Plananska was invited by the Heinrich-Böll-Stiftung to participate in a panel on the future of urban mobility in September 2019 in Prague. The panel discussion was very lively, with representatives from the public and private sector and a really engaged large audience. Jana contributed to the discussion with her international insights and suggestions of potential nudging techniques to be implemented in the public space to promote low-carbon mobility.

### Video on the Nature Energy study



As part of the HSG video series #2minutes, Adrian Rinscheid gave an interview about his recent study on Germans' policy preferences for a coal phase-out ("Germany's decision to phase out coal by 2038 lags behind citizens' timing pre-

ferences", *Nature Energy* Vol. 4(10), 865-863, with Rolf Wüstenhagen). The study shows that German voters would like to see coal power phased out sooner than envisaged by the German Coal Commission. It generated significant attention in traditional as well as social media, reaching an upper bound of 642,600 users on Twitter. (<https://www.youtube.com/watch?v=Z8ljT4BvYtI&t> (as part of the HSG video series #2minutes)

### CEMS outstanding contribution award 2019



In December 2019, the unique educational initiative CEMS Model UNFCCC Climate Strategy Role Play, which is officially endorsed by UNFCCC Executive Secretary Patricia Espinosa, won the inaugural Outstanding Contribution to the CEMS MIM Award. Course director Rolf Wüstenhagen, programme manager Nathalie Dällenbach, and their fellow faculty from the nine participating schools received the award from CEMS Chair Gregory Whitwell and Michel Lander (Chair of the CEMS Academic Committee) at the annual graduation ceremony of the network in Vienna. The award honoured the faculty group's achievements in establishing a broad collaboration across the CEMS network over the past decade, as well as its timely focus, relevant content and unique design.

## VIII DISSERTATIONS, POSTDOC-PROJECTS & HABILITATIONS

### Current PhD Projects

#### **Bereuther Tabea**

Truly sustainable strategies in the food sector  
(Advisor: Thomas Dyllick / Co-advisor: Moritz Loock)

#### **Buff Etienne**

Sustainable and responsible investments by Swiss pension funds (Advisor: Thomas Dyllick)

#### **Côté Elizabeth**

Social acceptance of wind energy: financial participation and incentives for co-investment (Advisor: Rolf Wüstenhagen / Co-advisor: Geraldine Ryan, University College Cork)

#### **Cousse Julia**

Affect matters: going beyond rational decision-making processes to understand social acceptance of renewable energy sources (Advisor: Rolf Wüstenhagen / Co-advisor: Evelina Trutnevye, University of Geneva)

#### **Dällenbach Nathalie**

Beyond status quo: The role of behavioral factors and familiarity for low-carbon decision-making (Advisor: Rolf Wüstenhagen / Co-advisor: Nina Hampl, University of Klagenfurt)

#### **Honegger Angela**

Acceleration of frugal innovation through international collaboration (Advisor: Thomas Dyllick)

#### **Knauf Jakob**

Community investment – a segmentation approach  
(Advisor: Rolf Wüstenhagen / Co-advisor: Patrick Devine-Wright, University of Exeter)

#### **Petrovich Beatrice**

Drivers of investment decisions in residential solar energy and their implications for energy policy  
(Advisor: Rolf Wüstenhagen / Co-advisor: Eleanor Denny, Trinity College Dublin)

#### **Plananska Jana**

Customer acceptance of electric cars in Switzerland  
(Advisor: Rolf Wüstenhagen / Co-advisor: Andreas Herrmann, ICI-HSG)

#### **Schmidt Nina**

Transitioning towards the circular economy – how established companies can progress from their linear "take-make-dispose" pattern towards a more circular model.  
(Advisor: Judith Walls)

#### **Schneider Nina**

Dynamics of community acceptance  
(Advisor: Rolf Wüstenhagen / Co-advisor: Patrick Devine-Wright, University of Exeter)

#### **Stalder Tobias**

Sustainability management in the context of SMEs  
(Advisor: Judith Walls)

#### **Stappmanns Fiona**

Truly sustainable business models: Introducing an effective mechanism for sustainable production and consumption  
(Advisor: Thomas Dyllick / Co-advisor: Karolin Frankenberger, IfB-HSG)

#### **Stauch Alexander**

Marketing for renewable community energy: Offer-design, segment-based communication strategies and bundling opportunities for mobility (Advisor: Rolf Wüstenhagen / Co-advisor: Torsten Tomczak, ICI-HSG)

#### **Vuichard Pascal**

Social acceptance of renewable energy and e-mobility  
(Advisor: Rolf Wüstenhagen / Co-advisor: Theo Lieven, ICI-HSG)

### Current PostDoc Projects

#### **Gamma Karoline**

Energy consumer behavior

#### **Kubli Merla**

Linking customer and investor acceptance for integrating e-mobility in the grid

#### **Rinscheid Adrian**

The political economy of carbon phase-out and divestment

### Current Habilitation Project

#### **Loock Moritz**

Heuristics in sustainability management

# IX TEAM



**Bereuther Tabea, M.A.**  
(University of Graz)

## Role

- Research Associate & Doctoral Candidate
- New role as of 2020: Manager Sustainability & Responsibility

## Projects

- True Business Sustainability



**Côté Elizabeth, M.Sc.**  
(Humboldt University of Berlin)

## Role

- Research Associate & Doctoral Candidate

## Projects

- MISTRAL – Multi-sectoral approaches to innovative skills training for renewable energy and social acceptance



**Cousse Julia, M.A.**  
(University of St.Gallen)

## Role

- Research Associate & Doctoral Candidate

## Projects

- Emotional antecedents to social acceptance of solar and wind power (GFF Funding)

## Seminar talks

- 10<sup>th</sup> Consumer Barometer of Renewable Energy: The Customer Perspective at the 2019 #REM Forum



**Dällenbach Nathalie, M.A.**  
(University of St.Gallen)

## Role

- Research Associate & Doctoral Candidate

## Projects

- Establishing the Model UNFCCC – An International Climate Change Course and Simulation

## Seminar talks

- Myth or Reality? Tackling Rumors on Wind Energy. Workshop Leader at Renewable Energy Management Forum St.Gallen, St.Gallen, 24 May 2019.



**Dyllick Thomas, Prof. Dr. em.**

## Role

- Professor Emeritus for Sustainability Management
- Co-Director Diploma in Advanced Sustainability

## Mandates

- Delegate of the Rector's Office for responsibility and sustainability
- Member of the project group CO<sub>2</sub> management at the HSG
- Member of the GLA at KMU-HSG
- Advisory board of oikos St.Gallen
- Member of the advisory board of HSG Alumni Sustainability Club
- Board of trustees of the Oikos Foundation for Economy and Ecology
- Chairman of the advisory board of Student Impact

## External mandates

- Director, The Institute for Business Sustainability, Lucerne
- Member of the Supervisory Board, Positive Impact Rating Association
- President, Mission Possible Foundation, Zug
- Member of the advisory board of SQS (Schweizerische Vereinigung für Qualitäts- und Managementsysteme), Zollikofen
- Founding member of "Community for Responsible Research in Business and Management"

#### **Co-editor/Editorial Board Scientific Journals**

- Guest editor, Special issue of Academy of Management Discoveries on Sustainable Development for a Better World: Contributions of Leadership, Management and Organizations, Volume 5, Issue 4, December 2019
- Gaia, Ökologische Perspektiven in Natur-, Geistes und Sozialwissenschaften: ökom Verlag, München.
- UmweltWirtschaftsForum (UWF): Springer Verlag, Heidelberg.
- Zeitschrift für Umweltpolitik und Umweltrecht (ZfU): Deutscher Fachverlag, Frankfurt.



**Faktor Giannina, M.Sc.**

(Cass Business School, City University London)

#### **Role**

- Research Associate & Doctoral Candidate



**Gamma (née. Künzel) Karoline, Dr.**

(University of St.Gallen)

#### **Role**

- Post-Doctoral Research Fellow

#### **Projects**

- Applying nudging techniques to promote fuel efficient car purchase

- Customer and Investor Acceptance of Electric Mobility
- Erhöhung der Intra-Firm Akzeptanz von Elektromobilität in der Stadt St.Gallen

#### **Mandates**

- Ad-hoc Reviewer for Journal of Consumer Policy



**Hochuli Pascal, B.A.**

(University of St.Gallen)

#### **Role**

- Research Assistant



**Hoevel Doris**

#### **Role**

- Administrative Assistant & Office Manager
- Conference Manager #REMforum
- Project Manager EGI-HSG



**Honegger Angela, M.A.**

(University of St.Gallen)

#### **Role**

- President of Student Impact

#### **Mandates**

- Curator of the Global Shapers Hub Zurich
- Country Ambassador for the Cambridge Institute for Sustainability Leadership



**Knauf Jakob, M.Sc.**

(University of Oldenburg/  
University of Groningen)

#### **Role**

- Research Associate & Doctoral Candidate

#### **Projects**

- MISTRAL – Multi-sectoral approaches to innovative skills training for renewable energy and social acceptance

# IX TEAM



**Knöpfler-Mousa Vreny**

## Role

- Adminstrative Assistant & Office Manager



**Kubli Merla, Dr.**  
(University of St.Gallen)

## Role

- Post-Doctoral Research Fellow

## Projects

- SCCER Mobility, Consumer Barometer of Renewable Energies

## Seminar talks

- Business Dynamics of a Battery Swarm: Intelligently Integrating Storage Prosumers into Electricity Grids by Co-Creating Flexibility at the European System Dynamics Workshop
- Rollende Solarspeicher – Elektroautos intelligent laden at the Sonne&Wind Forum (16.10.2019, Olma St. Gallen)



**Loock Moritz, Prof. Dr.**  
(University of St.Gallen)

## Role

- Assistant Professor of Energy and Sustainable Management

## Projects

- E-LAND (EU Horizon 2020)

## Mandates

- Student Impact HSG: Member of the advisory board,
- Advisory board of family firm



**Plananska Jana, M.A.**  
(Sciences Po & University of St.Gallen)

## Role

- Research Associate & Doctoral Candidate

## Projects

- Applying nudging techniques to promote fuel-efficient car purchases (Financing: SFOE; Cooperation with the University of Geneva)
- Next Generation Conference Mobility (St.Gallen Symposium, Mobility expert)
- Climate Solutions Taskforce (IWÖ-HSG, Data acquisition/ calculation)



**Petrovich Beatrice, M.Sc.**  
(University of Milan-Bicocca)

## Role

- Research Associate & Doctoral Candidate

## Projects

- The price of risk in residential solar PV investment
- Europeanization of Swiss energy policy

## Mandates

- Swiss Network for Sustainable University Business Travel, Member and representative of the University of St.Gallen (set-up in 2019)

## Seminar talks/Conference participation

- Customer acceptance of electric mobility: Vehicle purchase process understanding for a more efficient EV promotion in Switzerland (Webinar, Young Talent Development Webinar Series, SCCER Mobility, March 2019)
- Impacts of flying on environment and travel behaviour change (Joint interview (also with Prof. Dr. Rolf Wüstenhagen, Czech public radio, March 2019)
- Touchpoints for e-mobility: Understanding the vehicle purchase process to more efficiently promote electric vehicles in Switzerland (Poster, SCCER Mobility Annual Conference, September 2019)

- Urban mobility in the time of climate emergency, (Panelist, Heinrich-Böll-Stiftung, Prague, September 2019)
- Touchpoints for electric vehicles: Vehicle purchase process understanding to promote EV purchases in Switzerland, (Panel presentation, BECC Conference, November 2019)



**Rinscheid Adrian, Dr.**  
(University of St.Gallen)

#### Role

- Post-Doctoral Research Fellow
- Programme Manager #REMforum 2019

#### Projects

- COALSTAKE: The Political Economy of Coal Policy – Comparative Analyses of Stakeholder Strategies and Resource Industries' Embeddedness in the International Economy (funded by the Swiss Network for International Studies)
- Socio-political acceptance & stakeholder engagement in Swiss energy policymaking (as part of Work Package IV Energy Governance within SCCER-CREST)
- Norm Dynamics as Agents of Urban Social Change and Environmental Sustainability: Investigating Cross-Cultural Differences and Longevity of Intervention (funded by the Grand Challenges Program, Princeton University)

#### Seminar talks

- Norms and more: Placing individual decisions into their social and biophysical networks and institutions, Research Talk as part of the EGI-HSG brownbag series (with Elke Weber, Princeton University) 27 February 2019
- Using Discourse Network Analysis to study agency and joint belief shifts in comparative perspective, University of Konstanz (Germany), 25 May 2019
- Citizens' Proclivity to Procrastination: Exploring Temporal Preferences on Climate Change Policy, Research Presentation at ICPP4, Montréal (Canada), 26 June 2019
- A conceptual framework for elucidating how agency shapes destabilization of socio-technical systems, Research Presentation at ICPP4, Montréal (Canada), 28 June 2019
- The Diversity of Stakeholders in Swiss Energy Policy, Presentation at the SCCER CREST Annual Conference 2019 (with Fintan Oeri, University of Basel), Sierre, 19 September 2019
- Citizens' preferences on the German coal phase-out, Lecture as part of REM-HSG, Berlin, 31 October 2019
- Die Transformation der Energiesysteme: Grundlagen, wirtschaftliche Chancen und gesellschaftliche Herausforderungen, Public Lecture at the University of St. Gallen, 26 November 2019



**Schneider Nina, M.Sc.**  
(Vienna University of Economics and Business)

#### Role

- Research Associate & Doctoral Candidate

#### Projects

- MISTRAL – Multi-sectoral approaches to innovative skills training for renewable energy and social acceptance, MaCS – Managing Climate Solutions Certificate

#### Seminar talks

- Myth or Reality? Tackling Rumors on Wind Energy.
- Workshop Leader at Renewable Energy Management Forum



**Sollberger Charlotte, B.A.**  
(University of St.Gallen)

#### Role

- Assistant to the Delegate for Responsibility & Sustainability

# IX TEAM



**Stappmanns Fiona, M.Sc.**  
(University of Innsbruck)

## Role

- Research Associate & Doctoral Candidate

## Projects

- True business sustainability

## Activities

- Jury member for the course Social Business Prototyping - von der Idee zum Projekt



**Stauch Alexander M.A.**  
(University of St.Gallen)

## Role

- Research Associate & Doctoral Candidate

## Projects

- Community Solar as an Innovative Business Model for Building-Integrated Photovoltaics
- Community-Wind: citizen participation in wind projects in Switzerland
- Acceptance of solar alpine projects in Switzerland
- Bundling of Electric Vehicles and Community Solar – An Experimental Analysis with German Citizens
- Sustainable Aviation – A Management Perspective – Research Collaboration Project IWÖ-HSG and CFAC

## Seminar talks

- The Beginning of a Beautiful Relationship? Community Solar as a Business Model for Building-Integrated Photovoltaics, 36<sup>th</sup> EU PVSEC in Marseille,
- Winning Hearts and Minds Through Community Energy: Research Perspective, Workshop Leader at Renewable Energy Management Forum St.Gallen, Switzerland
- Liberale Lösungen für Energie und Verkehr, FDP Rheintal, Rebstein SG

## Award

- Best Poster Award – 36<sup>th</sup> EU PVSEC in Marseille



**Vuichard Pascal, M.A.**  
(University of St.Gallen)

## Role

- Research Associate & Doctoral Candidate

## Projects

- Social Acceptance of E-Mobility: Electrifying Corporate Fleets – Scaling Up Low-Carbon Transport in a B2B Context
- Acceptance of solar alpine projects in Switzerland
- Community Solar as an Innovative Business Model for Building-Integrated Photovoltaics
- Community-Wind: citizen participation in wind projects in Switzerland

## Seminar talks

- Negotiation Skills, University of St.Gallen: CEMS Climate Change Roleplay and Simulation Model UNFCCC
- The Beginning of a Beautiful Relationship? Community Solar as a Business Model for Building-Integrated Photovoltaics, 36<sup>th</sup> EU PVSEC in Marseille,
- Workshop Leader at Renewable Energy Management Forum St.Gallen, Switzerland,

## Award

- Best Poster Award – 36<sup>th</sup> EU PVSEC in Marseille



**Walls Judith, Prof. Dr.**

## Role

- Director, Institute for Economy and the Environment (IWÖ-HSG)
- Full Professor & Chair for Sustainability Management
- Co-head, Climate Solutions Taskforce
- As of 2020: Delegate for Responsibility & Sustainability (HSG)

## Projects

- Environmental governance
- Emotions and sustainability
- Paradox theory

## Mandates

- Research Fellow: Center for Organization Research and Design (CORD)
- Division Chair: Organizations and Natural Environment (ONE) division

## Seminar talks

- Walls JL, Haigh N & Gopal A. The pride and joy – and guilt – of trophy hunting: Emotional narratives in a contested industry. Academy of Management.
- Ng ESQ & Walls JL. Managerial Responses to Paradoxes in Corporate Sustainability: A Cognitive Framing Perspective. Academy of Management.
- Jaskiewics P, Combs J, Ravi R & Walls JL. Family Firms' Use of Symbolic and Substantive CSR for Financial Gain. Symposium at ONE, ENT and BPS divisions. Academy of Management.
- Ng ESQ & Walls JL. Managerial Responses to Paradoxes in Corporate Sustainability: A Cognitive Framing Perspective. Academy of Management Journal Workshop.
- Panelist: Social Evaluations and Sustainable Outcomes. PDW, AOM.
- Panelist: Nevertheless, She Persisted: Succeeding as a Woman in Academic Life. PDW, AOM.
- Sub-Plenary Panelist: Grand Challenges: Organizations and the Anthropocene. EGOS.
- 2019 Keynote speaker: Alumni Induction Dinner. Leysin American School.

## Media contributions

- Walls, JL. (2019). Freedom and climate change: Acting now to retain future options. St. Gallen symposium. Available at: <https://www.symposium.org/papers/freedom-and-climate-change-acting-now-retain-future-options>
- Walls, JL. (2019). 21st century economics & management: What role should students and educators play to address urgent global challenges? Oikos Academy Debate.
- Walls, JL. (2019). Alumni induction dinner speech. Leysin American School, Switzerland.
- Walls, JL. (2019). Should we let business lead the way towards Sustainability? St Gallen Symposium. 12 December 2019. [Videointerview] Available at: <https://www.youtube.com/watch?v=EIRMr0Sqt4w>
- HSG Focus Live. (2019). What kind of leader does it take to lead a company towards sustainability? 21 June 2019. [Videointerview]. Available at: <https://www.youtube.com/watch?v=X3CaZE10-Ak>
- EDB Singapore (2019). Greening the cloud: Microsoft's clean energy push in Singapore. Economic Development Board. 14 May 2019. Available at: <https://www.edb.gov.sg/en/news-and-events/insights/innovation/greening-the-cloud-microsofts-clean-energy-push-in-singapore.html>
- Langlois G. (2019). Palm oil – What's the hype? HSG Focus Magazine. February, 2019. Available at: <https://magazin.hsgfocus.ch/hsg-focus-2-2019-konsum/artikel/palm-oil-what-is-the-hype-14301>
- Lim S. (2019). Emphasizing sustainability in business schools. Musimmas Blog. 6 April 2019. Available at: <http://www.musimmas.com/news/blog/emphasizing-sustainability-in-business-schools>

- Berg, T. (2019). So soll der Abfallberg verschwinden. Beobachter. 30 April 2019. Available at: <https://www.beobachter.ch/wirtschaft/kreislaufwirtschaft-so-soll-der-abfallberg-verschwinden>

## Board Positions

- Swiss Association of MBAs (SAMBA), Strategy & Executive Board
- Oikos, Advisory Board



**Widmer Rafael, M.A.**  
(University of St.Gallen)

## Role

- Head of EConnect, the supporting platform for associations in the field of responsibility and sustainability



**Wild Heinrich-Jakob, B.A.**  
(University of Mannheim)

## Role

- Research Assistant

# IX TEAM



**Wüstenhagen Rolf, Prof. Dr.**

## Role

- Director, Institute for Economy and the Environment (IWÖ-HSG)
- Full Professor for Management of Renewable Energies
- Academic Director, Certificate of Advanced Studies (DAS) Programme in Renewable Energy Management (REM-HSG), since 2010
- Head, Center for Energy Innovation, Governance and Investment (EGI-HSG), University of St.Gallen, since 2014

## Mandates

- Member, Programme Committee, PhD Programme in International Affairs and Political Economy (DIA), University of St.Gallen (since 2015).
- Co-Lead, Focus Area "Responsibility", Contextual Studies Programme, University of St. Gallen (since 2017)
- External PhD Examiner at Danish Technical University and Alpen-Adria-Universität Klagenfurt
- Contributing Author, Programmsynthese, Nationale Forschungsprogramme NFP70 und NFP71, Schweizerischer Nationalfonds.

## Seminar talks

- Infrastrukturinvestitionen und Energiewende in Europa, Pensionskasse Zürich, 28.01.2019
- Klimawandel: Herausforderung und Lösungsansätze, Kantonsschule Trogen, 07.05.2019
- An energy transition for the 1.5°C world: The role of consumer, investors and business, Research Colloquium, ETH Zurich, Institute for Atmospheric and Climate Science, 13.05.2019
- Social Acceptance of Energy Solutions in a Polarized World, 10<sup>th</sup> St. Gallen Forum for Management of Renewable Energies, 24.05.2019
- Doing low-CO<sub>2</sub> business in a direct democracy – Challenges and opportunities for wind energy development in Switzerland, Communities, Renewables and the Low-Carbon Transition, Belfast Parliament Buildings, 12.09.2019
- Rapid Decarbonization from an economic & social science perspective, IEEE Power & Energy Society (PES) Workshop, St. Gallen, 07.11.2019
- Dekarbonisierung von Investitions: Fiktion oder Notwendigkeit?, St. Galler Family Office Forum, Zürich, 20.11.2019
- Erfolgreich wirtschaften in einer 1.5 Grad-Welt, Unternehmerapéro, Steckborn, 22.11.2019
- Preparing CEMS students for doing business in a 1.5°C world #ModelUNFCCC, CEMS Alumni Association Annual Event, Vienna, 30.11.2019

## Media contributions

- HSG-Professor richtet Stipendium für Nichtflieger ein, Kaspar Enz, Tagblatt, 03.03.2019, <https://www.tagblatt.ch/ostschweiz/hsg-professor-richtet-stipendium-fuer-nichtflieger-ein-ld.1098661>
- Klimastreik rüttelt auf – Die Klimademo hat jetzt schon politische Auswirkungen, SRF 1, Regionaljournal Ostschweiz, 15.03.2019, <https://www.srf.ch/news/regional/ostschweiz/klimastreik-ruettelt-auf-die-klimademo-hat-jetzt-schon-politische-auswirkungen>
- Autohändler bieten nur selten Elektroautos an, Stefan Häne & Gregor Poletti, TagesAnzeiger, 02.04.2019, <https://www.tagesanzeiger.ch/schweiz/standard/ich-will-ein-eauto-aber-der-haendler-ziert-sich/story/28524014>
- Ein Gegner kommt aus Brasilien: Überraschende Erkenntnisse zum Innerrhoder Windenergie-Projekt in neuer Studie der Universität St.Gallen, Jesko Calderara, Tagblatt, 25.4.2019, <https://www.tagblatt.ch/ostschweiz/appenzellerland/ein-gegner-kommt-aus-brasilien-ld.1113421>
- Geschäft mit Photovoltaik – Axpo steigt ins internationale Solargeschäft ein, SRF Television, 02.05.2019, <https://www.srf.ch/news/wirtschaft/geschaeft-mit-photovoltaik-axpo-steigt-ins-internationale-solargeschaeft-ein>
- Index 40 Prozent im Plus - Solarenergie ist bei Investoren hoch im Kurs, Lucia Theiler, Radio SRF, 02.07.2019, <https://www.srf.ch/news/wirtschaft/index-40-prozent-im-plus-solarenergie-ist-bei-investoren-hoch-im-kurs>
- Klimaneutrale Schweiz bis 2050 - In Deutschland diskutiert man die Abwrackprämie für Ölheizungen, Salvador Atasoy, Radio SRF 29.08.2019, <https://www.srf.ch/news/schweiz/klimaneutrale-schweiz-bis-2050-in-deutschland-diskutiert-man-die-abwrackpraemie-fuer-oelheizungen>

- Ein Schritt zum Ausbau der Windenergie in der Schweiz, Podcast, Radio SRF, 02.10.2019, <https://www.srf.ch/play/radio/4x4-podcast/audio/ein-schritt-zum-ausbau-der-windenergie-in-der-schweiz?id=8aa59cb0-87fd-4e6c-bee9-bec2e6208bdb>
- Mühleberg geht vom Netz – Ein Kernkraftwerk ist ein bisschen wie ein altes Auto, Salvador Atasoy, Radio SRF, 20.12.2019, <https://www.srf.ch/news/schweiz/muehleberg-geht-vom-netz-ein-kernkraftwerk-ist-ein-bisschen-wie-ein-altes-auto>
- Erneuerbare werden günstiger - Die Zeiten vom billigen Atomstrom gehen vorbei, Dario Pelosi, Radio SRF, 21.12.2019 <https://www.srf.ch/news/wirtschaft/erneuerbare-werden-guenstiger-die-zeiten-vom-billigen-atomstrom-gehen-vorbei>
- Wie die Ostschweizer Klimajugend die politische Agenda erobert hat, Michael Genova, Tagblatt, 21.12.2019, <https://www.tagblatt.ch/ostschweiz/wie-die-ostschweizer-klimajugend-die-politische-agenda-erobert-hat-ld.1179940>





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