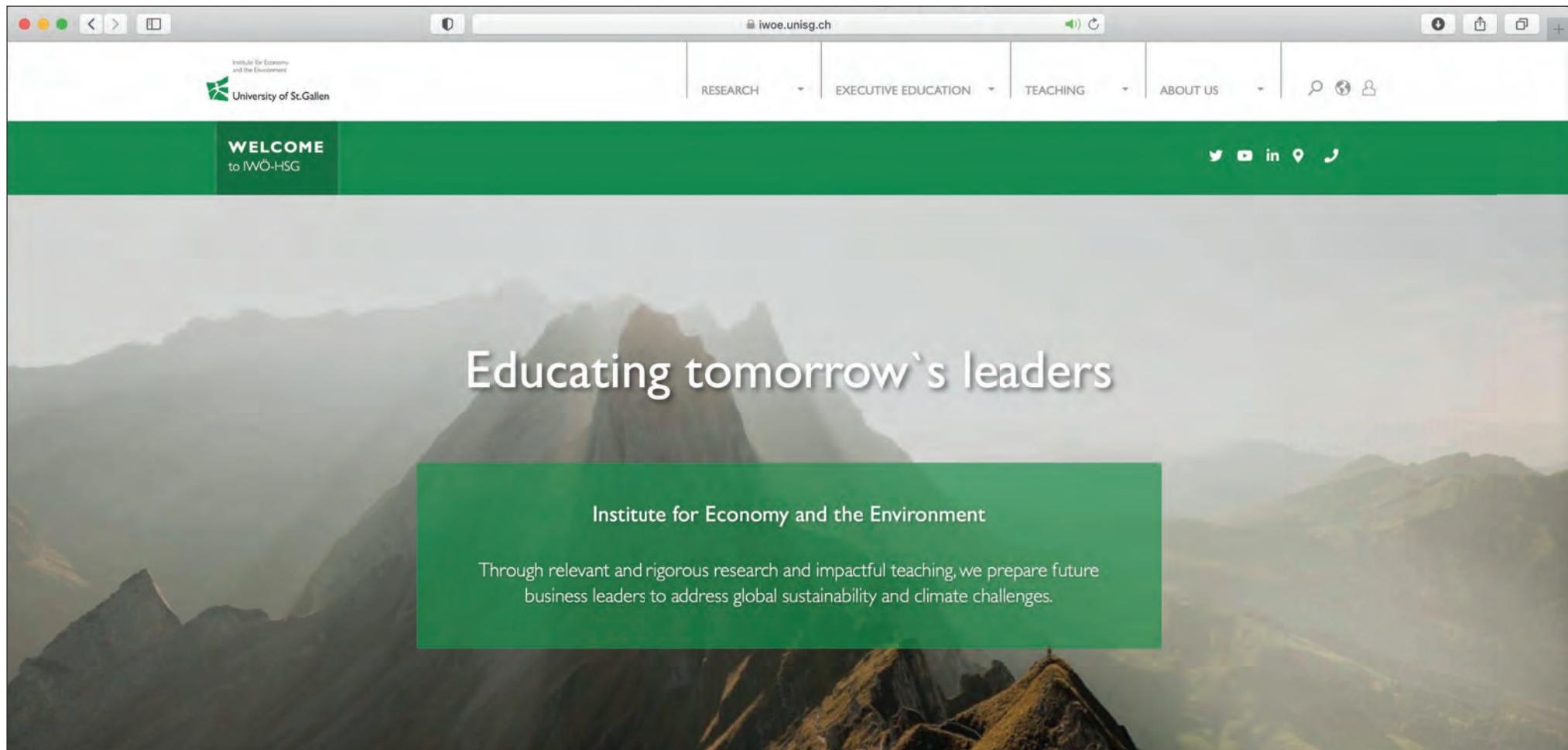




# Annual Report 2020

Institute for Economy and the Environment (IWÖ-HSG)





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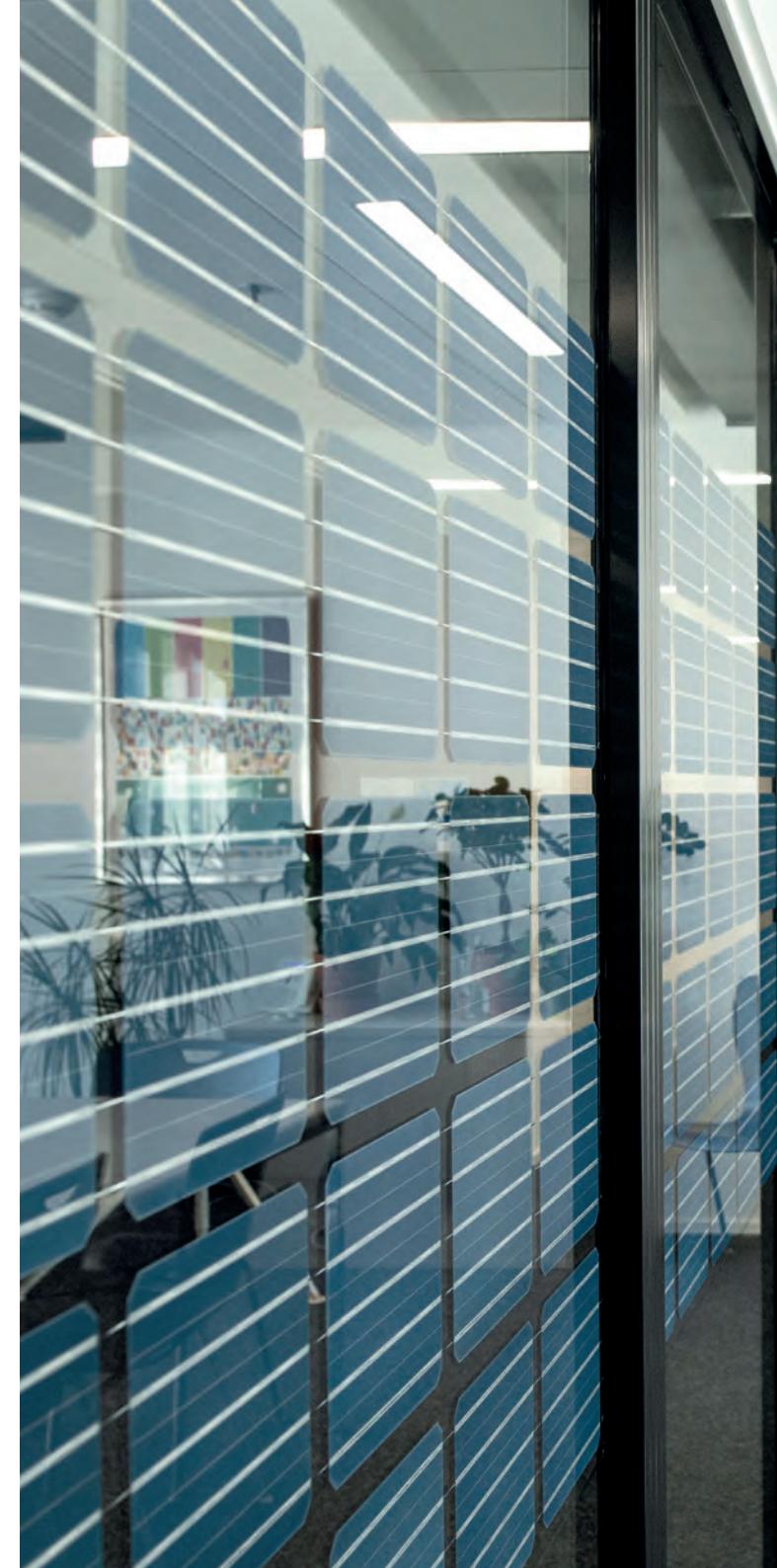
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# I EDITORIAL | By Rolf Wüstenhagen & Judith Walls



## **Flattening the curve(s)**

The year 2020 was a good year to learn about resilience. The global pandemic left no-one unaffected, including our institute. Being part of a university meant we underwent an almost overnight switch – twice in the past 12 months – from physical to virtual teaching, research, and outreach. While this created some challenges for our team, we have been fortunate in that we remained mostly healthy. And as a public university, we have been less affected than our global peers by the severe economic downturn as a result of Covid-19. Let us reflect on what this first year operating in a pandemic has meant for us and how we think it will affect us in 2021 and beyond.

In our teaching, we certainly missed the face-to-face interactions with students. Some of our courses were particularly affected. The Asia Compact course on sustainability in Southeast Asia, where students previously broadened their horizons by traveling to Singapore, was a no-go in 2020. We had planned a special side trip to an island in Malaysia this year to learn about sustainable tourism. Students were still able to meet Asian companies and organisations online and told us they gained plenty of new insights, but the experience was clearly a different one than being exposed to the local culture on the ground. Another course strongly built on face-to-face experiences was the CEMS Model UNFCCC, a simulation of the United Nations' global climate negotiations that usually gathers around 130-150 business students from all over Europe for two days in May. Shortly

after starting the course with our partner schools in February, it became clear that meeting face-to-face was not an option this year. Unlike the real UNFCCC, where the UK as a host country of COP26 postponed the event by one year, we made a dedicated effort to transform the whole event to an online setting – and were positively surprised how well a 48-hour online negotiation of that size is indeed possible. A significant new university-wide programme, the Master's level Managing Climate Solutions Certificate (MaCS-HSG), was successfully launched in the midst of the pandemic and met with strong student demand.

Our research was also affected. Doing field work became more challenging, for example. On the other hand, for other parts of the research process the circumstances turned out to be conducive. Finishing a journal paper or a PhD thesis in the tranquility of a home office environment turned out to be more productive for many team members than doing that surrounded by all the buzz of a busy institute. So, don't be surprised to see a relatively long list of publications later on in this annual report. The flip side of this is, of course, that what worked well for some represented a challenge for others – our researchers with young children experienced an entirely different reality during the lockdown. Going forward, it will be interesting to explore how the pandemic has changed our fields of research. Has the experience with flattening the curve of Covid-19 infections made consumers and investors more aware of the significant challenges we face with climate change and biodiversity? Will industries

## I EDITORIAL | By Rolf Wüstenhagen & Judith Walls

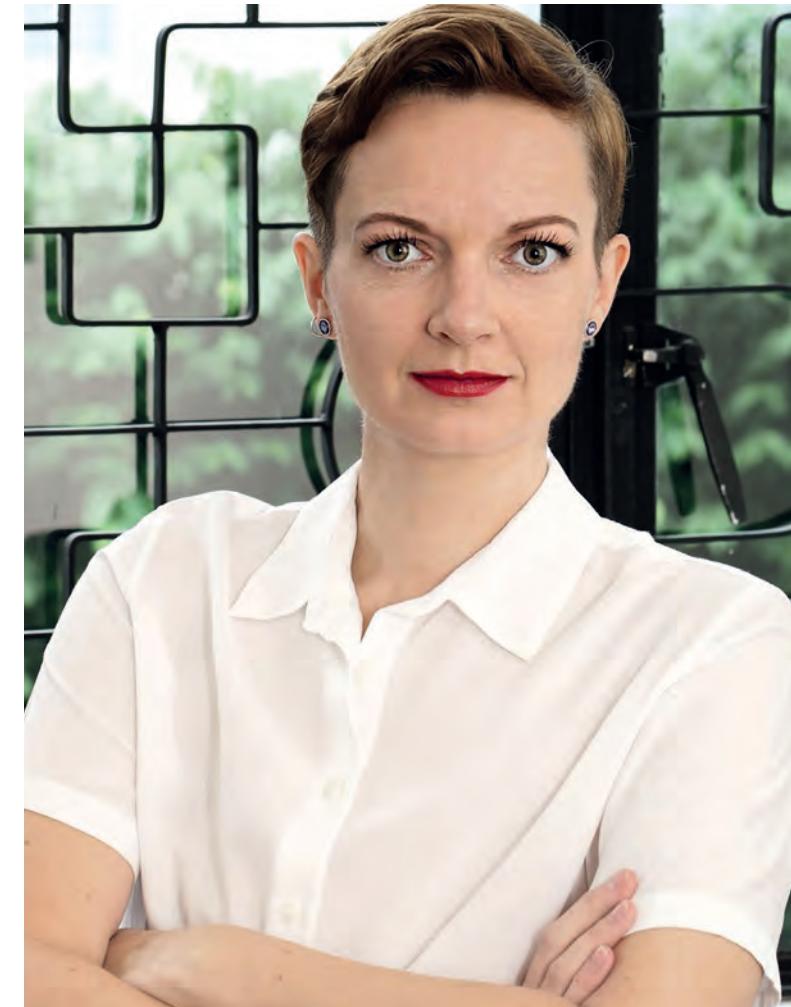
like aviation, coal, and automotive remain disrupted in the long-term which could accelerate the low-carbon transition? Or will emissions and other environmental challenges rebound after the pandemic? Have corporate leaders lost focus on environmental topics amid other urgent concerns, or will they grasp the opportunity to build back better? These are questions that we have begun to ask ourselves, and that will certainly shape our research agenda in a variety of ways going forward.

Some major new initiatives have emerged in 2020 that will characterise IWÖ-HSG in the years to come. Two researchers have successfully applied for the highly competitive International Postdoctoral Fellowships at HSG, Dr. Miron Avidan and Dr. Adrian Rinscheid. After the end of seven years of participating in the government-funded Swiss Centers of Competence in Energy Research (SCCER), we successfully applied for funding in the next six-year national energy research programme (SWEET). Dr. Moritz Loock's assistant professorship on energy and sustainability management, so far funded by the institute, will convert into a permanent lecturer position in the university's core budget related to his work on helping HSG reach its net zero by 2030 target. Dr. Merla Kubli has been appointed assistant professor for managing climate solutions, related to the new certificate programme. Fiona Stappmanns was part of the successful internal basic research (GFF) grant on biodiversity governance, supporting her PhD position for one year. Dr. Tabea Bereuther and Dr. Jost Hamschmidt successfully secured a grant with

WWF Switzerland and the Sustainable Development Solutions Network (SDSN) for curriculum development, as part of the delegate team for Responsibility & Sustainability at the university.

In terms of outreach, the virtual setting has in many ways made it easier to connect with companies and organisations locally and globally, particularly for the purposes of learning and education. The year 2020 was also the first year that most academic conferences went online, and virtual panels and speeches have become the norm. For example, as part of the #REMforum #MaCSHSG #GreenBagSeries of webinars, we were able to welcome speakers and attendees from different continents, which would have been less likely had we hosted the event series physically in St.Gallen. Other events were difficult to rearrange due to their enormous size, such as the World Congress of the International Union for the Conservation of Nature (IUCN), where we would have hosted two sessions on business & biodiversity and climate change, connecting conservation academics with business scholars. The event was postponed.

So, while 2020 has been challenging in many ways, we remain true to our conviction that sustainability and climate issues cannot wait. By showing resilience in what we do, we hope to inspire decision-makers elsewhere to work towards a more resilient planet.



## II RESEARCH AT IWÖ-HSG | Projects

### Consumer Barometer of Renewable Energy

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



#### Abstract

The Consumer Barometer provides insights into what Swiss people think about renewable energy, about how they use these technologies at home and 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 changes over the years. This project aims at developing financing solutions for renewables that match consumer preferences, and at advising policy makers on strategies finding a majority.

#### Project status

The 10<sup>th</sup> Consumer Barometer of Renewable Energy was published in April 2020. The topics included mobility

(including electric cars and aviation), Swiss energy and climate policy (including the Fridays for Future movement), social acceptance of renewable energy, consumer investments in energy efficiency products, the role of banks in the energy transition, as well as a longitudinal analysis of how Swiss consumer's preferences evolved over the last 10 years. The results of the study were presented as a webinar that was moderated by SRF moderator Arthur Honegger and attended by 130 participants. Further, detailed insights were presented at the 11<sup>th</sup> Forum for Management of Renewable Energies (#REMforum) as the starting point for a panel discussion titled "Unlocking roof-top PV-investment: A climate bonus on mortgages?". The results of the study including a technical report, infographics, and several videos are available at <https://kuba.iwoe.unisg.ch>.

### Applying Nudging Techniques to Promote Fuel Efficient Car Purchases

Period	Oct 2017–June 2021
Funding	Swiss Federal Office of Energy (SFOE)
Contributors	Karoline Gamma, Jana Plananska, Rolf Wüstenhagen
Cooperation	University of Geneva, Switzerland

#### 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 are

### Problem

EV market share rapidly increasing



Are new social norms emerging and can they be leveraged to accelerate the uptake of EVs?



charged with renewable energies. The amount of available low carbon cars on the market is continuously increasing and it seems that the industry has finally embraced the need for change. However, consumer adoption is still limited, leaving the cars' total potential 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 measures from policy (e.g. state, municipality) and industry (e.g. automakers, energy provider). Nudging approaches (defaults, feedback, information tools) may be promising tools to stimulate consumers' 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 one 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 at developing effective low-invasive interventions (nudges) to motivate consumers to shift their preferences towards low carbon vehicles by combining theoretical knowledge with insights

## II RESEARCH AT IWÖ-HSG | Projects

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 on how to promote purchases of low carbon cars through low-invasive approaches.

### Project status

Throughout 2020, the project has further progressed in delivering its objectives. Firstly, an online experiment analysing the role of social norms on EV purchase willingness of Swiss customers was conducted as part of the consumer barometer of renewable energy in January 2020. Its results show that credibility and acceptability are significant predictors of the role of social norms. Secondly, the project launched the field study together with the partner Plug'n Roll by Repower to investigate the role of bundling techniques on EV purchase willingness of Swiss customers in practice. While the global Covid-19 pandemic significantly limited the scope of the work that could have been conducted, interesting observations were made. Among others, the offered bundles should be diversified to include also rental options and offers for community garages. Getting closer to its end in June 2021, the project also significantly progressed in wrapping up the previously concluded studies and deriving conclusions for policy makers, practitioners, and academia. Among others, a publication on touchpoints for electric mobility was published in Energy Research & Social Science and publications on the role of bundling techniques and social norms are close to submission in peer-reviewed journals. Finally, the project team generated the final report elaborating on the work done and delivering recommendations to Swiss policy makers, which nudging techniques might be the most effective to promote fuel-efficient vehicles in Switzerland.

### True Business Sustainability

**Period** Since 2013  
**Funding** Internal  
**Contributors** Thomas Dyllick, Katrin Muff, Tabea Bereuther, Etienne Buff, Zoe Rost, Fiona Stappmanns



### Abstract

The project on “True Business Sustainability” aims at critically reflecting the current state of sustainable business and at further developing its conceptual foundations. It starts with the thesis that while sustainability management has become more widespread among major companies, its impact does not reflect in studies monitoring the state of the planet. This results in a “big disconnect” between sustainable business on an organisational 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 claim to manage sustainably, we need to distinguish between those companies that contribute effectively to sustainability and those that do not. We do this by clarifying the meaning of business sustainability and link it to the global sustainability challenges.

### Project status

In September 2020, Tabea Bereuther successfully defended her dissertation on truly sustainable business strategies in the food sector.

Fiona Stappmanns developed a framework for truly sustainable business models, which was successfully applied in a workshop together with Student Impact and Oxara as well as several expert interviews. The thesis will be submitted in 2021. Etienne Buff further progressed on his work on strategies and implementation of true business sustainability by Swiss pension funds.

### SCCER Mobility – Customer and Investor Acceptance of Electric Mobility

**Period** 2017–2020  
**Funding** Innosuisse  
**Contributors** Merla Kubli, Karoline Gamma, Jana Plananska, Rolf Wüstenhagen

### Abstract

Electric mobility has certain characteristics of a disruptive innovation and its adoption requires fundamental shifts in consumer decision-making but also calls for significant infrastructure investments. This includes investment in building a charging infrastructure, redirecting capital flows of internal combustion vehicles to more sustainable solutions, but also developing IT systems capable of managing dynamic EV charging. A wide variety of public and private decision-makers are involved in taking such investment decisions, including but not limited to energy companies, federal and cantonal agencies, venture capitalists, corporate fleet owners, and technology suppliers. On the customer side, we investigate the consumer decision process to buy (or not to buy) an electric car, including key elements of pre- and post-purchase behaviour, as well as customer preferences for adopting

## II RESEARCH AT IWÖ-HSG | Projects



dynamic EV charging management. Such decisions are not taken by individual consumers on purely economic grounds, therefore particular attention will be devoted to the interplay of rational and affective factors in the decision process, as well as the important role of peer effects.

This project seeks to develop a realistic understanding of the drivers and barriers that facilitate or hinder the integration of electric mobility by investigating customer and investor acceptance of electric mobility and its interplays. We specifically look into business models relating to dynamic charging of electric mobility, and into the policy environment that drives or impedes the successful diffusion of electric mobility in Switzerland.

### Project status

This year, the IWÖ team focused on advancing the understanding of determinants of consumer intentions to adopt EVs (namely convenience, social norms, gender perceptions) and the EV drivers choice for (smart) charging options.

In a choice experiment with 208 current and potential EV drivers, the question "To what extent are EV drivers willing to adjust the charging location, duration and charging mode in exchange for lower charging costs?" was investigated.

The insights provide a promising basis to develop consumer-oriented smart charging offers.

To understand how consumers beyond the early innovators can be incentivised to buy an EV, different strategies were analysed. The research question "Are the bundles of EVs and charging services effective to increase EV purchase willingness of Swiss customers?" was investigated with a choice-based conjoint analysis with 313 respondents. The results highlight bundles as an effective method to increase the EV purchase willingness of Swiss customers, especially the ones less knowledgeable about EVs.

The SCCER Mobility project was completed by the end of 2020. The project in particular helped to build up the research capacities in the field of consumer preferences for electric mobility and provided a great opportunity to strengthen the network in this domain.

### 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, together with researchers at Princeton University (US), Columbia University (US) and Bocconi University (Italy)

### Abstract

Social and behavioural changes are essential to address climate change and other environmental challenges. This project includes a panel study of how campaigns intended to change people's behaviours related to the environment

uphold over time and across cultures. Existing research has shown that people respond to information about changes in social norms related to environmentally conscious behaviour. Because of their population density, urban areas are especially prone to the influence and spread of signal-induced behaviour changes. For more information, please consult <https://environment.princeton.edu/research/grand-challenges-overview/urban-grand-challenge/>.



### Project Status

Adrian Rinscheid was involved in designing an experimental module of the panel survey that was fielded in 2020. The experiment tested the extent to which information about the scientific consensus about climate change vs. information about predominant pro-climate social norms affect citizens' climate policy preferences in six different cities in China, Italy and the US. The data will be analysed in the first quarter of 2021.

## II RESEARCH AT IWÖ-HSG | Projects

### Sustainable Aviation – a Management Perspective

<b>Period</b>	2019–2020
<b>Funding</b>	Internal
<b>Contributors</b>	Karoline Gamma, Adrian Müller (CFAC-HSG), Alexander Stauch, Judith Walls, Andreas Wittmer (CFAC-HSG)

#### Abstract

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 IWÖ-HSG in collaboration with the Center for Aviation Competence (CFAC-HSG) launched 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, each of which is explored in a Master's thesis. The insights 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

The seven students all handed in their Master's theses and impressed us a lot with their results. One Master's student, Juliette Kettler, was awarded the first prize of the Swiss Association for Energy Economics (SAEE) Student Awards 2020 for her thesis titled "Going Green – A Strategic Analysis of Swiss International Air Lines Towards Full Environmental Sustainability". We are all very proud of Juliette – congratulations! In addition, four Master's students have agreed to continue their research from the Master's thesis and to collaborate on the intended book project. The book project is progressing well. At the moment, most of the content is already available as a draft. The book will cover a wide range



of relevant topics, such as assessing sustainable aviation technologies, analysing current and future consumer preferences, outlining short and long term actions to increase sustainability from a management perspective as well as policy recommendations to create an environment that supports sustainability in aviation. The content is rounded off with expert feedback and case studies. The goal is to publish the book in summer 2021 at Springer Verlag Berlin.

### Keep it Local and Low-Key: Social Acceptance of Alpine Solar Power Projects

<b>Period</b>	2019–2020
<b>Funding</b>	Internal
<b>Contributors</b>	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 utilityscale 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 largescale 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 lowkey. We also find that acceptance of alpine solar projects is higher among the affected population than among inhabitants of non-alpine regions.



#### Project status

Completed (published in Renewable and Sustainable Energy Reviews).

## II RESEARCH AT IWÖ-HSG | Projects

### MISTRAL – Multi-sectoral Approaches to Innovative Skills Training for Renewable Energy and Social Acceptance

<b>Period</b>	2019–2022
<b>Funding</b>	Marie Skłodowska-Curie Actions (MSCA) Innovative Training Networks (ITN) H2020- MSCA-ITN-2018
<b>Contributors</b>	Elizabeth Côté, Jakob Knauf, Nina Schneider, Rolf Wüstenhagen
<b>Collaboration</b>	Queen's University Belfast, Technical University of Denmark, University Institute of Lisbon, University College Cork, Institute for Future Energy and Material Flow Systems, University of Exeter, Aalborg University



#### 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 seven research institutions from the UK, Ireland, Germany, Portugal, Denmark, and Switzerland. 15 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

<b>Period</b>	Ongoing
<b>Funding</b>	Internal
<b>Contributors</b>	Shi Qi Eunice Ng (SGI-HSG), Judith Walls

#### Abstract

CEOs differ in how they enact strategic actions to enhance their firms' financial, environmental, and social performances and ensure their firms' long term competitiveness. CEOs, for example, may have to navigate competing demands

from financial, social and environmental stakeholders simultaneously. Applying a cognitive frame perspective, this project examines the role of a "paradoxical frame" on CEOs' strategic choices in corporate sustainability. When CEOs apply a more "paradoxical frame", financial, environmental, and social objectives are considered simultaneously and with equal importance. This in turn shapes how CEOs choose to develop their firms' capabilities, shape their organisational identity, and structure their firms' activities internally. As a whole, this project highlights the role of CEOs' "paradoxical frame" in coordinating a variety of strategic actions taken to address different types of paradoxical tensions in corporate sustainability and drive their firms' sustainability performance.

#### Project status

During 2020, this theoretical model within the project successfully progressed to a third round of revise and resubmit at a journal on the topic of paradoxical tensions in corporate sustainability. This project also consists of two empirical articles. The quantitative article empirically tests the impact of a "paradoxical frame" on firms' ESG performance, while the qualitative article examines how sustainability managers in Singapore learn and develop their knowledge on corporate sustainability. Both articles are under preparation for submission to journals.

## II RESEARCH AT IWÖ-HSG | Projects

### Understanding Emotions in Sustainability

#### Governance

**Period** Ongoing

**Funding** Internal

**Contributor** 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 polarised. 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 2020, the first insights on the role of emotions in the trophy hunting industry, co-authored with Nardia Haigh (University of Massachusetts Boston) and Anandh Gopal (Nanyang Technological University) were presented in invited seminars at the University of Groningen and ESADE. The project is undergoing a second round of coding for more in-depth analysis on the individual and collective emotions that occur in this contested industry.

### E-LAND – Novel Solutions for Decarbonised Energy

#### Islands

**Period** 2018–2022

**Funding** EU Horizon 2020

**Contributors** Merla Kubli, Moritz Loock, Beatrice Petrovich

**Collaboration** Smart Innovation Norway, University of Girona, Schneider Electric Norway, Borg Havn, Institute for Energy Technology, GEKO Global, Intracom Telecom, Reiner Lemoine Institute, Valahia University of Targoviste, CREEC, INYCOM, BYPL, Auroville



#### Abstract

Efficient, reliable and sustainable delivery of energy is critical to the health and wellbeing of all people. The continued decarbonisation 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 optimise and control multi energy islands and isolated communities. The modular toolbox can be customised to meet local requirements and expanded to incorporate new tools as new challenges arise.

#### Project status

In this year's research, the IWÖ team focused on developing the E-LAND business model innovation tool. A framework tailored to the particular situation of energy communities was developed, building on the strengths of existing business model pattern approaches. Further, the framework was used to investigate business model pattern from existing pioneering companies and projects with a community or multi-energy approach.

In the coming project phase, the business model innovation tool will be further refined and applied to the three E-LAND pilot sites. Further, the research on the community impact model will be taken up to strengthen the participation models for energy communities.

## II RESEARCH AT IWÖ-HSG | Projects

### Keep it Local and Bird-Friendly: Social Acceptance of Wind Energy in Switzerland, Estonia, and Ukraine

**Period** 2020–2021

**Funding** Internal

**Contributors** Pascal Vuichard, Anna Ebers Broughel, Rolf Wüstenhagen, Andrea Tabi



#### Abstract

The literature on social acceptance of wind energy has identified several important characteristics shaping the social acceptance of a planned project. These include distributional and procedural justice, as well as other project-related factors, such as siting. Project characteristics do not exist in isolation and influence one another. Furthermore, social acceptance of wind energy is likely to vary geographically, due to cross-country differences. As a result, the need for more consistent cross-country comparisons has been highlighted in the literature as an important research gap. The current paper addresses this gap with the help of a large-scale cross-country analysis (N=2'003) that examines the social acceptance of wind energy projects in

Switzerland, Estonia, and Ukraine through choice experiments. Our findings suggest high overall acceptance levels for wind farms in all three countries. Despite differences in history, economic development, energy mix, and electricity market structure, local populations in all three countries show relatively similar preferences with respect to the most important project attributes shaping social acceptance. Low environmental impact, careful siting, as well as local ownership are the top three characteristics shaping the social acceptance of a wind energy project. We conclude that projects should be developed by local actors and remain friendly to wildlife – keeping them local and bird-friendly.

#### Project status

Submitted to Renewable and Sustainable Energy Reviews.

### 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 analyse 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/projects/coalstake-the-political-economy-of-coal-policy-comparative-analyses-of-stakeholder-strategies-and-resource-industries-embeddedness-in-the-international-economy/>.

## II RESEARCH AT IWÖ-HSG | Projects

### Project status

Ongoing data collection and conceptual work as well as outreach.

### How do we Feel about Flying? Exploring the Role of Implicit Associations with Air Travel on Low-Carbon Travel Mode Choices

**Period** August 2020 – February 2021

**Funding** Internal

**Contributors** Nathalie Dällenbach, Jana Plananska



### Abstract

Hypermobility presents a key behavioural challenge to limiting global warming to 1.5 to 2°C by 2050. This research project explores emotional antecedents of air and train travel mode choices for private purposes. In a context of changing social norms, we uncover underlying psychological processes through an implicit association test by measuring implicit associations towards air as opposed to train travel. Out of

N=412 respondents, a majority (75%) reveals rather strong or strong implicit associations towards air travel. Respondents with positive associations towards air travel are more likely to take the plane for their long-distance continental trips within Europe, while those with negative associations are more likely to choose the train. We also find that implicit measures are a stronger predictor of future continental air travel plans than environmental attitudes and perceptions about air travel's environmental profile. The results highlight the important role of emotions for travel mode choices. Further investigation of implicit attitudes in the context of leisure travel mode choices is thus desirable.

### Project status

Manuscript to be submitted to a peer-reviewed journal by March 2021.

### How far do Noise Concerns Travel? The Role of Familiarity and Justice in Shaping Noise Expectations and Social Acceptance of Planned Wind Energy Projects

**Period** January 2019 – February 2021

**Funding** Internal

**Contributors** Nathalie Dällenbach, Rolf Wüstenhagen

### Abstract

Resistance to planned wind projects is frequently associated with expressions of noise concern. Based on two complementary studies, we investigate the underlying drivers of noise concerns. Combining a large national stated preference survey (N=1'217) with an in-depth analysis of revealed preference data resulting from a public consultation



process in Switzerland, we find no clear relationship between subjective noise concerns and prospective noise impacts based on residents' proximity to a planned wind project. With the exception of a high-resolution analysis of residents in the immediate surroundings (<1km) of a planned wind project, both studies seem to suggest that noise concerns travel much further than actual noise. Rather than the law of physics, (lack of) familiarity with wind energy and issues related to procedural and distributional justice appear to provide a better explanation for the geographical spread of noise concerns. Given the critical importance of social acceptance in the planning phase of wind energy projects, our studies provide important insights for policymakers. Bridging the gap between expected and actual impacts, as well as addressing misconceptions about noise among residents with low familiarity, is key. Neighboring municipalities can play a crucial role and host jurisdictions should consider appropriate measures to manage perceived justice.

### Project status

Research paper under review.

## II RESEARCH AT IWÖ-HSG | Projects

### Still in Love with Solar Energy? Installation Size, Emotions, and the Social Acceptance of Renewable Energy Technologies

**Period** 2019–2020

**Funding** GFF Funding, Raiffeisen Switzerland, SwissEnergy

**Contributor** Julia Cousse



#### Abstract

Solar and wind energy are expected to play a key role in creating a climate-neutral Europe by 2050 and decarbonising energy production in general, albeit requiring significant deployment. This requires that the population accepts such energy sources, thus necessitates understanding how people perceive energy systems. Unlike the abundant literature about wind energy, the social acceptance of solar energy has received less attention, especially concerning large-scale solar installations. Opinion polls indicate that solar energy enjoys a high level of sociopolitical acceptance and is preferred to other renewables, although it is unclear whether this acceptance persists as the technology is deployed on a large scale. This paper helps close this gap by describing the results of a representative survey (n=601) conducted using

a between-subject design to examine how attitudes towards solar energy vary based on the scale of installations, how the latter compare to attitudes towards wind energy, and what the role of feelings is in the former. Results reveal that the stronger preference for solar power decreases to a similar level as that for wind energy when deployed on an equivalent scale, highlighting that solar energy installations may not easily be scaled up from a social acceptance perspective. The study also shows that affect plays an important role in forming people's attitudes towards wind and solar, especially concerning large-scale installations. This underlines the need for policymakers and project developers, who aim to deploy renewables on a large scale, to attend to the affective component of decision-making.

#### Project status

Revise and resubmit to Renewable and Sustainable Energy Reviews.

### Tell me how you Feel about Geothermal Energy: Affect as a Revealing Factor of the Role of Seismic Risk on Public Acceptance

**Period** 2020

**Funding** Raiffeisen Switzerland, SwissEnergy, SIG Fonds Vitale Innovation, Internal funding

**Contributors** Julia Cousse, Evelina Trutnevye (University of Geneva), Ulf Hahnel (University of Geneva)

#### Abstract

Social acceptance of renewables, such as geothermal energy, is a key factor in successfully meeting national energy targets. Siting geothermal projects can be challenging because

of induced seismicity related to deep geothermal energy, which may not only reduce public acceptance of deep geothermal projects but also of less risky shallow geothermal projects. The study investigates the role of seismic risk on affect and attitudes towards shallow and deep geothermal projects. Two between-subjects experimental studies were conducted with representative samples of the Swiss population (N1 = 1'018; N2 = 1'007). Results reveal that information about geothermal energy can positively impact affect elicited by the technology. A spillover effect of seismic risk awareness from deep geothermal projects to shallow ones is identified only for emotions and perceptions of risks and benefits, but not for attitudes. The effect is stronger when the information about seismic risk is presented in a negative, emotionally laden manner. For policymakers, the results suggest that the population is open to the use of both shallow and deep geothermal energy, but early communication will be key to avoiding a decline in acceptance. The study also highlights the importance of measuring affective in addition to cognitive factors in acceptance research.

#### Project status

Submitted to Energy Policy.

## II RESEARCH AT IWÖ-HSG | Projects

### How do Carbon Emission Reduction Targets Develop over Time?

**Period** September 2020 – ongoing

**Funding** Internal

**Contributors** Miron Avidan, Judith Walls, Glen Dowell  
(Cornell University)



#### Abstract

Management scholarship on commensuration has expanded in tandem with the rise of sustainability disclosure and measurement frameworks, such as the Science Based Targets initiative. However, research in this field has rarely looked into the processual nature of commensuration. Consequently, our understanding of this phenomenon might benefit from explaining not only variance between firms but also variance within firms over time. In this paper, we conduct a longitudinal and inductive analysis of corporate target setting around carbon emissions reduction. Guiding our work is the overarching research question: How does organisational target setting change over time? Our sample consists of corporate responsibility and sustainability reports from 203 S&P 500 companies spread over four equally distanced time-periods: 2003, 2008, 2013, and 2018. Preliminary findings suggest that companies change their targets over time in many ways. In the next several steps of our research,

we hope to uncover why they do so. Beyond sustainability, we anticipate that our work will highlight how strategic changes and external shocks affect learning processes, thereby contributing to the organisational learning literature.

#### Project status

A paper was accepted and will be presented at the upcoming EGOS conference in 2021.

### EV Gender – Symbolic and Cultural Determinants of EV Adoption.

**Period** January – December 2020

**Funding** Internal / ICI-HSG

**Contributors** Jana Plananska, Rolf Wüstenhagen,  
Andreas Herrmann (ICI-HSG),  
Emanuel de Bellis (HEC Lausanne)

#### Abstract

To increase the market share of electric vehicles (EVs) and thus to fully leverage their environmental potential, we need to understand the reasons behind their lagging consumer acceptance to date. Car purchases are not only based on cost-benefit considerations. Cars are culturally and symbolically loaded products with many aspects influencing the final purchase decision. One such determinant could be the gender-appropriation of EVs. Cars being traditionally associated with masculinity yet environmental action with femininity, the hypothesised association of EVs with femininity might be one of the reasons for the low EV sales.

The project team has investigated the above hypothesis by a preliminary study and an online experiment analysing



implicit associations with EVs. Firstly, a country-level analysis studying EV market share in 2019 in individual countries and their masculinity score along Hofstede cultural dimensions found a statistically significant correlation between masculinity and EV market share. Higher levels of masculinity predicted lower EV market share. Secondly, the consumer-level study identified a slight association of EVs with femininity. This relationship was particularly strong among men who perceived EVs significantly more feminine than women. Differentiated EV-gender associations were also observed in relation to EV purchase willingness. Male EV non-adopters perceived EVs significantly more feminine than male EV adopters and EV adopters in general; women exhibited an opposite relationship.

#### Project status

The project team is currently finalising the publication resulting from this study, aimed to be published in a peer-reviewed journal in the first months of 2021.

## II RESEARCH AT IWÖ-HSG | Projects

### Solutions Initiative: Pilot Projects for Transforming Management Education

<b>Period</b>	2020–2021
<b>Funding</b>	Sustainable Development Solutions Network (SDSN) and WWF
<b>Contributors</b>	Jost Hamschmidt, Tabea Bereuther

#### Abstract

One in every eight Swiss student pursues a business or economics programme, later taking on influential management positions in companies, NGOs, or the public sector. However, many management and economics degree programmes do not adequately integrate sustainability topics and values. Integration of sustainability into business education is central, since the decisions of managers have a major impact on society and nature. To this end, the Sustainable Development Solutions Network, WWF, and the University of St.Gallen are joining forces to develop a pilot project to build competencies for sustainability action in education, such as via trans-disciplinary, critical and integrative thinking and learning by doing.

#### Project status

An online kick-off meeting with all partners took place in November 2020. The implementation of the pilot projects is planned for 2021.

### CEO Narcissism, Gender, and Corporate Sustainability

<b>Period</b>	Ongoing
<b>Funding</b>	Internal
<b>Contributors</b>	Jamie Gloor (CCDI-HSG), Judith Walls, Sana Chiu (C.T. Bauer College of Business), Giannina Faktor

#### Abstract

Chief Executive Officer (CEO) narcissism is typically captured as unidimensional, “dark” construct, focusing on its negative effects for organisations. In this project, we consider the relationship between CEO narcissism and corporate sustainability and the context of CEO gender. Because narcissists’ self-absorption promotes self-serving behaviour, it often comes at a cost for sustainable social and environmental outcomes. However, narcissism is a multifaceted personality trait by definition which, in addition to the oft studied elements of arrogance and egocentrism, also includes attention-seeking. Because corporate sustainability actions tend to garner media attention, there could also be a “bright” side of CEO narcissism positively associated with corporate sustainability. Integrating social role theory, we argue that men and women experience different base-rates and constraints in revealing their narcissistic tendencies and corporate sustainability. This project bridges macro- and micro-level theories and methods and contributes to a growing body of work on “microfoundations of corporate sustainability”.

#### Project status

During 2020, pilot results of the project were presented at European Institute for Advanced Studies in Management (EIASM) Workshop on “Top Management Teams and Business Strategy Research”. The project is now being prepared for journal submission.

### CEO Elitism and Corporate Sustainability Action

<b>Period</b>	Ongoing
<b>Funding</b>	Internal
<b>Contributors</b>	Giannina Faktor, Judith Walls

#### Abstract

CEOs are powerful executives who can influence a firm’s strategic direction including corporate sustainability performance. Prior research on CEOs typically relies on upper echelons perspectives and the use of convenient proxies like education background to capture underlying socio-cognitive dynamics. In this paper, we consider elite education of CEOs and tease out three underlying mechanisms that could make elite-educated CEOs more prone to take action on sustainability: decision-making power, long-term orientation, and willingness to take risks. We develop a theoretical model of these mechanisms, arguing that they lead to CEO sustainability propensity, which in turn leads to stronger corporate sustainability performance. We consider CEO tenure as a negative moderator in the latter relationship. This project contributes to the growing literature on “microfoundations of corporate sustainability”.

#### Project status

A theoretical model on CEO elitism and corporate sustainability was prepared and the article submitted to Academy of Management (AOM) and Alliance for Research on Corporate Sustainability (ARCS) conferences.

## II RESEARCH AT IWÖ-HSG | Projects

### Identifying and Mitigating Deforestation Risks in Agricultural Commodity Supply Chains

<b>Period</b>	2020–2023
<b>Funding</b>	Ministry of Education Academic Research Fund (AcRF), Singapore – Tier I
<b>Contributors</b>	Janice Ser Huay Lee (Nanyang Technological University), Diana Chalil (North Sumatra University), Judith Walls, Conor Walsh (University of Greenwich), Xingli Giam (University of Tennessee, Knoxville)



#### Abstract

Agricultural commodities like palm oil have complex supply chains and represent a major driver of deforestation in the tropics. Firms, investors, insurance companies, and organisational stakeholders increasingly demand more transparency in the governance of such supply chains. A lack of appropriate governance carries operational, reputational, and regulatory risk for agicommodity companies and their buyers. This project aims to identify where deforestation risk is introduced along the supply chain to intervene and mitigate deforestation risk.

#### Project status

During 2020, the project was successful in attracting the Tier 1 AcRF grant from the Singapore Ministry of Education. The project has kicked off under the guidance of Dr. Janice Lee at NTU. At IWÖ we have attracted Master's student Leo Vogel who will look at power dynamics in agicommodity supply chains with an emphasis on grievance procedures. Due to Covid-19, researchers are not currently able to travel to location.

#### Project status

During 2020, we published two articles on leaders and corporate sustainability. The first, titled "Wanted: Heroic leaders to drive the transition to 'business beyond usual'" was published in *Strategic Organization*. In this article, we focus particularly on the role of leaders to solve environmental challenges like climate change and biodiversity loss, and identify individual, relational and collective traits and characteristics that such leaders have. We suggest how "heroic" leaders can be identified, developed and empowered.

### Heroic Leaders to Drive the Transformation of Business Sustainability

<b>Period</b>	2020
<b>Funding</b>	Internal
<b>Contributors</b>	Judith Walls, Ashley Salaiz (University of Tampa), Sana Chiu (C.T. Bauer College of Business)

#### Abstract

Strategic leaders, such as top managers and board directors, play a central role in shaping a company's sustainability strategy and performance. Business-as-usual is likely to drive us to an unsustainable world. To solve the problems human industrial activity has created, such as climate change, species extinction, and biodiversity loss, business leaders (CEOs, top managers, and boards of directors) must be central to the solution for corporate sustainability. In particular, "heroic" leaders are needed to transform their companies into business beyond usual. In this project, we focus on strategic leaders' influence on corporate sustainability and the link between the micro-level drivers concerning leaders' characteristics and macro-level firm outcomes.

A second article accepted during 2020 is titled "Sustainability agency at the top of the organisation: Microfoundations research on corporate sustainability", is a book chapter as part of the *Edgar Elgar Research Handbook of Sustainability Agency*. This article reviews the literature on micro-foundations research for corporate sustainability and discusses further avenues for scholars.

### Micro-foundational Roots of (Natural) Resource Dependence: Managerial Responses to Biodiversity Governance

<b>Period</b>	2020–2021
<b>Funding</b>	GFF (Basic Research Fund) University of St.Gallen
<b>Contributors</b>	Fiona Stappmanns, Leo Vogel, Judith Walls

#### Abstract

Biodiversity is the foundation of all life on earth and plays a critical role in solving grand challenges like climate change. Yet, corporate disclosure on biodiversity remains scarce.

## II RESEARCH AT IWÖ-HSG | Projects

We develop a theoretical model to explain why companies (fail to) disclose on biodiversity, by applying and extending natural resource dependence theory. Our project explores the conditions under which companies may omit to disclose on biodiversity when they perceive an operational or regulatory risk associated with dependence on biodiversity. By contrast, when companies view biodiversity as material or a reputational threat, they may be more likely to engage in disclosure. In addition, materiality positively moderates the relationship between biodiversity risk and disclosure. We investigate ways in which the topic of biodiversity, in spite of its complexity, can be brought to the forefront of manager's minds in order to place greater emphasis on biodiversity in corporate sustainability management.



### Project status

In 2020, we successfully received a grant from the Basic Research Fund to support PhD student Fiona Stappmanns to work on the topic of business and biodiversity. In addition, the Chair for Sustainability Management is supporting an internship for Master's student Leo Vogel who is supporting the project. The project kicked off in 2020 with a review of the literature on biodiversity, natural resource dependence perspectives and managerial perceptions of risk including operational, regulatory, and reputation risk. A theoretical

model was written up in an article submitted to the Academy of Management (AOM) and Alliance for Research on Corporate Sustainability (ARCS) conferences.

### Corporate Governance and Sustainability

**Period** Ongoing  
**Funding** Internal  
**Contributor** 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 behavioural and structural elements of corporate governance such as managers and boards, as well as stakeholders and shareholder pressure, for corporate sustainability outcomes.

### Project status

During 2020, several papers on the topic of corporate governance and sustainability were submitted to journals, one of which was accepted for publication and others that were submitted to academic journals. Together with Mijia Gong (Xi'an Jiaotong University), Zhe Zhang (Xi'an Jiaotong University) and Ming Jia (Northwestern Polytechnical University), Judith Walls co-authored a paper entitled "Does having a critical mass of women on the board result in more

corporate environmental actions? Evidence from China" which was accepted for publication at Group and Organization Management. Drawing on arguments of ethical sensitivity differences, gender-based functional differences, and gender discrimination, we find that when Chinese companies have a critical mass of women on their boards (three women or more), the companies disclose environmental information more quickly and of higher quality. In addition, we show that government monitoring of environmental action and local religious ideology as a source of informal pressure positively moderate the relationship between a critical mass of women on boards and corporate sustainability action.

Another article co-authored with Peter Jaskiewicz (University of Ottawa), James Combs (University of Central Florida) and Rahul Ravi (Concordia University) on family-owned firms and corporate sustainability is under revise-and-resubmit at a journal.

An article with Bjoern Mitzinneck (University of Groningen) and Glen Dowell (Cornell University) on why we still have all-male boards, and one with Jie Wu (University of Macao) and Meng Zhoa (Nanyang Technological University) on the role of government ties for corporate sustainability have been submitted to academic journals.

Judith Walls also held a talk on the topic "The role of leadership in corporate greening" at the Group for Sustainability and Technology (SusTec), ETH Zurich.

## II RESEARCH AT IWÖ-HSG | Projects

### Sustainable Artisanal and Small-Scale Mining (ASM)

<b>Period</b>	2020–2023
<b>Funding</b>	Swiss Federal Commission for Foreign Scholarships (ESKAS)
<b>Contributors</b>	Gift Dembetembe, Judith Walls



#### Abstract

ASM is an activity in which millions of people from low-income economies globally are involved in the exploitation of mineral resources in a more or less informal way. As at 2014, some estimated 20 to 30 million people were directly involved in ASM in over 80 countries, and a further 75 to 125 million people were benefiting indirectly from ASM for their livelihoods. In gold mining alone, the ASM industry represents an estimated ten to 15% of annual global gold production. Nonetheless, ASM has potential negative social and environmental impacts that are quite significant. Hence, in this research we argue that this combination of characteristics makes ASM a complex system whose efficient regulation requires more than event-oriented policy interventions, but regulatory approaches that are informed by holism and

systemic views. We are, therefore, attempting to apply systems thinking methodologies to develop sustainable management models for this sector.

#### Project Status

The first paper under this research was submitted to the Academy of Management 2021 Conference.

### The Role of Stakeholder Trust in Resolving the Tension Between Sustainability Branding and Sustainability Performance

<b>Period</b>	Ongoing
<b>Funding</b>	Internal
<b>Contributors</b>	Zsuzsa Borsa, Judith Walls

#### Abstract

Balancing between corporate sustainability branding and sustainability performance management is a tricky strategy management question rooted in a paradoxical tension. Communicate too much, and companies are accused of greenwashing. Communicate too little, and they may fail to build a strong sustainability brand. We seek to investigate this paradox by focusing on the role of stakeholder trust. Using a grounded theory approach, we consider how three components of stakeholder trust – behavioural, cognitive, and affective – function as mechanisms that can help to resolve the paradoxical tension. Our work has implications for theory and the practice of how companies manage sustainability branding with sustainability performance, through communication with stakeholders.



#### Project status

Proposal submitted to the annual conference of Strategic Management Society.

## II RESEARCH AT IWÖ-HSG | Publications

- Cousse J., Kubli M.D. & Wüstenhagen R. (2020). 10<sup>th</sup> Consumer Barometer of Renewable Energy. <https://kuba.iwoe.unisg.ch>
- Cousse J., Wüstenhagen R. & Schneider N. (2020). Mixed feelings on wind energy: Affective imagery and local concern driving social acceptance in Switzerland. *Energy Research & Social Science*, 70, 1–16.
- Dällenbach N. (2020). Low-carbon travel mode choices: The role of time perceptions and familiarity. *Transportation Research Part D: Transport and Environment*, 86, 1–20.
- Dyllick T. & Muff K. (2020). A Positive Impact Rating for Business Schools: Case Study. *Sustainability (Basel, Switzerland)*, 12(9551), 1–14.
- Eberlein B. & Rinscheid A. (2020). Building bridges: How Discourse Network Analysis (DNA) can help CSR research to investigate the ‘new’ political role of corporations. In *Politische Komplexität, Governance von Innovationen und Policy-Netzwerke* (pp. 139–146). Springer Fachmedien Wiesbaden.
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- Hettich P., Thaler P., Camenisch L., Hofmann B., Petrovich B. & Wüstenhagen R. (2020). *Europeanization of the Swiss energy system*. Dike Verlag.
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- Rinscheid A. (2020). Business power in noisy politics: An exploration based on Discourse Network Analysis and survey data. *Politics and Governance*, 8(2), 286–297.
- Rinscheid A., Eberlein B., Emmenegger P. & Schneider V. (2020). Why do junctures become critical? Political discourse, agency, and joint belief shifts in comparative perspective. *Regulation & Governance*, 14(4), 653–673.
- Rinscheid A., Pianta S. & Weber E.U. (2020). Fast track or slo-mo? Public support and temporal preferences for phasing out fossil fuel cars in the United States. *Climate Policy*, 20(1), 30–45.
- Rinscheid A., Pianta S. & Weber E.U. (2020). What shapes public support for climate change mitigation policies? The role of descriptive social norms and elite cues. *Behavioural Public Policy*, 2020, 1–25.
- Rosenbloom D. & Rinscheid A. (2020). Deliberate decline: An emerging frontier for the study and practice of decarbonization. *Wiley Interdisciplinary Reviews. Climate Change*, 11(6), 1–20.
- Salaiz A., Chiu S.C. & Walls J.L. (in press). *Sustainability agency at the top of the organization: Microfoundations research on corporate sustainability*. In Teerikangas, S., Onkila, T., Koistiniae, K., & Mäkelä, M. (Eds.) *Edgar Elgar Research Handbook of Sustainability Agency*.
- Stauch A. & Gamma K. (2020). Cash vs. solar power: An experimental investigation of the remuneration-related design of community solar offerings. *Energy Policy*, 138, 1–11.

- Tosun J. & Rinscheid A. (2020). The clean energy ministerial: Motivation for and policy consequences of membership. *International Political Science Review*, 00(0), 1–16.
- Trencher G., Rinscheid A., Duygan M., Truong N. & Asuka J. (2020). Revisiting carbon lock-in in energy systems: Explaining the perpetuation of coal power in Japan. *Energy Research & Social Science*, 69 (November), 1–17.
- Vuichard P., Stauch A. & Wüstenhagen R. (2020). Keep it local and low-key: Social acceptance of alpine solar power projects. *Renewable and Sustainable Energy Reviews*, 138, 1–13.
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- Walls J.L. & Walls S.L. (2020). What can corporations do to help navigate the storm that is Covid-19? March 26, 2020. Oped published on ONE, ARCS, GRONEN, NBS, RRBM, and SIM online platforms. Available from: <https://one.aom.org/covid-19-insights-from-business-sustainability-scholars/walls-and-walls>
- Zobel A.-K., Bencsik B., Kubli M.D., Markard J., Palmié M. & Wemyss D. (2020). *Erfolg durch Partnerschaft: Neue Kollaborationsmodelle für einen Energiemarkt im Wandel*. SCCER CREST.



# III TEACHING

## Bachelor's courses

### Spring semester 2020

- Skills: Social Business Prototyping – von der Idee zum Projekt (Judith Walls/Severin Hühnerbein, KX)
- The Power of Games – How Simulation Games Can Foster Sustainability Transitions (Merla Kubli/Andreas Gerber, KX)

### Autumn semester 2020

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

## Master's courses

### Spring semester 2020

- Asia Compact: Sustainability in Singapore and Southeast Asia (Judith Walls, MUG)
- Climate Change Course and Model UNFCCC (Rolf Wüstenhagen, CEMS MIM)
- Verantwortung/Responsibility: Integratives Portfolio/Integrative Portfolio (Rolf Wüstenhagen/Thomas Beschorner, KX)
- Praxisprojekt Nachhaltigkeitsmanagement I (Karoline Gamma, MUG)
- Verantwortung/Responsibility: Climate Change and the Psychology of Decision-Making (Karoline Gamma, KX)

## Autumn semester 2020

- Praxisprojekt Nachhaltigkeitsmanagement I (Karoline Gamma/Jost Hamschmidt, MUG)
- Sustainable Finance (Rolf Wüstenhagen, MBF and MaCS)
- 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 and MaCS)
- Clean Energy Marketing (Rolf Wüstenhagen, MiMM and MaCS)
- Verantwortung/Responsibility: Integratives Portfolio/Integrative Portfolio (Rolf Wüstenhagen/Thomas Beschorner, KX)
- Climate Solutions 101, MaCS Block Seminar (Rolf Wüstenhagen/Merla Kubli, MaCS)
- Energy and Climate Governance (Philipp Thaler/Adrian Rinscheid, MIA and MaCS)



## PhD courses

### Spring semester 2020

- Social Acceptance of Climate Solutions in a Polarized World (Rolf Wüstenhagen, DIA)

### Autumn semester 2020

- Research Seminar on Corporate Sustainability Strategy: Theories and Methods (Judith Walls, PMA)

B-BWL	Bachelor in Business Administration
CEMS	formerly Community of European Management Schools, now The Global Alliance in Management Education
DIA	Ph.D. Programme in International Affairs and Political Economy
KX	Contextual Studies
MaCS	Managing Climate Solutions certificate
MBF	Master in Banking and Finance
MIA	Master in International Affairs and Governance
MIM	Master in International Management
MiMM	Master in Marketing Management
MUG	Master in Business Management
PMA	Ph.D. Programme in Management
SDGs	Sustainable Development Goals
SIGMA	The Societal Impact & Global Management Alliance
UNFCCC	United Nations Framework Convention on Climate Change

### III TEACHING

#### Course Content



#### Model UNFCCC – CEMS Climate Change Course and Simulation – officially supported by UNFCCC (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 12<sup>th</sup> edition, the course has grown to nine European business schools, and has been firmly established in the CEMS Masters 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. As the usual physical edition was not possible in 2020, a roleplay has been organised by the University of St.Gallen which took place virtually. Further participating CEMS schools this year were: Corvinus University of Budapest, University of Cologne, ESADE Barcelona, RSM Rotterdam, SGH Warsaw and Stockholm School of Economics. 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 a thousand CEMS Students. The course has received widespread media coverage (e.g. The Economist, Financial Times, Corriere della Sera, CEMS Magazine, Forbes), has been the subject of academic publications (e.g. Nature Climate Change, Journal of Management Education) and has also been awarded with the CEMS Outstanding Award. Other participating schools include the University of Cologne (Germany), Corvinus University of Budapest (Hungary), Norwegian School of Economics (Norway), Rotterdam School of Management (The Netherlands), Bocconi University (Italy), the Warsaw School of Economics (Poland), Aalto University (Finland) and Stockholm School of Economics (Sweden). <https://iwoe.unisg.ch/unfccc/>



The efforts of the CEMS Model UNFCCC teaching team at the HSG were rewarded by participating students with the Best Teaching Award in the CEMS MIM Programme:



#### Verantwortung/Responsibility: Managing the SDGs (SIGMA Global Virtual Course) (Rolf Wüstenhagen)

The third year of the course was marked by the entry of a new university to the consortium, resulting in seven participating universities – ESADE, the Copenhagen Business School (CBS), Université Paris-Dauphine, University of St.Gallen (HSG), Vienna University of Economics and Business (WU), Hitotsubashi University Japan and Singapore Management University (SMU). The compact blended format of the course remained unchanged. However, significant improvements in the outline of the online modules and quizzes and the streamlining of the requirements across universities further improved the learning experience of the participating students. Thanks to its innovative online-only format the course did not experience any limitations due to the outbreak of the Covid-19 pandemic.

This further showed the forward-looking nature of the

### III TEACHING



course and the growing importance of online teaching for the future. The growing literacy of students with the online environment due to the pandemic already positively materialised itself in the progress of the course, with the online collaboration and communication being much smoother than in the previous years.

#### 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 preclass preparation for interactive 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. This year, we held the course entirely online, using a virtual classroom setting. We were also fortunate to have a live case

with SV Group, sponsored by B-Labs and Swiss Triple Impact. In addition, we had sustainability experts join our class from many different organisations including Johnson & Johnson, Migros, OceanCare, Schindler, Syngenta, Swoxid, and WWF. <https://csmathsg.com/>

#### Asia Compact: Sustainability in Singapore and South-East Asia (Judith Walls)

Judith Walls ran a Master's course in the MUG programme that was intended to take a group of students to Singapore and an island off the coast of Malaysia, to learn about sustainability in Southeast Asia, as part of the Asia Compact series. Upon the kick-off date, we had early indications of the global Coronavirus pandemic, and the course was delayed to June in the hope that we would still be able to travel. Things turned out differently than expected, and it was decided to shift the course to a virtual classroom that took place in June. Students spent a week learning how executives in energy, construction, agriculture, shipping and social entrepreneurship manage environmental and social sustainability. We used some pre-recordings so that students could take their time learning basic content by video, and held dedicated discussions each day with the help of Dr. Eunice Ng in our Singapore office who was able to add a local cultural flavor for the students. In addition, we had experts join our online classroom from City Developments Limited, Musim Mas, Nanyang Technological University, and the World Business Council for Sustainable Development (WBCSD). We once again worked on live cases for the group projects, together with AXA XL and OrcaNation.

#### Successful launch of the MaCS-HSG certificate (MaCS-HSG) (Rolf Wüstenhagen, Merla Kubli)



## Managing Climate Solutions

Upgrade your HSG degree & turn your career climate positive

[macs.unisg.ch](https://macs.unisg.ch)



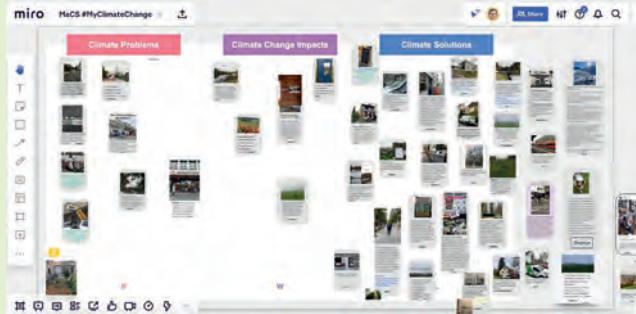
"Climate disruption is happening now, and it is happening to all of us." (António Guterres, UN Secretary-General). The newly launched Master certificate programme Managing Climate Solutions (MaCS-HSG) addresses one of the biggest societal challenges of our times. Climate change is now widely acknowledged, but how can it be addressed successfully? This is the key question to be answered by future leaders in business and society. In the fall semester of 2020, the first cohort of Master's students has started the inaugural edition of the Managing Climate Solutions certificate, preparing for this exact challenge.

### III TEACHING

After one and a half years of preparation, the certificate was ready to open for applications. The inflow of applications exceeded our expectations. "More than three times over-subscribed! We were very excited about the level of student interest in our newly launched programme. It is encouraging to see how many talented young people are looking for ways to turn their career climate positive." says Rolf Wüstenhagen, the academic director of MaCS-HSG certificate.

The certificate programme started with a kick-off day. The day included an excursion to Appenzellerland, where the MaCS students had some initial encounters with climate solution managers at one of the first local wind turbines and a farm using solar power. The students then learned about concrete climate solutions in depth, as part of the #GreenBagSeries. In a one-week block seminar, participants were then exposed to a range of interdisciplinary insights about the magnitude of the climate challenge and reflected upon the determinants for implementing effective climate solutions. For the seminar several guest speakers shared their knowledge about climate science, the food system, entrepreneurship, and venture capital.

During the seminar, students worked in teams to start the process of designing climate solutions for the campus of the University of St.Gallen and the surrounding region. Merla Kubli, programme manager of the MaCS-HSG certificate, shares her excitement for the project proposals: "The climate solution projects developed by the MaCS students have great potential to contribute to HSG's strategy of becoming climate-neutral by 2030." In the coming semester, the MaCS students will continue working on a selection of the project proposals. The aim is to bring the project as close as possible to implementation, to realise climate solutions.



#### Testimonials by some MaCS-HSG students

"Ultimately, I learned that while the clock is ticking, there is still hope. I learned that there is still hope because when driven people, who care about the issues, come together, they are able to create implementable solutions."

**Virginie Cauderay, MaCS-HSG student**

"The webinars and the one-week seminar provided a lot of food for thoughts, and the vast amount of discussions that were held asides the content-contributions allowed to get to know various perceptions and differing points of view."

**Vasco Wüst, MaCS-HSG student**

"The seminar has triggered a deep process of reflection within me."

**Deborah Jossen, MaCS-HSG student**

"I hoped to acquire a 'one size fits all' solution, which I could later apply in a business context. Of course, this expectation could not have been met in the first place because there is no such solution. Maybe this realization was one of the most important ones for me."

**Lavinia Gentsch, MaCS-HSG student**

"The group project was my favourite part of the 'Climate Solutions 101'. First, I was delighted to work on a meaningful issue with colleagues, who shared similar values."

**Christopher Douillet, MaCS-HSG student**

"I am looking forward to following through on one of the climate projects in the next semester and apply the knowledge learned."

**Sandro Hersche, MaCS-HSG student**

Application and further information: <https://macs.unisg.ch>



## IV 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 decentralisation 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.

Application and further information:  
[www.es.unisg.ch/rem](http://www.es.unisg.ch/rem)



## IV EXECUTIVE EDUCATION



### HSG Highlights – A Session on Business and Sustainability

During the three-day seminar “HSG Highlights” participants get a compact insight into modern holistic management. Judith Walls taught a module on how leaders can transform their companies for sustainability. The session looked at how companies can tackle their environmental and social footprints, by reconsidering value creation. Besides new business models, leadership plays a major role in driving companies forward on sustainability. The participants assessed what type of leaders drive companies to transform, and the conditions that affect their ability to do so.

### Module on Sustainability in the Executive MBA

Within the Executive MBA (EMBA), which is the flagship programme of HSG’s Executive School, Moritz Loock leads a one-week module with the title “Sustainability as Competitive Advantage”, featuring a number of guest speakers from industry as well as dedicated contributions by Judith Walls and Rolf Wüstenhagen. A key aspect of this course is for participants to recognize the growing importance of up-to-date knowledge on global sustainability drivers, managing climate risks and innovative energy business models. The profound insights that senior executives gain in this module

allows them to successfully tackle the grand sustainability challenges characterizing today’s business environment.



### Best Practice in Marketing – “Marketing in the Era of the Circular Economy, Sustainability and other Societal Demands”

This four day executive seminar by the HSG Institute of Marketing elaborated on how companies can find ways to tackle sustainability challenges with strategic marketing measures. In this programme, Judith Walls introduced key concepts in sustainability and sustainability management to the executives, and also provided an overview of the role (and sometimes conflict) of sustainability in marketing. In addition, she participated in a panel discussion with an executive from Coca-Cola on the topic of sustainability and marketing.

### emba X

ETH Zurich and the University of St.Gallen are launching a joint Executive MBA programme. The new “emba X” programme, which will start in February 2022, combines the strengths of the University of St.Gallen in leadership edu-

tion, corporate management, sustainability, strategy and business transformation with the knowledge of ETH Zurich in the field of technology management. The 18-month programme teaches the essentials of leadership, technology and general management with a focus on applied knowledge. Judith Walls and Rolf Wüstenhagen are involved in designing and delivering the sustainability and energy modules of the programme.

Further information and application: <https://embax.ch/>



### Certificate of Advanced Studies (CAS) in Communications Management, Executive MBA and part-time MBA

Judith Walls contributed to several executive education programmes and seminars during 2020. She held two different sessions on sustainability reporting for the Certificate of Advanced Studies (CAS) in Communications Management and the Executive MBA programme of the University of St.Gallen. In addition, she took part in two case evaluation days for the part-time MBA programme.

## V EVENTS

### Change of Premises

In January 2020, the IWÖ has moved to Müller-Friedberg-Strasse 6/8.



### Hans Christoph Binswanger Prize

#### “Does the economy really have to grow?”

Oliver Richters questions the growth compulsion and received the Hans Christoph Binswanger Prize in 2020. The prize is endowed with CHF 3'000 and has been awarded in 2020 for the second time by the IWÖ and the Bundesverband Deutscher Volks- und Betriebswirte (bdvb). Oliver Richters is a young economist and fellow at the Institut für zukunfts-fähige Ökonomien (Institute for future-proof economies). In his interdisciplinary dissertation Oliver Richter relativises the thesis of the well-known environmental economist Hans Christoph Binswanger that in the monetary economy an unsurmountable structural growth compulsion is given. Further information can be found on <https://www.bdvb.de/presse/02-11-2020-muss-die-wirtschaft-wirklich-wachsen/>

### HSG-IWÖ Monthly Brownbag Sustainability Research Seminar

#### IWÖ-HSG sustainability research brownbag series



This year's monthly brownbag seminar was organised by Miron Avidan. Overall we hosted three online sessions with top scholars, in a mini-PhD workshop format with an emphasis on interactive discussion. In October we hosted Prof. Tobias Hahn (ESADE), in November Prof. Joel Gehman (Alberta), and in December Prof. Shon Hiatt (USC Marshall).

### Vreny's Farewell



In August we said goodbye to Vreny Knöpfler-Mousa who retired well-deservedly. She joined the HSG 50 years ago, and has worked in various demanding positions in the university over the years. In 1992 it happened that she helped out at the IWÖ in an emergency and we were able to win her for a longer-term collaboration in the newly founded institute. Since then, she has supported the IWÖ with a great deal of empathy for the many students, doctoral students and professors and remarkable prudence in the administrative tasks in its development and expansion and has actively helped to shape all phases of its growth. She also left her mark on all IWÖ alumni and remained in everyone's good memory. Unfortunately, due to Corona, no big party could be celebrated so that the farewell took place in a small event, but no less cordially.

## V EVENTS

### World Economic Forum in Davos, January 20 – 24, 2020



The Chair for Sustainability Management joined the opening of the 4<sup>th</sup> ArcticBasecamp at the World Economic Forum in Davos. Prof. Gail Whiteman spoke about the importance of science based decisions and science based actions. Christiana Figueres emphasised the upcoming power of science.



Additionally, Judith Walls and some student representatives of the IWÖ-HSG joined the Dean's Dialogue on "Positive Impact Rating". In the multi-stakeholder exchange, they discussed how business schools can move from being the best IN the world towards being the best FOR the world.

### Panel Discussion on Integrating sustainability into Business Education, Event with AMBA & BGA, Imperial College London, February 4, 2020



Judith Walls and Clémentine Robert, president of oikos international, joined a panel on why and how to integrate sustainability into business education at the Imperial College in London. During the discussion, Judith shared HSG's perspective on sustainability, while Clémentine provided insights from a student view.

### IWÖ-HSG Snow Day 2.0, February 16, 2020



The second IWÖ ski-fun day was organised on February 16, 2020. This time we hit the slopes of the Pizol ski area due to the changes in the operation of the Wildhaus ski resort and for the change in scenery. To the big joy of the organisers Jana and Pascal, the day worked out perfectly well, with even more participants than in the first edition and a small celebration of Tijke's birthday, with home-made cake baked by Pascal.

## V EVENTS

### HSG Alumni Conference – Panel on “Time & Space”, August 28, 2020

How to overcome the problems of time (short-termism) and space (global/ local)? Judith Walls led an interactive breakout session during the online HSG Alumni Conference on space and time in corporate environmental sustainability.

Together with distinguished panelists, Judith Walls discussed the challenges related to time and space in sustainability: Magali Anderson, Chief Sustainability Officer LafargeHolcim; Prof. Pratima (Tima) Bansal, Professor & Canada Research Chair in Business Sustainability Executive Director, Network for Business Sustainability Ivey Business School, University of Western Ontario; Cédric Egger, Water Stewardship Manager, Department of Sustainability and Dr. Ion Karagounis, Lead, New Economic Models Innovation & Socio-economic Change, WWF Switzerland.



### Foundation of the IWÖ Alumni Network



The IWÖ-Alumni-Network offers enriching opportunities, such as:

- staying connected with former colleagues and current employees of IWÖ

- having the opportunity to exchange ideas about renewable energy management and sustainability
- attending various social events like the annual ski weekend or the annual orienteering/hiking trip
- joining regular after-work drinks

The IWÖ-Alumni network was launched in September 2020. Its objective is to stay connected and exchange experiences and ideas about renewable energy management even after leaving IWÖ. The founders, Pascal Vuichard and Jana Plananska, also became the first elected co-presidents of the club, the election period being two years. The IWÖ-Alumni LinkedIn group (<https://www.linkedin.com/groups/8983887/>) that was set up to connect the members has already gathered more than 30 participants. The planned social events unfortunately had to be postponed due to the Covid-19 pandemic. However, we are positive we will properly kick off the launch of the network in due time!

### SAMBA's Sustainable Leaders Conference, December 2, 2020



In collaboration with the Swiss Association of MBA's (SAMBA), EY and the Institute for Economy and the Environment, a sustainability leadership conference was held during December 2020. Attended by over 200 participants, the event was graced by 24 expert speakers from top companies who shared their experience and best practices know-how on sustainable leadership. The speakers participated on four panels covering the topics Sustainable Leaders, Impact Investing and Measurement, Best Practice and Case Studies and Circular Economy. The main sponsor for the Sustainable

Leaders Conference 2020 was EY, supported by eTrain, the Swiss American Chamber of Commerce, Marcel Juen and the Institute for Economy and the Environment with Judith Walls.

### EConnect – Supporting Student Engagement on Sustainability at HSG

EConnect was launched in 2018 as a platform to connect and support responsibility and sustainability student engagement at HSG. In the past two years, a community of around 12 student associations developed through various get togethers, common communication channels, support workshops for competency development and common recruiting events.

Kick-off of each semester for the EConnect community is the get-together in the first two weeks. This is the event where student associations and other sustainability actors at HSG meet and shortly pitch the mission of their organisation. New board members get to know each other as well as other actors in the sustainability ecosystem. During the semester, smaller informal exchange formats take place.

Three support workshops for the EConnect Community are offered each semester. Students benefit from experience and knowledge of alumni and external experts. Workshops focus on various topics such as project management, marketing, fundraising, handover, community building or team management.

## V EVENTS

### HSG Alumni Sustainability Club

The HSG Alumni Sustainability Club was launched in October 2018 with the mission to connect HSG Alumni who are keen on sustainability topics: from impact investing, to cradle-to-cradle, renewable energy and the wide array of sustainability-related fields.

For this reason, HSG Alumni Sustainability Club is organising events, for example regular informal networking events as well as input-lunches, workshops, and company visits to name a few. In 2020, all the events were held online due to the pandemic. HSG Alumni Sustainability Club organised an online get-together with Judith Walls on the wheel of corporate purpose in April, an online get together with Michael Tuil, HSG-Alumnus and founder of the Social Business Direct Coffee in July, an online workshop on the Economy of the Common Good (Gemeinwohlokonomie) in November and an online get-together & speed dating with Nina Damaso, Sales Manager at Too Good To Go.

To learn more about the mission and the organising committee behind the Club, please visit <https://www.hsg-alumni-sustainability-club.com/>



### Christmas Event

Despite the Covid-19 pandemic, the IWÖ team is holding together tightly. This was expressed, among other activities, by the hilarious, entertaining virtual “Winter Celebration Extravaganza 2020”.

In a two-hour Zoom party, fellow IWÖ members enjoyed a firework of activities, including a fun presentation of survey results which investigated various winter traditions from around the world, a tasteful as well as tasty cocktail mixing workshop (i.e. the unique DIY Happy Academic Quarter), and a competition for the best costume. While everyone expressed what they liked or learned in 2020 and wished for 2021, a simultaneous word cloud was created in the background. The distinguished celebration also included the world’s first virtual concert by the soon world famous IWÖ String Quartet. In sum, it was all a lot of fun!



## V EVENTS | #REMforum 2020

### #REMforum 2020: 11<sup>th</sup> St.Gallen Forum for Management of Renewable Energies



The 11<sup>th</sup> St.Gallen Forum for Management of Renewable Energies (#REMforum) was a valuable opportunity for exchange in the midst of two global crises. After a strong global youth movement had created renewed momentum on climate change in 2019, the Covid-19 epidemic has disrupted business as usual in 2020. What is the net effect on the global energy transition? Will governments around the world seize the opportunity to facilitate a green recovery, or will a push for traditional recipes to stimulate economic growth lead us even deeper into the climate crisis? Will changes in consumers' travel behaviour and the experience of cleaner air in cities during the lockdown have lasting effects? And are investors rewarding clean energy and mobility business models, or are they betting on a recovery of fossil fuels? In sum, is the "new normal" after the pandemic going to be a "re-new-able normal"?

These important questions were addressed at #REMforum 2020 in a new conference format. Given the current situation related to Covid-19, we had carefully reflected upon how

best to combine our responsibility to contribute to public health with the desire to move forward on a dialogue among equally important topics for our common future. #REMforum 2020 took place in a blended format. A limited number of places were offered to participants on a first-come-first-served basis. The on-site event, following the hygiene and protection concepts of the relevant authorities, was sold out. All others attended the main conference online, including the possibility to engage with the speakers and asking questions. The dinner talk was held by Sandrine Dixson-Declève, President of the Club of Rome.

Furthermore, the main conference was followed by a #GreenBagSeries, featuring dedicated research-based webinars related to renewable energy and mobility in a post-Covid world. This innovative learning format was built on the successful experience of the afternoon workshops at previous #REMforums, but rather than having to choose one of the previously parallel sessions, participants could actively engage in all of them, independent of their location.



This series of five webinars took place on consecutive Fridays in September and October.

The webinars covered the following topics:

1. The role of product bundling to electrify post-Covid-19 urban transport
2. Community investment and social acceptance (in collaboration with MISTRAL)
3. Harnessing positive emotions for wind power (in collaboration with MISTRAL)
4. Alpine solar power
5. Learning (not) to fly - overcoming emotional barriers to low-carbon travel choices

[www.remforum.ch/reviews/2020/programme](http://www.remforum.ch/reviews/2020/programme)



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



## V EVENTS | Student Impact

### TEDx Countdown Conference



Student Impact joined forces with oikos St.Gallen and TEDxHSG to organise and deliver a virtual TED conference entirely focused on the theme of climate action. The event was part of the global countdown initiative which was launched by TED as a call to action at the start of a vitally important decade in the fight against climate change. By leveraging the solution-oriented, narrative-style TED talk format, the conference covered a wide array of topics including sustainable food, climate justice, the connection between planetary health and human health, impact investment, and much more – every talk with the ultimate goal to convey one overarching message: We can change climate change.

Stretching over an entire day and also including videos, panels and direct interaction with the speakers, the event – one of three taking place in Switzerland as part of the Countdown initiative – turned out largely successful and drew a crowd of over 350 people. The IWÖ was heavily involved as well with Rolf Wüstenhagen delivering a talk on why it is necessary and entirely possible to switch to 100% clean power, Judith Walls participating in a panel to specifically discuss “How can we change climate change?” by getting involved, staying inspired and rallying others, and Angela Honegger guiding through the event as moderator.



### Workshop with B Lab Switzerland



Student Impact banded together with B Lab Switzerland and several other student associations to organise and deliver a sustainability strategy workshop for HSG students. The goal was to give visibility to the topic of sustainability in the context of strategic business considerations, highlight the practical relevance of this field – especially since it remains largely underrepresented in the current HSG curricula – and gauge our fellow students' interest on the matter.

Around 30 students had the chance to solve real-life case studies in the financial, luxury, and mining industry putting them in the shoes of sustainability strategy consultants to learn about the questions confronting business leaders in trying to balance profit and purpose to generate positive environmental and social impact. Besides this hands-on learning experience, the students also had a chance to get to know the work of the globally operating NGO B Lab which is responsible for the increasingly popular B-Corp certification for sustainable businesses. Also, it was a valuable opportunity to forge connections with fellow students interested in using business as a force for good.

<https://www.studentimpact.ch>

## V EVENTS | PhD Academies and Summer Schools

### MISTRAL ESR and Supervisors Meeting

Elizabeth Côté, Jakob Knauf and Rolf Wüstenhagen

This meeting was organised in order to provide a first opportunity for MISTRAL Early Stage Researchers (ESRs) to present their progress and collect valuable feedback. It also allowed ESRs to identify potential synergies and leverage opportunities for collaboration or cooperation. Further, project affairs were discussed. Moreover, the programme included presentations from experts at the IEA, Paris School of Urban Planning, EDF, and REN21.

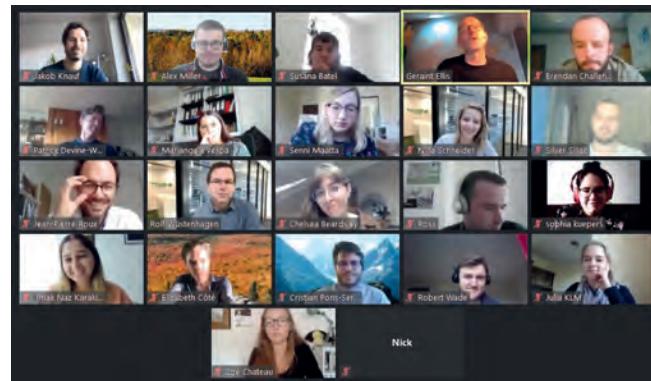


### Different Kind of MISTRAL-ITN Summer School

Elizabeth Côté, Jakob Knauf, Nina Schneider and Rolf Wüstenhagen

Given the resurgence of new Covid-19 cases in Switzerland in October and the resulting mitigation measures, the second one-week MISTRAL Summer School, which was planned to take place in St.Gallen, was moved online. We hoped that despite the virtuality of our interactions, the Summer School would still provide us with plenty of opportunities to present our progress to each other, get useful feedback, learn, and identify potential opportunities for further collaborations.

Overall, we were all happily surprised how well the new format worked out. Although most of us reported screen-fatigue at the end of the intense week, we learned a lot from the different interactive sessions and trainings, but most importantly from each other.



The week started with a session on conflict management and mediation in contested wind energy projects. This input provided us with important insights about our role as researchers and highlighted possible ways to deal with emotional situations during data collection. Then, all ESRs were provided with the opportunity to present their research projects to each other. This format gave us the chance to obtain valuable feedback and identify potential synergies. The 15 ESRs of the MISTRAL-ITN project are highly transdisciplinary. This heterogeneity always triggers fruitful discussions since it forces us to look at the same issue through different lenses. Further, we also attended creative trainings such as "how to write our own book". This interactive workshop used the "Design your Life" method developed by researchers at Stanford to guide us through identifying our strengths, interests and motivations in life. The Summer School also provided us with different sessions during which

we discovered helpful tools to successfully complete our PhD journeys, like academic writing and science communication. Overall, the Summer School was a success despite not being able to meet physically because it provided us with an opportunity to stay connected and exchange.

<https://blogs.qub.ac.uk/mistral-itn/2021/01/14/>

### GRONEN Doctoral Consortium and ARCS-Ivey PhD Academy

Fiona Stappmanns, Judith Walls

Judith Walls was a faculty mentor for PhD students at two academic events. Taking place once every two years, the GRONEN conference themed "All Systems Go!? Sustainability in the Digital Age" was held in June and kicked off with a doctoral consortium. Students benefited from in-depth faculty input on their thesis work. In November, the prestigious and competitive ARCS-Ivey PhD Sustainability Academy took place over several days. Faculty mentors spent several days with students for in-depth discussion of students' academic work as well as personal insight into the academic and research processes. In addition, faculty mentors presented their research portfolio to the students and other participants. The Academy was a great success and students were highly engaged throughout the event.

In June Fiona Stappmanns attended the GRONEN doctoral consortium where she spent a day presenting her research on truly sustainable business models and discussing it with other PhD students and senior faculty in a virtual setting. The conference programme also included talks on topics such as scholarly impact as well as a virtual pub quiz.

## V EVENTS | Attended Conferences

### WinWind Final Conference – Achieving a Win-Win(d): Socially-Inclusive Wind Energy across Europe

**February 2020, Berlin**

Elizabeth Côté, Jakob Knauf

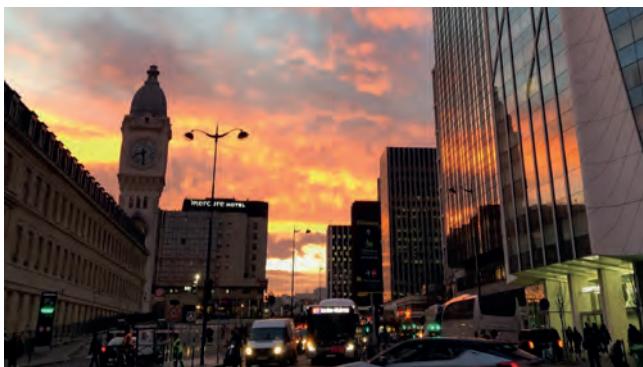


Drawing mainly on the experience gained from the German energy transition, this conference reviewed factors that influence social acceptance of wind energy. In particular, it highlighted replicable measures and effective drivers to overcome challenges based on the experiences of the Horizon 2020 WinWind Project in six European countries. The conference brought together a broad range of participants, ranging from researchers, policy makers, businesses, and civil society. The programme included many high-level sessions, including a closing plenary which addressed the question “Can we still achieve a win-win(d) situation? Lessons for future policy” in which Prof. Dr. Geraint Ellis, the MISTRAL project coordinator, talked about his experience in MISTRAL. Little did we know then that this would be the last opportunity for the MISTRAL ESRs to meet in person for a long time.

### MISTRAL Online Symposium – Social Acceptance and the Energy Transition

**May 2020, virtual**

Elizabeth Côté, Nina Schneider, Jakob Knauf, Pascal Vuichard and Rolf Wüstenhagen



Five IWÖ representants attended the MISTRAL Online Symposium to discuss recent research on social acceptance of renewable energy infrastructures in the context of the energy transition, with a focus on wind energy. Held over two half-days, a range of world-leading experts and early stage researchers (including MISTRAL ESRs) explored community attitudes towards energy projects, and the wider governance and institutional arrangements that frame them. IWÖ alumna Anna Ebers Broughel also took part in the symposium and presented the results of a recent experiment she conducted using virtual reality.

### International System Dynamics Conference 2020

**July 2020, Virtual Bergen, Norway**

Merla Kubli

The conference is the international get-together of experts in System Dynamics simulation. Merla Kubli participated in the event, presenting her research on “Business dynamics of flexibility aggregators: Managing prosumer participation and steering clear of being ‘too small to bid’”. The conference was held virtually. A virtual duplicate of the conference venue, including the view on the mountains around Bergen, where attendees could enter as an avatar allowed for personal interaction despite the circumstances.

### ECPR General Conference

**August 2020, virtual**

Julia Cousse

Julia Cousse attended the ECPR General virtual conference. As a leading industry event, this conference facilitates and nurtures the development of political science across Europe through delivering an interactive and engaging platform for discussion, debate and innovative thinking. Julia Cousse presented a paper on the social acceptance of geothermal energy in a panel organised by Sebastian Levi on the role of public contestations in energy transitions.

# V EVENTS | Attended Conferences

## 9<sup>th</sup> INREC 2020 – Uncertainties in Energy Markets

**September 2020, virtual**

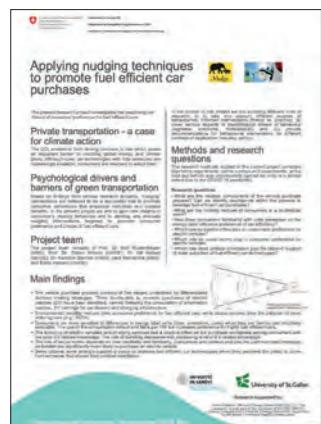
Jakob Knauf

Jakob Knauf attended the 9<sup>th</sup> International Ruhr Energy Conference (INREC). Usually held in Essen, this year's edition was considered with investigating the various sources of uncertainty and risk in the energy field. The conference brings together experts in energy economics from mainly German speaking countries, like the Wuppertal Institute and RWI – Leibniz Institute for Economic Research. Jakob presented the results of his study about financial benefits in German wind energy projects in the session "Financial Incentives for the Energy Transition & Local Flexibility Markets".

## Swiss Energy-Research Conference

**November 2020, virtual**

Jana Plananska



The Swiss Federal Office of Energy (SFOE), Innossuisse, the Swiss Innovation Agency, and the Federal Energy Research Commission (CORE) organised the "Swiss Energy-Research Conference" on November 20, 2020. The conference provided a platform to present various research on renewable energy management funded

by these agencies. The project "Applying nudging techniques to promote fuel efficient car purchases" funded by SFOE on which Jana Plananska's and Karoline Gamma's work was presented at the conference. Jana Plananska prepared the poster summarising the main findings of the project with her colleague Mario Herberz from the University of Geneva, who then presented the poster in the online setting of the half-day conference.

## SCCER Mobility Annual Conference

**November 2020, virtual**

Jana Plananska, Merla Kubli, Pascal Vuichard

The SCCER Mobility annual conference took place online on November 23, 2020. It concluded on the work of the Competence Center over the past six years and outlined ways how the research on this critical topic can continue beyond this funding instrument. While Pascal presented a poster relating to his work on the electrification of fleets, the work of Merla and Jana was featured as part of the breakout session presenting the work of the Capacity Area B2 that IWÖ was a part of.

## REN21 Academy 2020

**November 2020, virtual**

Julia Loder

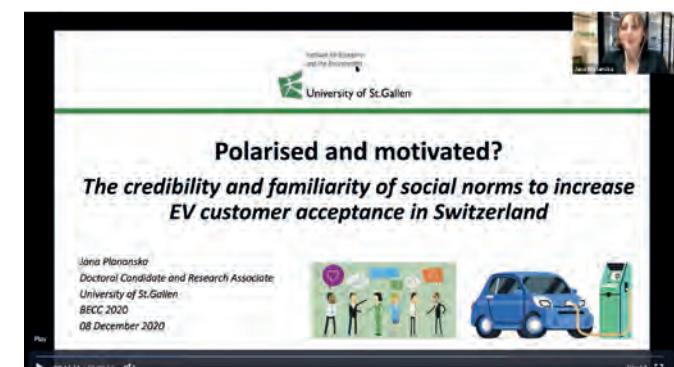
In this multi-day conference under the theme "RENEWABLES NOW! • FROM EVOLUTION TO REVOLUTION", participants gathered virtually, listened to speeches, attended panel

discussions and discussed how to make the energy transition happen (now), focusing on three building blocks: policy, markets, and society.

## Behavior, Energy & Climate Change Conference (BECC)

**December 2020, virtual**

Jana Plananska



Jana Plananska joined again the BECC conference in 2020. She presented her research on the role of social norms on EV purchase willingness of Swiss customers as part of the panel "Electric Vehicles for all". Despite the fact that the conference was held online, Jana was very positively encouraged by the engagement of the audience, with more than 80 people joining the session and remaining active in the following break-out rooms, raising very insightful questions and continuing with inspiring discussion. Jana saw the BECC Conference 2020 as a very good example of how online conferences can be organised. The programme was spread into more days; individual presentations were shorter, while there was time

## V EVENTS | Attended Conferences

and space for discussions in a smaller setting. The participants were also offered plenty of opportunities, with or without a set programme, to online socialise and network. Jana only wishes the time zone in which the conference was held was next time more conducive to the European working hours.

### 80<sup>th</sup> Annual Meeting of the Academy of Management (AoM)

**August 2020, virtual**

Miron Avidan, Tabea Bereuther, Zsuzsa Borsa, Giannina Faktor, Fiona Stappmanns, Judith Walls

Judith Walls was the Chair of the Organizations and Natural Environment (ONE) division at the Academy of Management this year, themed: "20/20: Broadening our Sight". Due to the pandemic, the conference took place online for the first time in its 80-year history, a mammoth effort as nearly 12,000 people attend every year. The ONE division was one of the divisions to voice its full support of an online effort, keeping in mind also the future of conferences and carbon footprints, and leadership and other teams pulled together to create sessions for 115 accepted papers, eight professional development workshops, 13 symposia, plus a doctoral and junior faculty consortium. In all, ONE saw a roughly 40% increase in the number of papers submitted, a clear sign of the accelerated attention to the topic of business and environmental sustainability. To pull the conference together, ONE relied on 233 volunteers and nine associate editors, plus a few other volunteers to make a ONE "song" by video of the unusual year, that was shared in the bespoke AOM platform. Participants came from 32 different countries. This year also saw the development of the new "Sustainability PhD Community",

an effort started by ONE PhD students that now has more than 250 members worldwide. Other achievements were the revision of the ONE by-laws and a massive collaboration to pull together a series of 59 essays on Covid-19 and sustainability, written by academics for a general audience, which were widely distributed through partnering with other AOM divisions, conferences, and sustainability academic hubs (<https://one.aom.org/covid-19-insights-from-business-sustainability-scholars>). The conference itself was lively, especially in the synchronous sessions, and well-attended. We had five days of inspirational sessions on challenges like climate change, biodiversity loss and the role of business and entrepreneurship from every possible angle. Members of the Chair for Sustainability Management actively attended the conference.

### Further Attended Conferences

#### Pascal Vuichard

- Energieforschungsgespräche, Alpines Energie Forschung Center, Kloster Disentis 2020: Solarforschung in der Schweiz Soziale Akzeptanz von Freiflächenanlagen im alpinen Raum. January 24, 2020. (Switzerland)



- Erfahrungsaustausch Elektromobilität – Stadt St.Gallen: Testangebot "Wirtschaft unter Strom" Elektromobilität in Firmenfleotten – Präsentation der Resultate. March 13, 2020. (Switzerland)
- European Consortium for Political Research (ECPR) – General Conference: Keep it Local and Low-Key: Social acceptance of utility-scale solar PV projects in alpine regions. August 28, 2020. (virtual event)
- PPE-Conference – Simulating the UNFCCC – Climate change & roles of stakeholders. September 5–6, 2020. (virtual event)

#### Miron Avidan

- Group for Research on Organizations and the Natural Environment (GRONEN) Bi-annual Conference – Sustainability in the Digital Age. June 17–19, 2020. (virtual event)

#### Alexander Stauch

- Aviation Sustainability – Virtual conference hosted by Dubai Air Show. November 25, 2020

#### Judith Walls

- International Corporate Governance Society Conference. November 14–15, 2020. (virtual event)

## VI SOCIETAL IMPACT | The IWÖ YouTube Channel



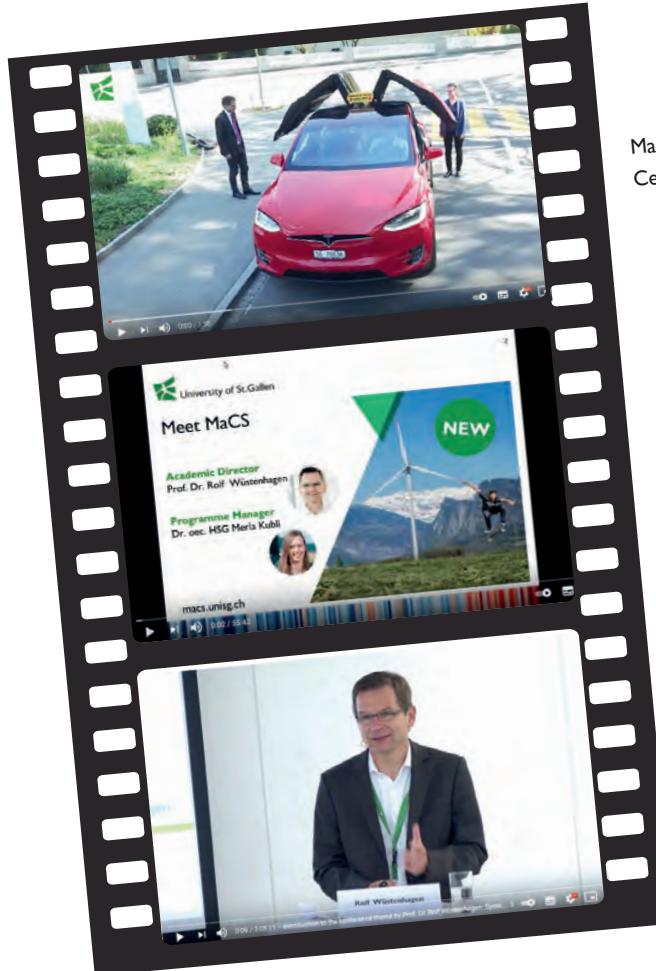
In 2020, many new videos were added to the IWÖ YouTube channel: <https://www.youtube.com/channel/UCBjWRWY-DktICIMywvx-YA/videos>



From Interest to Action: Can a “Climate Bonus” on Mortgages Help? – April 3, 2020

10th Consumer Barometer of Renewable Energy – April 3, 2020

Webinar on the 10<sup>th</sup> Consumer Barometer of Renewable Energy – April 3, 2020



Managing Climate Solutions – HSG Master’s Certificate – May 1, 2020

Meet MaCS Webinar – May 6, 2020

REMforum 2020 – Towards a re-NEW-able normal – September 11, 2020



## VI SOCIETAL IMPACT | The IWÖ YouTube Channel



Sandrine Dixson-Declève at #REMforum 2020  
– September 10, 2020

#GreenBagSeries on the Role of Product Bundling to Electrify Post Covid-19 Urban Transport  
– September 25, 2020

#GreenBagSeries on Community Investment and Social Acceptance – October 2, 2020



#GreenBagSeries on Alpine Solar –  
October 16, 2020

#GreenBagSeries on Learning (not) to Fly –  
Overcoming Emotional Barriers to Low-Carbon Travel Choices – October 23, 2020



# VI SOCIETAL IMPACT

## The Coal Challenge



In January 2020 Adrian Rinscheid organised the international Symposium "The Coal Challenge. Climate Change, Employment, and Energy Politics" together with colleague Prof. Aya Kachi of the University of Basel, which took place in Basel. Besides bringing together experts from international organisations, non-governmental organisations, energy industry, and academia, a whole high school class attended the public panel discussion and became an active part of the audience.

<https://www.coalstake.org/coalchallenge-summary>

## HSG Magazine

In the January 2020 edition, the HSG Magazine "Focus" covered different perspectives on the environment, such as research projects on the phase-out of coal, the student-driven organisations oikos and the Vegan Club, as well as infrastructure management at the University to reduce water or energy consumption. Among the highlights was a video interview with Judith Walls on "Why is climate change relevant for business?"

<https://www.youtube.com/watch?v=-BREIGEB2Xs>

## 10<sup>th</sup> Consumer Barometer of Renewable Energy

A video presenting the results of the 10th Consumer Barometer of Renewable Energy reached more than 4'500 views:  
<https://www.youtube.com/watch?v=i5LMHKdgQFA>



Besides, the Swiss climate strike movement also tweeted on one of the results of the study:



## Green Work

What does "Green Work" mean and how will it change our personal daily lives and careers in the future? Judith Walls talks about the meaning and impact of green work in the career magazine of the HSG. Read the full interview here: <https://hsgcareer.ch/karrieremagazin/trends/sustainability/>

## Columns for Energie+

Three columns written by Merla Kubli were published for the energy consumer magazine *energie+* of the utility company Opfikon Energie.

- Kubli M.D. (2020). Der Staausee im Quartier? In: *energie+* 1.
- Kubli M.D. (2020). Sehen wir den Ladestationen-Wald vor lauter Bäumen nicht? In: *energie+* 2.
- Kubli M.D. (2020). Serpentinen-Philosophien In: *energie+* 3.

## Business Model Development Workshop with Student Impact

Together with Student Impact, Fiona Stappmanns facilitated a business model development workshop for the sustainable start-up Oxara. The purpose-driven company produces sustainable, non-toxic concrete that reduces CO<sub>2</sub> emissions as well as the price by 90% compared to conventional concrete. The focus of the workshop was to assess the business model with regards to the sustainability challenges the company addresses. The analysis was conducted by applying the framework for truly sustainable business models, which Fiona Stappmanns developed as part of her dissertation.

## VI SOCIETAL IMPACT

### Solar Community St.Gallen

The “St.Galler Solar Community” arose from a collaboration project between the IWÖ and the municipal utility of St.Gallen (sgsw). The Solar Community enables electricity customers, whether homeowners or tenants, to participate in a local solar plant and thus obtain solar power directly at home. The first solar plant was completed this summer on the Lerchenfeld ice hall and comprises 3333 solar units in which customers can participate. We are very pleased to hear that over two thirds of the units have already been sold – with some of the IWÖ team members having become proud co-investors. In addition, another solar plant for the Solar Community is already in the planning stage. For details, please visit <https://www.sgsw.ch/home/strom/solar-community.html>.

### Energy Shifts

Energy Shifts is a Horizon 2020 programme that aims at developing Europe’s leadership in using and applying energy-related Social Sciences and Humanities. Jakob Knauf participated as a policy associate in the Fellowship Programme. In this, 20 policy fellows are linked to four or five policy associates with whom they discuss their individual policy challenge. Jakob advised employees from IKEA Poland on how to make solar energy accessible and affordable for Polish citizens.

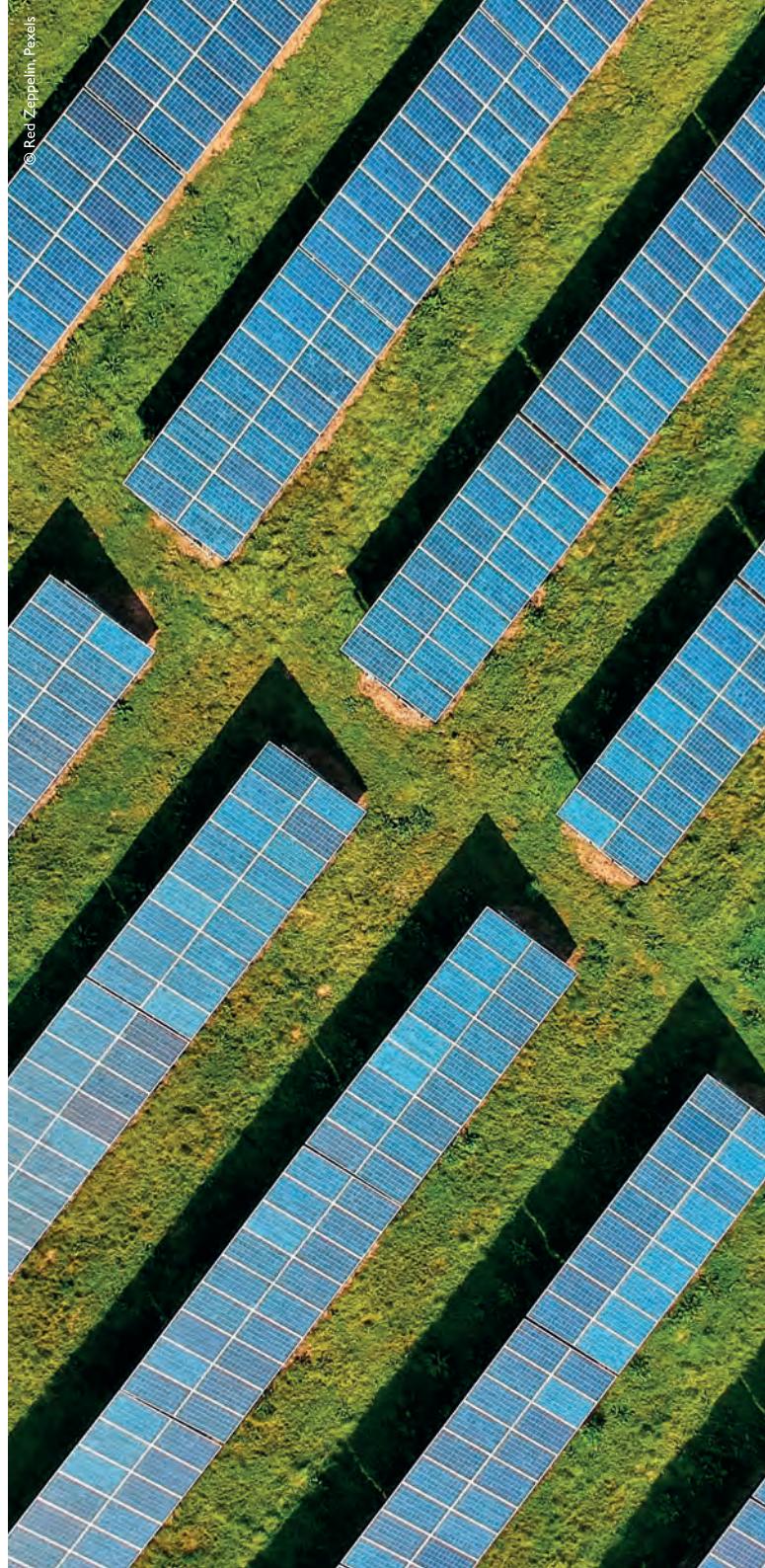
### Secondment at eueco

Jakob Knauf conducted a four week secondment at eueco GmbH in Munich. eueco is the leading service provider for financial citizen participation of renewable energies in Germany. eueco and Jakob are working together on a joint research project about wind energy developers’ preferences when offering financial participation. The secondment and cooperation enables Jakob to work together with high level decision makers in energy companies, professional project developers, and cooperatives.

### Further teaching

Judith Walls was a Senior Advisor in the Global Leadership Challenge, a global initiative of Alibaba Entrepreneurs Fund, the University of Oxford, and the St.Gallen Symposium for 90 youth leaders in three global locations.

<https://www.leadership-challenge.org/>



## VII UNIVERSITY-WIDE INITIATIVES

### Climate Solutions Task Force

#### Why is the goal of carbon neutrality important?

In line with the SDG 13, governments around the world as well as companies and other organisations, including institutions of higher and further education, are taking action. One of the most important of these activities is adopting carbon neutral strategies that can reduce and avoid carbon emissions. For the University of St.Gallen the strategy of becoming carbon neutral by 2030 is of particular importance. A CO<sub>2</sub> neutral strategy will help to reduce and neutralise the substantial amount of CO<sub>2</sub> emissions associated with our activities. Further, this strategy allows the University to lead by example and integrate climate action into research and teaching.

#### How does the University of St.Gallen approach this task?

The University of St.Gallen is recognised as a leading business school, strongly linked to the diverse interests of its stakeholders. The University's approach towards carbon neutrality reflects this by balancing strategic leadership and decentralised structures. It is of particular interest to help the University's stakeholders appreciate the carbon neutral strategy not only as a governance tool for managing carbon risk, but also as a source of inspiration that facilitates innovation and the development of novel carbon solutions. An important feature is mobilising students, researchers, and employees to support the development of these solutions.

#### What have the major achievements been and what are the forthcoming milestones?

Setting the clear goal of carbon neutrality for 2030 was the first major achievement. The first comprehensive reporting of CO<sub>2</sub> emissions has been concluded and will provide the foundation

for improving measurement and CO<sub>2</sub> accounting in the following years. As the next milestones, measurement and reporting will be implemented as a central process in administration. Further, distinct actions and sub-goals for implementing the strategy by 2030 will be developed.



#### Delegate for Responsibility and Sustainability

In 2010, the President's Board appointed an official Delegate for Responsibility and Sustainability (R&S). In 2020, Judith Walls took over the delegate role from her predecessor. Her team has been initiating, coordinating, supporting, and reporting on the activities related to R&S in research, education, public engagement, and on campus. The team was also asked by the HSG leadership to develop a five-year R&S strategy, recently approved by the President's Board who view sustainability as "the next wave" of transformation at the HSG. As a result, the R&S and Climate Solutions teams are involved in workshops and dialogue with the academic and administrative bodies of the University.

### EGI-HSG – Center for Energy Innovation, Governance and Investment – 2013–2020

As part of the Swiss Energy Strategy 2050, eight energy research centres (SCCERs) were established by the Swiss federal government in 2013 and endowed with CHF 200 million to provide research support for the energy transition in Switzerland from 2013–2020. The University of St.Gallen successfully qualified with five institutes for social science energy research and founded the center EGI-HSG for the purpose of bundling competences at HSG. IWÖ-HSG is one of them and has very successfully trained many researchers on PhD, PostDoc, and Assistant Professor level in these topics over the past eight years. By doing so IWÖ as well as the other HSG institutes made a significant contribution to the energy research in Switzerland by means of publications, doctorates, conferences, seminars, further education, lectures as well as projects with industry and policy.

### Co-organiser. Sustainability workshop. Senatsklausur, University of St. Gallen

The directors of the Institute for Economy and the Environment, Judith Walls and Rolf Wüstenhagen, organised a workshop during the Senatsklausur in September 2020 to discuss the strategic direction of sustainability.

## VII UNIVERSITY-WIDE INITIATIVES

### Time Capsule in the HSG Learning Center, April 28, 2020



During the foundation stone ceremony of the HSG Learning Center, a time capsule was added to the foundation of the building. The time capsule will be opened on the occasion of the HSG's 150th anniversary celebration in 2048 and will reveal today's wishes and ideas. The delegate team for Responsibility and Sustainability contributed to this event by adding a video about the vision 2048 of students, professors, and employees of the HSG. The team also added additional documents to the time capsule, like a survey by oikos on curriculum change and latest news articles on the state of our planet.

### Presentation to Ehrensenatoren Meeting, St.Gallen, October 26, 2020

The directors of the Institute for Economy and the Environment, Judith Walls and Rolf Wüstenhagen, presented the activities of the institute to the "honorary senators" of the university. They provided an overview of research and teaching as well as the activities around the Delegate role for Sustainability and Responsibility and the Climate Solutions Task Force. The presentation was very well received by the audience, which appreciated the importance and demand of sustainability-related topics.

### Center for Mobility

The Center for Mobility at the University of St.Gallen (CfM-HSG) was established in January 2020 with the aim of coordinating research on topics related to the field of "management of personal mobility" and its related value creation systems and effects. IWÖ-HSG is one of the four co-founding institutes of the Center, which is coordinated by the Institute for Systemic Management and Public Governance (IMP-HSG) and its SBB Lab. It also involves the Institute for Mobility (IfM-HSG) and the Institute for Technology Management (ITEM-HSG). The center provides a showcase for mobility-related research across the university, approaching the topic from a management and social science perspective.  
<https://cfm.unisg.ch/de>

### Sustainability at the HSG, Presentation to "Die Tagung der kantonalen Hochschulen", October 28, 2020

At the meeting of the cantonal educational institutes, Judith Walls presented an overview of research and teaching at the Institute for Economy and the Environment as well as the role of sustainability at the HSG. She introduced her role as Delegate for Responsibility and Sustainability and showed an overview of different initiatives in the field of curriculum development for sustainability, student engagement, and sustainability reporting. She also introduced the Climate Solutions Task Force and how the HSG aims to achieve the goal of carbon neutrality by 2030.

### Sustainability as a Strategic Opportunity at the HSG

In 2020, a community of student associations developed through various get togethers, common communication channels, support workshops for competence development, and common recruiting events. Six workshops were offered covering topics such as sustainability-related project management, marketing, fundraising, handover, community building or team management.

"EConnect's role as a bridge between all the student organisations that were part of its network was truly valuable."  
Dimitri Brooks, Vice-President IGNITE Movement, 2017-2019

## VIII DISSERTATIONS, POSTDOC-PROJECTS & HABILITATIONS

### 2020 Completed Dissertations

#### **Bereuther Tabea**

Truly sustainable strategies: Effective business strategies for sustainable development, Illustrations from the food sector (Advisor: Thomas Dyllick / Co-advisor: Moritz Loock)

#### **Hörnlein Lena**

Financing the Energy Transition – The impact of a changing power sector on investors (Advisors: Marc Chesney & Stefano Battiston, University of Zurich/External examiner: Rolf Wüstenhagen)

#### **Petrovich Beatrice**

Determinants of households' decisions to invest in residential solar photovoltaic systems and implication for policies (Advisor: Rolf Wüstenhagen / Co-advisor: Eleanor Denny, Trinity College Dublin/Third committee member: Valentina Bosetti, Bocconi University, Milano)

#### **Stauch Alexander**

Community solar marketing (Advisor: Rolf Wüstenhagen / Co-advisor: Torsten Tomczak, ICI-HSG)

#### **Stede Jan**

The economics of production, integration and efficient use of renewable energy (Advisor: Karsten Neuhoff, TU Berlin / External examiner: Rolf Wüstenhagen)

#### **Vuichard Pascal**

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

### Current PhD Projects

#### **Borsa Zsuzsa**

Sustainability in brand and communication strategies (Advisor: Judith Walls)

#### **Bünzli Fabienne**

Persuasion in public communication campaigns: Towards a more nuanced perspective on message strategies (Advisor: Martin Eppler, MCM-HSG / Co-Advisor: Rolf Wüstenhagen)

#### **Buff Etienne**

A climate for change – social and responsible investments by Swiss pension funds (Advisor: Thomas Dyllick / Co-advisor: Pascal Dey, Bern University of Applied Science)

#### **Côté Elizabeth**

Climate-neutrality by 2050? Financial models and incentives for clean energy investments (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 Trutnevite, University of Geneva / Third committee member: Tobias Brosch, University of Geneva)

#### **Dällenbach Nathalie**

Beyond status quo: The role of behavioral factors and familiarity with low-carbon decision-making (Advisor: Rolf Wüstenhagen, Co-advisor: Nina Hampl, University of Klagenfurt / Third committee member: Susana Batel, Lisbon University Institute)

### **Dembetembe Gift Garikai**

Achieving sustainability goals in the face of institutional pluralism: A case of the extractive sector in contexts where no company exists (Advisor: Judith Walls).

#### **Faktor Giannina**

CEO personality and corporate sustainability (Advisor: Judith Walls)

#### **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)

#### **Loder Julia**

Non-market strategies in a carbon-constrained world: Overcoming second order path dependence (Advisor: Rolf Wüstenhagen)

#### **Mihaylova Iva**

Essays in Political Economy: The role of political elites, traditional leaders and ethno-linguistic cleavages for deforestation in Africa (Advisor: Guido Cozzi, FGN-HSG / Co-advisor: Judith Walls)

#### **Müller Adrian**

Sustainable mobility behaviour (Advisor: Rolf Wüstenhagen / Co-advisor: Andreas Wittmer)

## VIII DISSERTATIONS, POSTDOC-PROJECTS & HABILITATIONS

### **Pietrulla Felicitas**

A research framework for Sustainable Business Models  
(Advisor: Karolin Frankenberger, IfB-HSG /Co-advisor:  
Judith Walls)

### **Plananska Jana**

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

### **Schmid 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)

### **Schauwecker Marc-André**

Impact and sustainable investing (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 /Co-advisor: Déborah Philippe,  
University of Lausanne)

### **Stappmanns Fiona**

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

### **Current PostDoc Projects**

#### **Avidan Miron**

Acknowledging the water-energy nexus: Antecedents and  
consequences

#### **Gamma Karoline**

Energy consumer behavior

#### **Kubli Merla**

Linking customer and investor acceptance for grid integrati-  
on of electric mobility

#### **Rinscheid Adrian**

The political economy of carbon phase-out and divestment

### **Current Habilitations**

#### **Loock Moritz**

Sustainable energy, heuristics and business model  
innovation: The emergence of climate solutions



# IX TEAM



**Avidan Miron**  
(Ph.D., McGill University)

## Role

- Post-Doctoral Research Fellow

## Projects

- Acknowledging the The Water-Energy Nexus: Antecedents and Consequences
- How do carbon emissions reduction targets develop over time? A longitudinal analysis

## Service

- Organiser and Point of Contact (POC) for the HSG-IWÖ Sustainability Research Brownbag series



**Bereuther Tabea**  
(Ph.D., University of St.Gallen)

## Role

- Manager Responsibility and Sustainability

## Projects

- True Business Sustainability
- Solutions Initiative: Pilot Projects for Transforming Management Education



**Borsa Zsuzsa**  
(M.A., University of Pécs)

## Role

- Research Associate & Doctoral Candidate

## Projects

- Sustainability in brand and communication strategies



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

## Role

- Research Associate & Doctoral Candidate
- Early Stage Researcher (ESR 14), MISTRAL-ITN

## Projects

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

## Seminar talks

- E-LAND webinar on “Business Model Innovation in Energy – The Confluence of Locality, Digitalization and Sector Coupling” – Speaker in a panel on “Community engagement and Business models” (Session 2)
- Renewable Energy Management Forum St.Gallen #Green Bag Series – Webinar 2: Community Investment & Social Acceptance



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

## Role

- Research Associate & Doctoral Candidate

## Projects

- Consumer Barometer of Renewable Energies
- Social acceptance of solar and geothermal energy

## Seminar talks

- Renewable Energy Management Forum St.Gallen #Green Bag Series – Webinar 3: Harnessing positive emotions for wind energy



**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
- How do we feel about flying? Exploring the role of implicit associations on travel mode choices
- How far do noise concerns travel? The role of familiarity and justice in shaping noise expectations and social acceptance of planned wind energy projects

# IX TEAM

## Seminar talks

- Renewable Energy Management Forum St.Gallen #Green Bag Series – Webinar 1: The role of product bundling to electrify post-Covid-19 urban transport
- Renewable Energy Management Forum St.Gallen #Green Bag Series – Webinar 5: Learning (not) to fly – overcoming emotional barriers to low-carbon travel choices



**Dembetembe Gift Garikai**  
(M.Sc., University of Zambia)

### Role

- Research Associate & Doctoral Candidate

### Projects

- Achieving sustainability goals in the face of institutional pluralism: A case of the extractive sector in contexts where no company exists



**Dyllick Thomas**  
(Prof. Em. Dr., Former Chair for Sustainability Management)

### Role

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

## Service

- Advisory board of oikos St.Gallen
- Member of the advisory board of the HSG Alumni Sustainability Clubs

## 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
- Director, Diploma in Advanced Sustainability
- 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, University London)

### Role

- Research Associate & Doctoral Candidate

### Projects

- Elite education as a driver of CEOs' propensities to take corporate sustainability action

- Is sustained narcissism unsustainable? CEO personality, gender and CSR performance



**Gamma (née. Künzel) Karoline**  
(Ph.D., 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
- SCCER Mobility – Customer and Investor Acceptance of Electric Mobility
- Sustainable aviation – a management perspective

## Service

- Ad-hoc Reviewer for Journal of Consumer Policy



**Hamschmidt Jost**  
(Ph.D., University of St.Gallen)

### Role

- Project Leader Curriculum/Co-curriculum Development Sustainability

# IX TEAM

## Projects

- Sustainable Development Solutions Network (SDSN): Pilot Projects for Transforming Management Education (in cooperation with WWF)
- EConnect development

## Service

- Member of the group of Experts, W.A. De-Vigier Foundation
- Member of the board, Waldkinder St. Gallen



**Hochuli Pascal**  
(B.A., University of St.Gallen)

## Role

- Research Assistant



**Hoevel Doris**  
(state examination, RWTH Aachen University)

## Role

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



**Honegger Angela**  
(M.A., University of St.Gallen)

## Role

- Doctoral Candidate (external)
- President Student Impact (until July 2020)

## Service

- Community Champion of the Global Shapers DACH Community
- Country Ambassador for the Cambridge Institute for Sustainability Leadership
- Advisory Board Member Student Impact

- Akzeptanz von Windkraft in der Bevölkerung – Alles NIMBY, oder was? Presentation at the Rotary Club Konstanz-Mainau, September 3, 2020
- Renewable Energy Management Forum St.Gallen #Green Bag Series – Webinar 2: Community Investment & Social Acceptance.



**Knöpfler-Mousa Vreny**

## Role

- Administrative Assistant & Office Manager
- Head of HR



**Kubli Merle**  
(Ph.D., University of St.Gallen)

## Role

- Post-Doctoral Research Fellow
- Programme Manager Master Certificate in Managing Climate Solutions (MaCS-HSG)

## Projects

- MaCS
- E-LAND
- SCCER Mobility
- Consumer Barometer of Renewable Energies

## Seminar talks

- Energiewende in Zeiten der Corona-Pandemie. Presentation at the Rotary E-Club Bodensee International, July 21, 2020

# IX TEAM

## Seminar talks

- International System Dynamics Conference, 2020: Business dynamics of flexibility aggregators: Managing prosumer participation and steering clear of being “too small to bid”

## Media contributions

- Kubli M.D. (2020). Der Stausee im Quartier? In: energie+ 1.
- Kubli M.D. (2020). Sehen wir den Ladestationen-Wald vor lauter Bäumen nicht? In: energie+ 2.
- Kubli M.D. (2020). Serpentinen-Philosophien In: energie+ 3.
- “Marionna Schlatter: “Klimakrise wird mehr Opfer als Corona fordern””, Lara Blatter. Tsüri. April 14, 2020. <https://tsüri.ch/zh/marionna-schlatter-klimakrise-wird-mehr-opfer-als-corona-fordern/>

**Loock Moritz**

(Prof. Dr., Assistant Professor of Energy and Sustainability Management)

## Role

- Assistant Professor of Energy and Sustainable Management

## Projects

- E-LAND (EU Horizon 2020)

## Service

- Student Impact HSG: Member of the advisory board
- Advisory board member of family firm
- Climate Solutions Task Force (IWÖ-HSG, Manager of the Task Force)

**Petrovich Beatrice**

(Ph.D., University of St.Gallen)

## Role

- Research Associate & Doctoral Candidate

## Projects

- The price of risk in residential solar PV investment
- “I’ve got the power”: Drivers of heterogeneous preferences for energy autonomy among Swiss potential residential solar adopters
- E-LAND

**Loder Julia**

(M.A., Sciences Po, conditional)

## Role

- Research Associate & Doctoral Candidate

## Projects

- Non-market strategies in a carbon-constrained world: Overcoming second order path dependence

**Müller Adrian**

(M.A., University of St. Gallen)

## Role

- Research Associate & Doctoral Candidate

## Projects

- Sustainable Mobility Behaviour
- Sustainable Aviation – A Management Perspective – Research Collaboration Project IWÖ-HSG and CFAC

**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
- SCCER Mobility – Customer and Investor Acceptance of Electric Mobility
- How do we feel about flying? Exploring the role of implicit associations on travel mode choices
- EV Gender

# IX TEAM

## Service

- Swiss Network for Sustainable University Business Travel, Member and representative of the University of St.Gallen (set-up in 2019) – handed over to Moritz Loock in September 2020
- Co-president, IWÖ Alumni network
- Climate Solutions Taskforce (IWÖ-HSG, Member of the Taskforce – Data acquisition/calculation)

## Seminar talks/Conference participation

- Renewable Energy Management Forum St.Gallen #Green Bag Series – Webinar 1: The role of product bundling to electrify post-Covid-19 urban transport
- Applying nudging techniques to promote fuel efficient car purchases (Project poster presentation, Swiss Energy-Research conference, November 2020, online)
- Polarised and motivated? Credibility and familiarity of social norms to increase EV customer acceptance in Switzerland (Panel presentation, BECC Conference, December 2020, online)
- Touchpoints for e-mobility: Understanding the vehicle purchase process to promote EV sales in Switzerland. Proceedings of TRA2020: The 8<sup>th</sup> Transport Research Arena: Rethinking transport – towards clean and inclusive mobility. ISSN 2669-8781.
- Tailoring climate change communication to female target groups – An experimental analysis of voting and consumer behavior in Switzerland. UC Berkeley: Behavior, Energy and Climate Change Conference.  
<https://escholarship.org/uc/item/05p2948n#main>



**Rinscheid Adrian**  
(Ph.D., University of St. Gallen)

## Role

- Post-Doctoral Research Fellow

## Projects

- COALSTAKE: The Political Economy of Coal Policy – Comparative Analyses of Stakeholder Strategies and Resource Industries' Embeddedness in the International Economy
- 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

## Talks

- "Decline – a new frontier of decarbonization" (Symposium "The Coal Challenge", January 21, 2020)
- "The Role of Descriptive Social Norms and Elite Cues in Shaping Public Acceptance of Climate Change Mitigation Policies" (Behavioral Climate Policy Conference 2020, October 23, joint talk with Prof. Elke U. Weber).



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

## Role

- Research Associate & Doctoral Candidate
- Programme Manager #REMforum 2020
- Early Stage Researcher (ESR 2), MISTRAL-ITN

## Projects

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

## Seminar talks

- Renewable Energy Management Forum St.Gallen #Green Bag Series – Webinar 3: Harnessing positive emotions for wind energy



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

## Role

- Research Associate & Doctoral Candidate

## Projects

- True business sustainability
- Micro-foundational roots of (natural) resource dependence: managerial responses to biodiversity governance

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## Seminar talks/Conference participation

- Conceptualizing Truly Sustainable Business Models (GRONEN Doctoral Consortium)
- Workshop leader in a seminar on truly sustainable business models with Student Impact and the start-up Oxara



**Stauch Alexander**  
(Ph.D., University of St.Gallen)

### Role

- Research Associate & Doctoral Candidate
- Communicator and Support for MaCS

### Projects

- 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 – Book Project with Springer Berlin based on research collaboration IWÖ-HSG and CFAC
- Dissertation: Community Solar Marketing (submitted July 2020)

### Seminar talks

- Renewable Energy Management Forum St.Gallen #Green Bag Series – Webinar 4: Alpine Solar Power (in German)



**Tschiderer Johannes**  
(B.A., University of St.Gallen)

### Role

- President Student Impact (since July 2020)



**Vogel Leo Luca**  
(B.A., University of St.Gallen)

### Role

- Intern

### Projects

- Micro-foundational roots of (natural) resource dependence: managerial responses to biodiversity governance



**Vuichard Pascal**  
(Ph.D., 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
- Social acceptance of wind energy in Switzerland, Estonia and Ukraine

## Service

- Co-president, IWÖ Alumni network

## Seminar talks

- Climate Change Roleplay and Simulation Model UNFCCC
- Renewable Energy Management Forum St.Gallen #Green Bag Series – Webinar 4: Alpine Solar Power (in German)
- Solarforschung in der Schweiz – Soziale Akzeptanz von Freiflächenanlagen im alpinen Raum: Energieforschungstage Disentis, January 24, 2020
- "Wirtschaft unter Strom" Elektromobilität in Firmenfritten: Erfahrungsaustausch Elektromobilität – Stadt St.Gallen. March 13, 2020.
- Keep it Local and Low-Key: Social acceptance of utility-scale solar PV projects in alpine regions: European Consortium for Political Research (ECPR), August 28, 2020.
- Simulating the UNFCCC – Climate change & roles of stakeholders: PPE-Conference, September 5–6, 2020.

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**Walls Judith**  
(Prof. Dr., Chair for Sustainability Management)

## Role

- Director, Institute for Economy and the Environment (IWÖ-HSG)
- Full Professor & Chair for Sustainability Management
- Co-head, Climate Solutions Task Force HSG
- Delegate for Responsibility & Sustainability (HSG)

## Projects

- Corporate governance and sustainability
- Microfoundations of corporate sustainability
- Biodiversity and business
- Emotions and sustainability
- Paradox theory

## Service

- Research Fellow: Center for Organization Research and Design (CORD)
- Outgoing Division Chair: Organizations and Natural Environment (ONE) division, Academy of Management
- Contributing Editor, Environment: Science and Policy for Sustainable Development
- Editorial Board Member, Journal of Management
- Editorial Board Member, Organization & Environment
- Editorial Board Member, Strategic Organization
- Guest Editor, "Affect and cognition in upper echelons' strategic decision making: Empirical and theoretical studies for advancing corporate governance", special topic issue in Frontiers in Psychology

## Seminar talks

- Keynote Speaker and Panelist (Panel 1: Sustainability Leaders). Sustainable Leaders Conference, Swiss Association of MBAs, co-sponsored by EY and HSG-IWÖ.
- Distinguished Panelist, Academic Panel: Corporate Governance and Environmental Sustainability. 6<sup>th</sup> Annual International Corporate Governance Society Conference.
- Distinguished Speaker: Navigating the job market. A Sustainability PhD Community event.
- Distinguished Panelist: How can we change climate change? TEDxCountdown, TEDx St.Gallen.
- Distinguished Speaker: Caring for impact on the job market: Asset or liability. Impact Scholar Community.
- Speaker: Doctoral Consortium, Organizations & the Natural Environment. Reflections: Where Do We Go from Here? PDW, AOM.
- Panelist: Better late than never: Business schools and climate change action. Symposium, AOM.
- Panelist: Building a research agenda and community for the Anthropocene Epoch. PDW, AOM.

## Media contributions

- Leemann, N. 2020. Green Work: The changes, chances and challenges of sustainability. My HSG Career. Fall 2020.
- Sustainability Leaders Project. 2020. Judith Walls on Sustainability Leadership, Business Challenges and the Tourism Dilemma. August 12, 2020. <https://sustainability-leaders.com/judith-walls-interview/>
- Alabor C. 2020. Ökonomie: Ohne anderes Wirtschaftssystem droht neue Pandemie. May 4, 2020. <https://www.blick.ch/news/politik/oekonomie-warnt-wenn-wir-nichts-aendern-droht-eine-neue-pandemie-id15872663.html>

- HSG Focus, Umwelt-Dossier. 2020. Why is climate change relevant for business? HSG Focus, Umwelt-Dossier. February 18, 2020. Video interview. <https://www.youtube.com/watch?v=-BREIGEB2Xs>
- Jack A. 2020. MBA students and employers demand 'profitable solutions for people and planet'. Financial Times, February 24, 2020. <https://www.ft.com/content/c4be5690-3b91-11ea-b84f-a62c46f39bc2>

## Board Positions

- Blue Oasis Technology, Non-Executive Academic Advisory Board
- Competence Centre for Social Innovation (CSI-HSG), Steering Committee Member
- oikos, Advisory Board
- oikos International, International Advisory Council
- Managing Climate Solutions (MaCS-HSG), Advisory Board

## Board Member

- START Global, Advisory Board Member
- STARTUP@HSG, Ambassador for Social & Sustainable Start Ups
- Student Impact, Advisory Board Member
- Swiss Association of MBAs (SAMBA), Strategy & Executive Board
- SwissBiz4Nature, IUCN, Steering Committee Member

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**Weise Florian**

(Ph.D., Manchester Metropolitan University)

## Role

- Affiliated scholar

## Projects

- Bio-indicators – how our environment is changing and why?
- Improving human-lion coexistence through a novel socio-informatics approach
- Human-carnivore coexistence: Is it possible? How do different strategies perform on the ground and what do they cost us?
- Evaluation of large carnivore translocation efficacy for conflict mitigation
- Understanding and mapping carnivore distributions

## Media contributions

- Coexisting with the Lions of Botswana. National Geographic, September 28, 2020. Available from: <https://www.youtube.com/watch?v=MeNWxJZ97FE>



**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

## Projects

- COALSTAKE: The Political Economy of Coal Policy – Comparative Analyses of Stakeholder Strategies and Resource Industries' Embeddedness in the International Economy



**Wüstenhagen Rolf**

(Prof. Dr., Chair for Management of Renewable Energies)

## Role

- Director, Institute for Economy and the Environment (IWÖ-HSG)
- Full Professor for Management of Renewable Energies
- Academic Director, Certificate of Advanced Studies (CAS) Programme in Renewable Energy Management (REM-HSG), since 2010
- Head, Center for Energy Innovation, Governance and Investment (EGI-HSG), University of St.Gallen, 2014–2020
- Co-head, Climate Solutions Task Force HSG
- Academic Director, Managing Climate Solutions (MaCS-HSG), Master Certificate Programme

## Service

- 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)
- Co-Founder and Coordinator, CEMS Model UNFCCC

## Seminar talks

- "Globaler Energiemarkt – heute, morgen." 4. Energiegipfel der AEE Suisse, Grimsel Hospiz, February 27, 2020  
source: AEE SUISE
- "Erfolgreich wirtschaften in einer 1.5 Grad-Welt", HSG Alumni Club Stuttgart, February 13, 2020
- "Corona und Klimakrise – über den Umgang mit exponentiellen Veränderungen" HSG INSIGHTS, Webinar, Executive School der Universität St. Gallen, April 4, 2020
- "Kunden- und Investorenakzeptanz von Solarenergie. Die Rolle von Design, Herkunft und Entscheidungsprozessen", Swisscleantech Webinar, April 30, 2020
- "The decarbonization challenge from an economic & social science perspective" Keynote speech, 26th International Sustainable Development Research Society (ISDRS) Conference, July 15-17, 2020, Budapest/online
- "System Change, not Climate Change – Towards a renew-able Normal" 11<sup>th</sup> St. Gallen Forum for Management of Renewable Energies (#REMforum), September 11, 2020
- "How far do noise concerns travel? Auswertung des Einwendungsverfahrens zum geplanten Windpark in Oberegg (AI)", Nationale Windenergietagung, Bern, September 18, 2020
- "Erfolgreich wirtschaften in einer 1.5 Grad-Welt", Universität St. Gallen, Executive MBA, March 5 and September 23, 2020

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- "How rapidly can we switch to 100% clean power?" TEDx HSG, oikos & StudentImpact, Countdown, October 17, 2020
- "Methodological implications of polarization & the role of emotions", MISTRAL Summer School St. Gallen/online, October 30, 2020
- "Panel: Hydrogen – is it finally the next big thing?" The BSCC Clean Growth Summit, British-Swiss Chamber of Commerce, Zurich, November 17, 2020
- "Take a Break | Hydrogen – Hype or Hope?" Webinar, HSG Sustainability Alumni Club, December 9, 2020
- "Schweizer fordern mehr Tempo bei Energiewende", Mario Graf, Energate Messenger, April 3, 2020. <https://www.energate-messenger.ch/news/201521/schweizer-fordern-mehr-tempo-bei-energiewende>
- "Die Schweizer wollen vorwärtsmachen mit der Energiewende" SonntagsZeitung, April 5, 2020.
- "Schweizern ist die Energiewende zu langsam", 20 Minuten, April 8, 2020. <https://www.20min.ch/story/schweizern-ist-die-energiewende-zu-langsam-671565228247>
- "Kundenbarometer: Mehrheit ist für Verbot von Ölheizungen", UmweltPerspektiven, April 14, 2020.
- "Knappe Mehrheit für Verbot von Ölheizungen", Haustech, April 25, 2020.
- "Die Coronakrise trifft die Klimabewegung hart – doch um kurz vor zwölf meldet sich die Ostschweizer Klimajugend mit viel Lärm zurück", Katharina Brenner, Tagblatt, May 15, 2020. <https://www.tagblatt.ch/ostschweiz/die-coronakrise-trifft-die-klimabewegung-hart-doch-um-kurz-vor-zwoelf-meldet-sich-die-ostschweizer-klimajugend-mit-viel-laerm-zurueck-ld.1220713>
- "Griffige Klimaziele für die Luftfahrt statt Lippenbekennnisse" (mit Sonia Seneviratne), TagesAnzeiger, May 28, 2020. <https://www.tagesanzeiger.ch/griffige-klimaziele-fuer-die-luftfahrt-statt-lippenbekennnisse-792497826495>
- "Aviation: des objectifs climatiques plutôt que de simples paroles" (avec Sonia Seneviratne), Le Temps, June 2, 2020. <https://www.letemps.ch/opinions/aviation-objectifs-climatiques-plutot-simples-paroles>
- "Meyer Burger richtet sich neu aus", Matthias Heim, Radio SRF, June 19, 2020. <https://www.srf.ch/news/wirtschaft/thuner-solarunternehmen-meyer-burger-richtet-sich-neu-aus>
- "Hohe Zustimmung für alpine Solaranlagen", Stefan Häne, TagesAnzeiger, June 23, 2020. <https://www.tagesanzeiger.ch/hohe-zustimmung-fuer-alpine-solaranlagen-183515144896>
- "Klimaprofessor Rolf Wüstenhagen: Es braucht einen Klimabonus", Interview mit Christoph Zweili, Tagblatt, July 3, 2020. <https://www.tagblatt.ch/ostschweiz/wuestenhagen-es-braucht-einen-klimabonus-ld.1235250>

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### Covid-19 testimonials: How has the pandemic impacted your research and/or teaching?

#### Nina Schneider



"The pandemic affected everyone this year and it made field work extremely difficult. However, overall I was impressed how fast one can adapt to a new situation and how good collaboration works online."

#### Adrian Rinscheid



"As a father of three, the measures to contain the Covid-19 pandemic in 2020 (schools & daycares in Germany were closed for 3.5 months) have given me a lot of time with my family. In turn, I had to cancel a research project, reject invitations for collaborations, and underwent a period of stress and deep uncertainty about whether pursuing an academic career and raising children at the same time is a good idea. As a study published in *Nature Human Behaviour* (2020) concludes based on a large survey of researchers: "Covid-19 has not affected all scientists equally. ... especially, scientists with young children experienced a substantial decline in time devoted to research. This could have important short- and longer-term effects on their careers, which institution leaders and funders need to address carefully."

#### Beatrice Petrovich



"In the year of the Covid-19 pandemic, the countless virtual presentations showed to me more than ever the importance of clarity and concreteness in presenting my research."



Picture: the first online DIA PhD programme poster presentation

#### Nathalie Dällenbach



"The steep learning curves with regards to online teaching impressed me the most. A specific challenge that the CEMS Model UNFCCC faculty members faced was the organisation of the two-day simulation of COP 26, which was scheduled to take place from May 8–10 2020, in Warsaw with 150 CEMS students from across Europe. Our decision to take the CEMS Model UNFCCC to Zoom City was a prerequisite to provide our students with the best

possible learning experience in a Covid-19 context and allowed us to gain valuable insights on a low-carbon alternative that will likely become increasingly important in the years to come."

#### Angela Honegger



"The global pandemic has overthrown many processes and habits of our work at Student Impact, as face-to-face interactions have always been a cornerstone of our work and community spirit. But once again I have been shown the passion and solution orientation that this community shares, as so many members brought in their ideas on how to collaborate virtually. From online workshop tools to virtual book clubs - this year has incited a big step forward in how we interact with each other under these new circumstances."

#### Karoline Gamma



"Moving from in class teaching to an online format due to Covid-19 was a challenge. However, it also made me more creative in order to provide a great learning experience in another setting."

#### Miron Avidan



"2020 had certainly disrupted my work-related routines as well as my professional socialisation routines. The communal aspect, which is critical to our success as academics, was put under unprecedented levels of

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stress this year. At the same time, communicating online turned out to be somewhat smoother than in real life, at least with regards to conferences. By cutting down travelling costs and saving time, I was able to attend considerably more events and workshops than I would have in a "normal" year."



### Jana Plananska

"Covid-19 has significantly impacted my research, especially relative to my further research plans and capacity to connect with other researchers. The first shock of

Covid-19 caused the cancellation of two very interesting conferences I was excited to participate in and present my research at, namely the Nordic EV Summit and the Transport Research Arena (TRA), planned to be held in April 2020 in Oslo and Helsinki, respectively. The capacity to learn and adapt was however already mirrored in Fall 2020. The large majority of scheduled conferences was held online, such as the BECC 2020, where I had a chance to present my research. Despite the online-only environment, it was a very lively and engaging experience that offered me the chance to connect and interact with many inspiring new contacts as well as rekindle old ones.

Secondly, the Covid-19 pandemic severely influenced my plans for visiting research stays at the UC Davis in the USA and SUTD in Singapore. Due to the prolonging uncertainties, I had to postpone them; we decided to start collaborating with the team at SUTD in Singapore online. While I would love to go there in person, the nature of our research and current technologies allow us to proceed with our research very smoothly and efficiently.

Overall, Covid-19 posed many challenges to me. I have however learned how to overcome and cope with them. The upside of the "freed" time due to the cancelled events and conferences is also the fact that I could have proceeded with my dissertation much quicker than expected. We will see what happens in 2021, however I have even more learned to be flexible, go with the flow and see what the tide brings."



### Tabea Bereuther

"I got to know a lot of new online tools and learned how to interact efficiently in such a setting."



### Elizabeth Côté

"The pandemic is affecting everyone, including myself as a MISTRAL Early Stage Researcher (ESR). MISTRAL brings together 15 ESRs from across Europe. The project is rooted in principles of mobility and transinstitutional collaborations and exchanges. A lot of events (e.g. conferences, secondments, Summer Schools, etc.) were planned to take place physically in 2020. As the pandemic hit, we were forced to postpone or move online, like everybody else. I am amazed by the resilience our network showed. We carried on business almost as usual and benefited from an amazing support by the management team. The Covid-19 crisis allowed us to connect differently and somewhat got us closer. As a result, we achieved great progress. Nevertheless, we are all looking forward to reconnect in the real world

soon as we are longing for those informal interactions that make physical human gathering so much nicer than virtual ones."



### Jakob Knauf

"The pandemic has not impacted me as much as other researchers (in the MISTRAL project) who do field work. I postponed interviews and instead conducted an online survey first. The situation has forced everyone to become comfortable with doing meetings online. I think that this might make things easier in future because I can probably conduct interviews without traveling. The pandemic has challenged me in planning the MISTRAL summer school, which could not happen in St.Gallen. Also, I was a speaker in a Science Slam which didn't take place."



### Alexander Stauch

"The Corona pandemic hit me in many ways, both personally and at work. All classes switched to completely online from one week to the next during the first lockdown in the 2020 spring semester. This, of course, meant that a lot of direct contact to the students was lost. Nevertheless, I believe that, given the circumstances, all students remained engaged. Personally, I miss the engaging time and the direct contact with students very much. Nevertheless, until I can see my students again, I will continue to improve online teaching elements to provide students with an engaging learning experience also during Covid-19 times."

# X ALUMNI NEWS

**The foundation of the IWÖ Alumni Network triggered us to ask what has become of our former colleagues at the IWÖ. Hence, we reached out and present two of them here:**

## Leonie Brühlmann



After having left IWÖ, I started my career at the Lindt Cocoa Foundation around four years ago. In the meanwhile, I am the Managing Director of the Lindt Cocoa Foundation and heading the Sustainability Department of the Lindt & Sprüngli Group, where I am together with my team responsible for the Sustainability Strategy and for Sustainable Raw Material sourcing projects of the Group. The food sector, with its big footprint and long supply chains, is full of interesting sustainability challenges and the topics continuously evolve, so you never stop learning.

Changing the world a little bit for the better has always been important to me outside of my job as well. Therefore, I am engaged as a board member of the WWF Switzerland (World Wide Fund for Nature), an extremely inspiring mandate. Justice is one of my most important values and drives me and I once want to look back on my life being convinced that I have left a positive footprint.

## Uwe Schneidewind



How a sustainability scientist became a mayor. On first sight this may sound like a surprising career, on second sight this is definitely plausible and has been decidedly influenced by my years at the IWÖ. When I arrived in St.Gallen in the beginning of the 1990s, I was a rather conventionally trained business student – though with the feeling that “management” has to be more than what I had learned at university.

The doctorate (1992–1994) and habilitation (1995–1998) at the IWÖ opened entirely new horizons to me. It revealed management as an enlightened social science that shapes the productive social systems with a view on sustainability. In addition came projects funded by the Swiss National Science Foundation under its Priority Programme Environment (SPPU) that transformed us to transdisciplinary scientists. With that they opened not only the view for other disciplines but also for the knowledge of practitioners.

Insofar it was only logical what followed after the IWÖ: After a “conventional” start as professor for environmental management at the University of Oldenburg in 1998, my career has always been a journey between science and concrete shaping and implementation, be it as president of the University of Oldenburg (2004-2008) and of the Wuppertal Institute for Climate, Environment, Energy (2010-2020) or since the 1<sup>st</sup> of November 2020 as mayor of Wuppertal. Hence, now I am “on the other side” of the urban real world laboratory – a concept that we developed ourselves in the 2010s.

“Transdisciplinarity at its best” – triggered and characterised by my time at the IWÖ in the 1990s.





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