



University of St.Gallen

Institute of Responsible Innovation

# Annual Report 2025

Institute of Responsible Innovation



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# 1 EDITORIAL

The year 2025 marked the third year of the Institute of Responsible Innovation (IRI-HSG). As we reflect on this past year, we take great pride in the progress achieved — advancing world-class research with practical impact, fostering academic excellence, and strengthening our collaborative community. This annual report highlights our key achievements in 2025, showcasing the research, projects, and partnerships that define our institute. At the core of IRI-HSG lies a commitment to academic integrity, mutual respect, and meaningful contributions to both scholarship and society. We are deeply grateful to our academic advisors for their invaluable guidance and support throughout the year.

We are pleased to acknowledge the career advancements of several colleagues: Dr. Nina Zachlod, who has secured a postdoctoral position at the Giga Research Lab at the University of Geneva, and Dr. Eugenia Bajet Mestre, who has taken up a postdoctoral position at the Institute of Work and Organizational Psychology at the University of Neuchâtel. We also welcome Alina Welser, previously a student assistant at the Institute and now continuing as a PhD candidate, as well as Matteo Carabelli, who joined as a PhD candidate and research associate within the new EU-funded project “Managing Climate Positive Futures (DREAM+PLAN)” thereby further enriching our research environment.

The year was also marked by preparations for the institutional transition and the closure of IRI-HSG in its current form by the end of 2025. At the beginning of 2026, IRI will join forces with the Institute for Economy and the Environment (IWÖ-HSG), co-led by Professors Judith Walls and Rolf Wüstenhagen, bringing together the complementary expertise and activities of the teams. The new Institute of Responsible Innovation, Sustainability, and Energy (RISE-HSG) will formally commence its activities in January 2026 and builds on a shared commitment to advancing scientific knowledge and impactful teaching aiming to prepare entrepreneurial leaders to create positive impact and to address global sustainability and climate challenges for current and future generations.

By joining forces, we are better positioned to address complex sustainability and climate challenges and to develop innovative solutions for a more sustainable future.



Prof. Dr. Charlotta Sirén  
Director

## 2 HIGHLIGHTS 2025



Figure 1: Team Picture RISE-HSG

### The Rise of RISE

We are excited to mark the launch of the Institute of Responsible Innovation, Sustainability, and Energy (RISE), uniting IRI-HSG and IWÖ-HSG. By bringing together 32 researchers with complementary expertise, RISE strengthens collaboration and advances impactful solutions for sustainability, energy, and climate challenges.



Figure 2: Course Participants at CERN

### Teaching Highlight: Course Collaboration with CERN IdeaSquare

The Master course titled “From Earth to Space and Back - Lessons for Responsible Innovation from CERN” in collaboration with CERN IdeaSquare took place for the second time in Spring 2025. As part of the course, participants travelled to Geneva for a two-day design sprint at CERN.



Figure 3: The IRI-HSG team at AOM

### IRI-HSG at the AOM 2025 in Copenhagen

At the 85th Academy of Management Conference in Copenhagen, our IRI-HSG members shared their research insights with the management scholar community. We are thrilled to see our researchers' contributions bridging knowledge and making a global impact.



Figure 4: The IRI-HSG Writing Retreat

### IRI-HSG Writing Retreat, Swiss Alps

IRI-HSG with Jamie Gloor hosted research and writing retreat in the Swiss mountains with the participation of Prof. Mikki Hebl (Rice University). The retreat brought together management and marketing scholars from ten countries and universities across Switzerland, Germany, and France.

# 3 OUR TEAM

## Director



**Prof. Dr. Charlotta Sirén**  
Associate Professor of Management

## Team Members



**Prof. Dr. Jamie Gloor**  
Assistant Professor of  
Diversity and  
Leadership Science



**Dr. Michael Hudecheck**  
Postdoctoral  
Researcher



**Nina Zachlod**  
PhD Candidate,  
Research Associate



**Tamara Kern**  
PhD Candidate,  
Research Associate



**Eugenia Bajet Mestre**  
PhD Candidate,  
Research Associate



**Judith (Jule) Scholz**  
Administrative  
Assistant  
(until August 31)



**Alina Welser**  
PhD Candidate,  
Research Associate



**Jennie Mao**  
Postdoctoral Researcher



**Oguzhan Okumus**  
PhD Candidate,  
Research Associate



**Amarin Mülthaler**  
Student Assistant  
(until June 30)



**Matteo Carabelli**  
PhD Candidate,  
Research Associate

## 4 OUR ADVISORS

### Advisory Board



**Prof. Dr. Judith Walls**  
Professor of Sustainability Management,  
University of St.Gallen  
Member of the Advisory Board



**Prof. Dr. Gerry George**  
Professor at the McDonough School of Business,  
Georgetown University and at the International  
Medical University (Malaysia)  
Member of the Advisory Board



**Prof. Dr. Vivianna Fang He**  
Associate Professor of Strategy and Entrepreneurship  
University College London  
Member of the Advisory Board

# 5 THE INSTITUTE

In 2025, the Institute started to prepare for an institutional transformation. Following a period of close collaboration with the Institute for Economy and the Environment (IWÖ-HSG), the two institutes decided to formally join forces laying the foundation for the new Institute of Responsible Innovation, Sustainability, and Energy (RISE), which will officially begin its activities in January 2026. IWÖ-HSG is recognized for its research and teaching on sustainability and renewable energy management. It comprises two chairs: the Chair of Sustainability Management, led by Professor Dr. Judith Walls, and the Chair of Management of Renewable Energies, led by Professor Dr. Rolf Wüstenhagen. This transition brings together complementary research strengths in responsible innovation, sustainability, and energy management, further enhancing the Institute's capacity to address pressing societal and environmental challenges through interdisciplinary scholarship and education.

In addition to preparations for institutional transition, the Institute's Director, Professor Charlotta Sirén, undertook a research semester at the University of Queensland during the fall of 2025. This visit strengthened existing international collaborations and facilitated the development of new research initiatives in the field of entrepreneurship and responsible innovation. The research semester also contributed to enhancing the Institute's global network and academic visibility.



Figure 4: Professor Charlotta Sirén research semester

Just as we aimed and hit our targets during the festivities, we look forward to achieving even more scientific milestones in the coming year.



Figure 5: Dr. Eugenia Bajet Mestre graduation

## 6 RESEARCH

Research at IRI-HSG focuses on innovation, entrepreneurship, and sustainability, aligned with the UN Sustainable Development Goals (SDGs). In 2025 our research covered the following areas:

1. **Inclusive Entrepreneurship:** Our research focuses on entrepreneurship among disadvantaged social groups, including individuals affected by extreme poverty, disability, and minority-related stereotypes. We examine barriers to entrepreneurial participation—such as unequal access to start-up capital and investor bias toward disabled entrepreneurs—and study how informal entrepreneurship operates in resource-poor contexts. By analyzing how formal institutions shape entrepreneurial activity, our research aims to inform policies that foster inclusive entrepreneurship and contribute to poverty alleviation.
2. **Human-Centered Entrepreneurship:** In this research stream, we examine the human side of entrepreneurship by leveraging state-of-the-art technologies—such as automated facial expression analysis, eye-tracking, and electroencephalography (EEG)—to study cognitive processes, biases, and emotions in entrepreneurial decision-making and interaction settings. By combining advanced measurement tools with behavioral and organizational perspectives, our research aims to deepen understanding of the micro-level foundations of entrepreneurial action.
3. **Environmental Entrepreneurship:** Our research examines environmental entrepreneurship as a response to complex ecological challenges, focusing on ventures that pursue environmental objectives alongside economic goals. We study how environmental entrepreneurs design, implement, and scale solutions that seek not only to minimize ecological harm but, where possible, to restore natural and social environments. A central focus of our work is assessing the actual environmental impact of these ventures, addressing the gap between stated sustainability intentions and measurable outcomes.
4. **Playful Networking for Diversity:** This research, led by Prof. Dr. Jamie Gloor as part of her PRIMA grant, investigates how playfulness fosters cross-gender and cross-status interactions in leaders' professional networking.
5. **Motherhood Enrichment for Leadership:** Also led by Prof. Dr. Jamie Gloor, this research explores how women can frame motherhood-acquired skills for leadership advancement.
6. **Allyship:** Eugenia Bajet Mestre's doctoral thesis encompasses three studies on allyship. The first examines how men's allyship influences women's leadership development. The second explores tensions men face during allyship development. The third evaluates allyship training for men advocating for workplace gender equity.

### Research Funding

In 2025, IRI-HSG secured additional research funding and continued its work on ongoing externally funded research projects.

### Newly Awarded Projects

The Institute was awarded a four-year project “Driving Climate Positive Futures (DREAM+PLAN)” co-funded by the European Union under the Marie Skłodowska-Curie Grant Agreement. The project is an interdisciplinary, international and intersectoral PhD program, uniting European and Australian research via 32 doctoral positions. DREAM+PLAN brings together a community of visionary changemakers, leaders, who dream big and develop tangible pathways for solving local and global climate-related challenges, all united by a mission to create a positive impact, towards a more sustainable, fair, inclusive and thriving planet for future generations. The project is led by Royal Melbourne Institute of Technology (RMIT) Melbourne, Australia. From the IRI-HSG side, Matteo Carabelli will contribute to this project as a doctoral researcher.



Figure 6: Dream+Plan kick-off

In addition, IRI-HSG was awarded a second Marie Skłodowska-Curie Staff Exchanges grant under the initiative titled “Staff Mobility to Action Resilient, Restorative, and Regenerative Transitions & Societies” (SMAR3TS). This four-year Horizon Europe project brings together a global consortium of academic, industry, government, and civil society partners to facilitate international and interdisciplinary staff mobility and collaboration. SMAR3TS aims to accelerate research and innovation on resilience, restoration, and regeneration across critical domains of human need—such as nutrition, mobility, energy, and housing—by supporting up to 360 person-months of staff exchanges and fostering knowledge exchange, capacity building, and actionable solutions for societal impact. The project adopts open innovation strategies and a



quadruple-helix model to co-create frameworks and competencies that contribute to resilient and inclusive transitions in response to societal and environmental challenges.

Moreover, Professor Dr. Jamie Gloor received an SNSF Project Completion Grant, enabling the successful finalization and dissemination of prior externally funded research.

### **Previously Awarded Ongoing Projects**

The research project titled “Investigating Informal Entrepreneurship in Indian Slums with Satellite Data” is funded by the Swiss National Science Foundation (SNSF) continued throughout 2025 and will continue until January 2027. The project aims to deepen our understanding of informal entrepreneurship in Indian slums and is conducted in collaboration with researchers from North-Eastern Hill University and Jawaharlal Nehru University in India.

The research approach involves identifying various types and levels of informal entrepreneurship and analyzing how these activities contribute to or interact with institutional poverty alleviation efforts. The findings are disseminated through a public information and awareness campaign targeting policymakers, researchers, and both domestic and international stakeholders. This project provides valuable insights to enhance public policy strategies and address institutional challenges within the informal economy.

Nina Zachlod concluded her doctoral research project, “Informal Entrepreneurship and Poverty Alleviation”, funded by the prestigious SNSF Doc.CH grant. This project, completed in 2025, explores the interaction between informal entrepreneurship and formal institutions within slums. The objective was to provide insights into institutional voids and improve public policy strategies aimed at alleviating poverty in adverse contexts.

Dr. Michael Hudecheck was awarded in 2024 the Grundlagenforschungsfonds (GFF) International Postdoctoral Fellowship for his research proposal "Exploring the Paradox of Organizational Sustainability and the Sustainability Transition with Novel Data Sources." This multi-year project examines the complex, multi-level dynamics of sustainability transitions within organizations, focusing on the “sustainability paradox,” in which efforts to implement sustainable practices can yield both positive and negative economic outcomes. By exploring the interplay between micro-, meso-, and macro-level determinants, Dr. Hudecheck's research investigates how the sequencing of sustainability events and externally imposed mandates—such as certification programs—can lead to unexpected or adverse results. Drawing on perspectives from organizational ecology, and grand challenge research, this project builds upon his prior research by employing satellite-based remote sensing data to overcome traditional data limitations and offer new insights into how large-scale data can illuminate the pathways and challenges of sustainability transitions in diverse settings. The grant runs through the end of 2026.

Prof. Silvia Stroe and Prof. Charlotta Sirén continued working on their multi-year Swiss National Science Foundation (SNSF) project, “Closing the Funding Gap for Disabled Entrepreneurs with the Help of Cognitive Science” started in 2024. The project addresses possible barriers faced by individuals with disabilities in entrepreneurship, particularly the lack of access to start-up capital. The project aims to examine the cognitive mechanisms underlying investors’ possible discrimination and explore strategies that entrepreneurs with disabilities can

employ to overcome these challenges. In 2025, the research team conducted several experiments related to the topic, including EEG recordings with more than 40 investors with the lead of Oguzhan Okumus, generating novel evidence on the neural processes shaping investment decisions. Early findings from this work received strong international recognition, winning the Best Paper in Proceedings Award (top 10%) from the Entrepreneurship Division at the 85th Annual Meeting of the Academy of Management. In addition, the team organized a presenter symposium at the Academy of Management Conference 2025 in Copenhagen titled “Inclusive Futures: Bridging Disability, Entrepreneurship, and Organizational Research,” further strengthening the project’s visibility within the global research community.

Prof. Dr. Jamie Gloor continued her Swiss National Science Foundation (SNSF) PRIMA-funded project on “Playful Networking for Diversity,” which runs from 2021 to 2026. The project employs a mixed-methods approach to examine how playfulness can enhance cross-gender and cross-status interactions within leaders’ professional networks. By fostering more inclusive and effective networking dynamics, this research generates valuable insights into leadership and diversity. The project involves close collaboration with Eugenia Bajet Mestre, Huong Pham, Mihwa Seong, Isabelle Engeler, and Raina Brands, underscoring the interdisciplinary and collaborative nature of the institute’s research activities.

## Publications in Top-Tier Journals

In 2025, the Institute continued to publish research in highly regarded academic outlets, contributing to interdisciplinary debates at the intersection of sustainability, entrepreneurship, and organizational research.

Nina Zachlod, Michael Hudecheck, Charlotta Sirén, and Gerry George published a study “Sustainable palm oil certification inadvertently affects production efficiency in Malaysia” in *Communications Earth & Environment*, part of the Nature Portfolio. The study examines the unintended operational consequences of sustainability certification schemes, focusing on palm oil production in Malaysia. By combining sustainability policy analysis with production and efficiency data, the authors show that certification requirements can inadvertently reduce production efficiency, highlighting important trade-offs between environmental governance and economic performance. These findings offer critical insights for policymakers, certification bodies, and firms seeking to design sustainability interventions that balance environmental objectives with productivity and competitiveness. The paper has also received considerable media coverage and generated strong public and academic interest.

Jamie Gloor collaborated with an international consortium of scholars on three large-scale cross-national studies published in *Scientific Data*, *Science Communication*, and *Nature Human Behaviour*, examining public perceptions of science, science communication, trust in scientists, and climate change attitudes across 68 countries. These publications draw on the TISP dataset and provide globally comparable evidence on how citizens encounter and engage with science-related information, how trust in scientists varies across national contexts, and how such perceptions shape attitudes toward climate change and related policies. Collectively, this body of work establishes a robust empirical foundation for advancing theory and practice in science communication and for designing evidence-based strategies to strengthen trust in science and public support for climate action worldwide.

## Participation in Internationally Renowned Academic Conferences

In 2025, our institute actively engaged in numerous prestigious academic conferences, showcasing cutting-edge research and fostering valuable discussions in the field of management and entrepreneurship. Our team members made significant contributions to global academic discourse, presenting innovative research, participating in symposiums, while receiving recognition for the impact of their work. Below is a summary of our key conference participations and achievements throughout the year.

### **Academy of Management 85th Annual Meeting (AOM) – Copenhagen, Denmark**

The 85th Academy of Management (AOM) Annual Meeting in Copenhagen provided a key platform for IRI-HSG members to present and discuss their research with the global management scholar community. Institute researchers contributed to multiple sessions addressing inclusion, leadership, entrepreneurship, and emerging themes in management research.

Professor Charlotta Sirén, Prof. Silvia Stroe, and Oguzhan Okumus presented their work from the SNSF-funded project “Closing the Funding Gap for Disabled Entrepreneurs with the Help of Cognitive Science.” Their presentation focused on experimental and EEG-based evidence on investor decision-making and bias toward entrepreneurs with disabilities, highlighting the cognitive mechanisms underlying funding inequalities and potential intervention strategies. In addition, they organized a presenter symposium inviting leading international scholars in disability research.

Professor Jamie Gloor presented several research projects focused on inclusion and leadership dynamics. Together with Eugenia Bajet Mestre, she presented work on men’s allyship and its role in enhancing women’s resources and leadership development. In collaboration with Eugenia Bajet Mestre, Laura Howe, and Nicole Junker, she also presented research on family-to-work enrichment, examining how motherhood can serve as a source of leadership development and career progression. In addition, Professor Gloor presented research critically examining the growing prominence of artificial intelligence in leadership research, addressing demand effects and proposing an intervention against AI hype. In addition, Professor Jamie Gloor and Huong Pham presented research on upward, interactional approaches to inclusion, focusing on how employees respond when leaders fail to engage in inclusive behaviors.

Eugenia Bajet Mestre further contributed to the conference through her involvement in research on leadership and inclusion, co-authoring and presenting work on allyship and family-to-work enrichment.

Nina Zachlod presented research on vulnerable and informal entrepreneurship. She shared work on the duality of exploitation faced by vulnerable entrepreneurs, offering insights into the structural and relational challenges characterizing precarious entrepreneurial contexts. Together with Michael Hudecheck and Charlotta Sirén, she presented research on entrepreneurship formalization in slum contexts, adopting an urban architecture perspective to examine how spatial environments shape entrepreneurial activity.

Michael Hudecheck, in his role as treasurer for the Organizations and the Natural Environment (ONE) division, led the presentation for the ONE DIG Executive Meeting, helped present the

ONE DIG Business Meeting, and represented ONE at the AOM Cross-DIG Strategic Sharing Forum.



Figure 8: Academy of Management Conference

### **Babson College Entrepreneurship Research Conference (BCERC) – Wellesley, Massachusetts**

The institute was also represented at the Babson College Entrepreneurship Research Conference (BCERC), the leading international conference on entrepreneurship research. Michael Hudecheck presented his research on the role of urban dynamics, urban greenspace proximity, and venture sustainability, where, using transportation-related changes during and immediately after the COVID-19 pandemic as a natural experiment, he explained how changes to greenspace and grayspace access influence venture sustainability. Michael Hudecheck, also presented his research on the role of venture executive “dark” media portrayals on venture executive career outcomes.

### **European Academy of Management (EURAM) Conference – Florence, Italy**

The Institute was also represented at the European Academy of Management (EURAM) Conference, where research on entrepreneurship in vulnerable and informal contexts was further disseminated. Nina Zachlod presented her work co-authored with Michael Hudecheck and Charlotta Sirén on entrepreneurship formalization in slum contexts, contributing to discussions on informal economies, institutional development, and urban entrepreneurship. Nina Zachlod additionally presented her research on the duality of exploitation for vulnerable entrepreneurs, engaging with scholars examining entrepreneurship under conditions of precarity and constraint.

### **Additional Conference Engagements and Contributions**

In addition to the Academy of Management and European Academy of Management conferences, Institute members presented their research at specialized international academic events focused on leadership and inclusion.

Professor Jamie Gloor, together with Eugenia Bajet Mestre, Laura Howe, Alina Hernandez Bark, and Nicole Junker, presented their research on promoting family-to-work enrichment for women’s careers at the Intervention Research for Equity and Inclusion at Work: Challenges and Opportunities Conference. Their work examined how motherhood can be leveraged as a resource for leadership development and career advancement. Furthermore, Professor Jamie

Gloor also presented her research on the growing prominence of artificial intelligence in leadership scholarship at the Interdisciplinary Perspectives on Leadership Symposium. This work critically examined demand-driven dynamics in AI-related leadership research and proposed an intervention to counter AI hype.

Dr. Jennie Jiongni Mao attended the Strategic Entrepreneurship Journal Paper Development Workshop (PDW) in Paris to present her doctoral research about the gender gap in entrepreneurial financing. This study revealed that a neutral facial expression (“poker face”) is penalized for women but has no discernible effect for men. In contrast, a neutral vocal tone lowers success for both men and women, with this penalty concentrated in male-typed categories (e.g., technology, design) and largely absent in female-typed categories (e.g., fashion, craft). The findings triggered broad audience engagement in the workshop.

Dr. Jennie Jiongni Mao was also invited to give a research talk in Bocconi ICROS Research Seminars as an external guest to discuss her work about how women in decision roles in VC supported the funding access, growth, and longer-term success of female-led startups.

## Continued Scholarly Engagement

In 2025, the scholars of IRI-HSG continued to actively contribute to and shape the academic community through service, leadership, and engagement across leading institutions and global research networks. Their involvement spans editorial responsibilities at top-tier journals, the organization of scholarly events, participation in academic governance, and contributions to international research dialogue.

Prof. Dr. Charlotta Sirén further strengthened her leadership in the field through her role as Executive Editor of *Technological Forecasting & Social Change* (Impact Factor: 13.3), overseeing a high volume of submissions and shaping scholarly discourse in the domain of innovation and sustainability. In addition, she serves on the on the Editorial Boards of two FT-50 journals: *Entrepreneurship Theory and Practice* and *Journal of Business Venturing*.

Prof. Dr. Jamie Gloor served on the Editorial Boards of three FT-50 journals - the *Academy of Management Journal*, *Academy of Management Review*, and the *Journal of Management* - demonstrating her continued contribution to maintaining rigorous academic standards. She also acted as Special Issue Editor for *The Leadership Quarterly*.

Beyond editorial roles, IRI-HSG scholars played an active role in fostering academic communities and organizing scholarly exchange. Prof. Dr. Gloor hosted and organized several initiatives, including the Swiss Research/Writing Retreat in collaboration with Prof. Dr. Mikki Hebl (Rice University). She also organized the inaugural SINGposium for Women\* in Management at the Academy of Management Annual Meeting, as well as a research seminar at the University of St.Gallen featuring Prof. Dr. Mihwa Seong (King’s College London). In addition, she contributed to interdisciplinary engagement through collaboration with the HSG student group WASH, supporting the development of the initiative “From Bystander to Ally: Preventing Sexual Harassment” as part of the university’s Diversity & Inclusion efforts.

IRI-HSG scholars also contributed to academic leadership and governance. Prof. Dr. Gloor served as Representative-at-Large in the Academy of Management’s Diversity, Equity, and Inclusion (DEI) Division and acted as a mentor within the Impact Scholar Community. Prof. Dr.

Sirén contributed to institutional governance as a member of the Research Committee at the University of St.Gallen and as a board member of the Center for Aviation and Space (CFAC). She also supported academic evaluation processes internationally, serving as opponent for a PhD dissertation at the University of Vaasa, Finland.

Dr. Michael Hudecheck was promoted to the executive committee of the Academy of Management Organizations and the Natural Environment (ONE) division (DIG), where he is currently serving a three-year term as DIG treasurer. Michael Hudecheck also delivered invited research presentations at Rensselaer Polytechnic Institute, WU Vienna, and the City University of New York, Baruch College.

International engagement remained a central component of IRI-HSG's scholarly activities. Prof. Dr. Sirén was appointed Visiting Professor at the University of Queensland (Australia) for the duration of her research sabbatical, further strengthening the institute's global academic connections. She also contributed to the organization of key academic events including a Paper Development Workshop for Technological Forecasting & Social Change in Edinburgh.

Finally, IRI-HSG scholars continued to contribute to research dissemination and academic dialogue through invited talks and presentations. Both Professor Charlotta Sirén and Nina Zachlod presented their research on satellite data at the "Where it's at: Research with Geographic Data at HSG" symposium at the University of St.Gallen, highlighting the institute's engagement with emerging data-driven approaches to sustainability research.

# 7 TEACHING

## Teaching Highlights

In 2025, the institute's faculty delivered a total of six courses across Bachelor's, Master's, and PhD levels. The teaching portfolio covered key topics including creativity and entrepreneurship, venture ideation, responsible innovation, leadership in the context of grand challenges, experimental research methods, and academic communication.

### **From Earth to Space and Back – Lessons for Responsible Innovation from CERN | 2025**

In 2025, Prof. Charlotta Sirén delivered the Master course "From Earth to Space and Back: Lessons for Responsible Innovation from CERN", an innovative and highly experiential entrepreneurship course. The course challenges students to think beyond traditional innovation boundaries by engaging with future-oriented, high-uncertainty scenarios.

A central component of the course is the "Mission to Mars" VR experience, where students collaborate in teams to navigate complex decision-making situations in a simulated high-stakes environment. This immersive approach allows students to experience cognitive biases, coordination challenges, and leadership dynamics firsthand, creating a powerful and lasting learning experience.

The course is complemented by a multi-day design sprint at CERN's IdeaSquare in Geneva. Working in interdisciplinary teams and in close interaction with scientists, students develop entrepreneurial solutions to challenges such as food security, sanitation, and resource allocation, mirroring real-world innovation processes.

Building on their experiences, students transfer insights from the "Planet B" scenario back to Earth, developing responsible and sustainable innovations to address pressing global challenges. The course combines immersive technologies, design thinking, and entrepreneurship education to foster creativity, collaboration, and responsible innovation mindsets.



*"The VR session effectively demonstrated how we can use existing technology to work on our behaviour and group dynamics. Through the fictional high-pressure situation our group was placed in, we were able to quickly analyse what we could improve as a team. All while having fun exploring VR and the people I had just met."*

Désirée Sommer | Master in Management, Organization & Culture (MOK)

*"It was an extraordinary immersive experience, making a complex case more accessible and engaging. The collaborative nature of the experience fostered teamwork, interaction and decision-making, enhancing our learning and making the session incredibly fun. This is the kind of innovative learning experience that revolutionizes education with lasting impact."*



*"For me, the "Mission to Mars" was a refreshingly innovative and positive experience to observe and experience group dynamics in special scenarios. The VR session was a novelty during my entire time at the HSG and motivated me to engage more intensively with the topic and the course."*

Valentin Huber | Master in Computer Science (MCS)

## Course List

The range of courses offered at the bachelor's, master's, and doctoral levels allows several hundred students to build up comprehensive knowledge in areas of responsible innovation and research methodologies. In 2025, IRI-HSG professors facilitated the following courses:

### Bachelor Courses

- Creativity and Entrepreneurship | Prof. Charlotta Sirén, Prof. Silvia Stroe | Spring 2025

### Master Courses

- Venture Ideation | Prof. Charlotta Sirén | Spring 2025
- From Earth to Space and Back – Lessons for Responsible Innovation from CERN | Prof. Charlotta Sirén | Spring 2025
- Leadership and Grand Challenges | Prof. Jamie Gloor | Spring 2025

### PhD Courses

- Workshop Series in Experimental Research Tools | Prof. Charlotta Sirén | Spring 2025
- Communicating Research in Academia | Prof. Jamie Gloor, Prof. Patrik Aspers | Spring 2025

## Bachelor's and Master's Theses

In 2025, Professors Charlotta Sirén, and Jamie Gloor supervised numerous Bachelor's and Master's theses. The supervised project included:

### Bachelor's theses:

- Santona, Noa: "Corporate Social Responsibility at UBS: Assessing its Integration within the Corporate Strategy" (2025)

- Schwinn, Anna-Maria: "Effective Communication Strategies in the Reproductive Journey: How Physicians Can Reduce Uncertainty and Strengthen Trust in Healthcare" (2025)

*Master's theses:*

- Moser, Pauline: "Overcoming role incongruity as a woman entrepreneur in India's informal sector" (2025)
- Welser, Alina: "How Do Investors' Perceptions of LGBTQ+ Entrepreneurs and Their New Venture's Mission Influence Investment Willingness?" (2025)
- Vann, Daniel: "Gendered Perceptions of Workplace Rewards in the Swiss Context: Bonuses vs. Paid Leave" (2025)
- Dementeva, Xenia: "High-Flying Careers, Frozen Futures: Women's Perceptions of Employer-Sponsored Egg Freezing" (2025)
- Dubey, Paulina: "Co-founder alignment dynamics in early-stage tech startups: A thematic analysis approach" (expected 2026)
- Garibaldi-Devoto, Bianca: "Typologies of Innovation in International Organizations: The Case of the United Nations" (expected 2026)
- Günter, Stéphane: "Engagement in Motion: Participants' Support for Social Causes at Arts-Based Grassroots Events" (expected 2026, co-supervision)
- Hess, Anika Sarah: "Renewable Energy in Viticulture: Acceptance of Agri-Photovoltaics Among Winemakers in Germany" (expected 2026, co-supervision)

## 8 OUTREACH

In 2025, IRI-HSG scholars continued to actively engage with a wide range of external stakeholders, contributing their expertise to academia, industry, policy, and society. Through invited talks, keynote speeches, practitioner-oriented workshops, and participation in public and institutional forums, they translated research insights into actionable knowledge and contributed to addressing pressing societal challenges.

Prof. Dr. Jamie Gloor played a particularly active role in bridging research and practice. She delivered numerous invited talks at leading academic institutions, including the Frankfurt School of Finance & Management, ESCP Madrid, the University of Zurich, and the University of Cologne, covering topics such as leadership, diversity, and environmental performance. In addition, she contributed to high-level institutional and global forums, including the HSG Senatsklausur and the World Economic Forum's World Woman Davos Agenda. Together with Eugenia Bajet Mestre, she also engaged extensively with practitioner audiences through workshops and training sessions focused on diversity, equity, and inclusion. These included initiatives on male allyship, the prevention of sexual harassment, and women's health in organizations, delivered to diverse audiences ranging from students and university staff to researchers and professionals at institutions such as ETH Zurich and the University of St.Gallen. These activities reflect a strong commitment to translating academic insights into practical tools and fostering inclusive organizational environments.

Prof. Dr. Charlotta Sirén further strengthened the institute's international visibility and impact through a wide range of outreach activities. She presented her research in invited seminars at the Australian National University and the University of Queensland, and delivered keynote speeches at several international conferences and academic workshops. Her contributions addressed topics such as innovative research methods, theoretical development, and the use of satellite data in sustainability management. Beyond academic settings, she engaged with practitioner and policy audiences as a panelist in industry-focused events, such as including discussions on building resilient and future-oriented enterprises organized by the Estonian Chamber of Commerce in Switzerland. She also contributed to the broader entrepreneurial ecosystem as a jury member in startup competitions and supported academic training and evaluation through keynote addresses and participation in doctoral dissertation defenses.

## 9 COLLABORATORS

In 2025, IRI-HSG had the privilege of collaborating with esteemed partners (listed in alphabetical order). We extend our heartfelt gratitude to all our collaborators for their valuable contributions and look forward to continued collaboration in 2026.

### CARE TO ACTION

CARE TO ACTION is an Italian non-governmental organization that operates in India to support children, women, and vulnerable and marginalized communities. IRI-HSG closely collaborates with Care to Action to analyze their data collections from field work with female entrepreneurs in Indian slums.



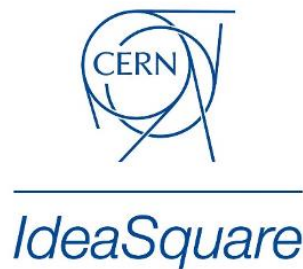
### Geneva Innovation Movement

The Geneva Innovation Movement (GIM) Association is a knowledge-sharing platform that enables organizational innovation as a force for good.



### CERN IDEASQUARE

CERN IdeaSquare is the innovation space at CERN using collaborative methodologies, access to CERN expertise and cross-connectivity to ideate solutions for the future of humankind. In close collaboration with CERN IdeaSquare, IRI-HSG has initiated a Master course titled "From Earth to Space and Back - Lessons for Responsible Innovation from CERN"



### United Nations

The United Nations is an international organization whose stated purposes are to maintain international peace and security, develop friendly relations among nations, achieve international cooperation, and serve as a center for harmonizing the actions of nations. In partnership with the United Nations, IRI-HSG researches innovation development and adoption, as well as the overall typology of innovation at large international organizations.



# 10 PUBLICATIONS

## Journal Publications

**Zachlod, N., Hudecheck, M., Sirén, C.,** George, G. (2025). Sustainable palm oil certification inadvertently affects production efficiency in Malaysia. *Communications Earth & Environment* 2054, (6), 200. Nature Portfolio. <https://doi.org/10.1038/s43247-025-02150-2>

Mede, N. G. ,... , Bertsou, E., ... , **Gloor, J. L.**, ... , Pfänder, J., ... , Zenklusen, A., Zwaan, R. A. (2025). Perceptions of science, science communication, and climate change attitudes in 68 countries – the TISP dataset. *Scientific Data*. (12), 1. <https://doi.org/10.1038/s41597-024-04100-7>

Mede, N., Cologna, V., Berger, S., Besley, J., Brick, C... **Gloor, J. L.**... & Zwaan, R. A. (2025). Public communication about science in 68 countries: Global evidence on how people encounter and engage with information about science. *Science Communication*, 1-46. <https://doi.org/10.1177/1075570251376615>

Cologna, V., ... , Bertsou, E., ... , **Gloor, J. L.**, ... , Pfänder, J., ... , Zenklusen, A., Zwaan, R. A. (2025). Trust in scientists and their role in society across 68 countries. *Nature Human Behaviour*. <https://doi.org/10.1038/s41562-024-02090-5>

Cologna, V., ... , Bertsou, E., ... , **Gloor, J. L.**, ... , Zenklusen, A. (2025). Extreme weather event attribution predicts climate policy support across the world. *Nature Climate Change*. <https://doi.org/10.1038/s41558-025-02372-4>

## Conference Publications

**Zachlod, N., Hudecheck, M., Sirén, C.** (2025). Entrepreneurship Formalization in Slums: An Urban Architecture Perspective. Academy of Management Conference 2025, Copenhagen, Denmark.

**Zachlod, N., Hudecheck, M., Sirén, C.** (2025). Entrepreneurship Formalization in Slums: An Urban Architecture Perspective. European Academy of Management Conference 2025, Florence, Italy.

**Zachlod, N.** (2025). The Duality of Exploitation for Vulnerable Entrepreneurs. Academy of Management Conference 2025, Copenhagen, Denmark.

**Zachlod, N.** (2025). The Duality of Exploitation for Vulnerable Entrepreneurs. European Academy of Management Conference 2025, Copenhagen, Denmark.

**Bajet Mestre, E., & Gloor, J. L.,** (2025). He for her development: Can men's allyship level-up women's resources and leadership? Academy of Management Conference 2025, Copenhagen, Denmark.

**Bajet Mestre, E., & Gloor, J. L.,** (2025, May). He for her development: Can men's allyship level-up women's resources and leadership? European Association of Work and Organizational Psychology.

**Bajet Mestre, E., Seong, M., Kark, R. (2025).** Living the tension? Making sense of male allyship. Swiss Psychological Society Conference, Crans-Montana, Switzerland.

**Bajet Mestre, E., Seong, M., Kark, R. (2025).** Living the tension? Making sense of male allyship. Paper presented at the Academy of Management Conference as part of a symposium “Targets, Actors, and Observers: Adding Perspective and Nuance to Allyship Engagement”, Copenhagen, Denmark.

**Gloor, J., Bajet Mestre, E., Howe, L., & Junker, N. (2025).** Leveraging motherhood for leadership? Family-to-work enrichment for women’s career progression. Academy of Management Conference 2025, Copenhagen, Denmark.

**Gloor, J., Bajet Mestre, E., Howe, L., Hernandez Bark, A., & Junker, N. (2025).** Leveraging Motherhood for Leadership? Promoting Family-to-Work Enrichment for Women’s Careers. Intervention Research for Equity and Inclusion at Work: Challenges and Opportunities Conference.

**Gloor, J. L. (2025).** Leveraging motherhood for leadership? Enrichment signaling for women’s career progression. Cultivating Respect in Organizations: A Research Workshop, Calgary, Canada.

**Gloor, J. L., Bajet Mestre, E., Pham, H., Seong, M., Engeler, I., & Brands, R. (2025).** ‘SPIN’ for more professional equity? Playfully networking across diversity. Swiss Psychological Society Conference, Crans-Montana, Switzerland.

Seong, M., **Gloor, J. L., & Sieger, P. (2025).** When flirting, jokes, and compliments promote (and undermine) well-being: The role of context. Conference of the Swiss Psychological Society, Crans-Montana, Switzerland.

Kark, R., & Peus, C. (2025). Stand up, stand together: Expert panel and workshop on men’s allyship for inclusive organizations (**Gloor, J. L.**, Expert Panelist). Academy of Management Conference, Copenhagen, Denmark.

**Gloor, J. L. (2025).** From “maybe baby” to miscarriage and menopause: A social and organizational psychology perspective on human reproduction. SwissRepro Conference, University of Zurich.

**Gloor, J. L. (2025).** Is AI Everywhere (in Leadership Research)? Demand Effects and an Intervention Against AI Hype. Interdisciplinary Perspectives on Leadership Symposium.

**Gloor, J. L., & Pham, H. (2025).** What to do when leaders do not include? An upward, interactional framing approach. Academy of Management Conference 2025, Copenhagen, Denmark.

Stroe, S., **Sirén, C., & Vanacker, T. (2025).** Social evaluations of entrepreneurs with disabilities seeking equity investing. Academy of Management Conference 2025, Copenhagen, Denmark.

## Selected Media Coverage

Boston Consulting Group. (2025, August 5). *The importance of a physically and mentally fit CEO* [Interview with C. Sirén]. <https://www.bcg.com/publications/2025/the-importance-of-a-physically-and-mentally-fit-ceo>

Handelszeitung. (2025, April 23). *Palmöl-Zertifikate können unerwünschte Nebenwirkungen haben.* <https://www.handelszeitung.ch/newsticker/palmol-zertifikate-konnen-unerwunschte-nebenwirkungen-haben-817216-1>

Swiss National Science Foundation. (2025, April 23). *Zertifikat für Palmölplantagen hat ungewollte Nebenwirkungen.* <https://www.snf.ch/de/pvxHV12oI8IK9BVZ/news/zertifikat-fuer-palmoelplantagen-hat-ungewollte-nebenwirkungen>

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Südoschweiz. (2025, April 23). *Palmöl-Zertifikate können unerwünschte Nebenwirkungen haben.* <https://www.suedostschweiz.ch/wirtschaft/st-gallen-palmoel-zertifikate-koennen-unerwuenschte-nebenwirkungen-haben>

News.at. (2025, April 23). *Palmöl-Zertifikate können unerwünschte Nebenwirkungen haben.* <https://www.news.at> (exact link not indexed)

Advanced BioFuels USA. (2025, May 02). *Sustainable Palm Oil Certification Inadvertently Affects Production Efficiency in Malaysia.* <https://advancedbiofuelsusa.info/sustainable-palm-oil-certification-inadvertently-affects-production-efficiency-in-malaysia>

Handelszeitung. (2025, April 23). *Palmöl-Zertifikate können unerwünschte Nebenwirkungen haben.* <https://www.handelszeitung.ch/newsticker/palmol-zertifikate-konnen-unerwunschte-nebenwirkungen-haben-817216-1>

Swissinfo.ch. (2025, April 23). *Palmöl-Zertifikate können unerwünschte Nebenwirkungen haben.* <https://www.swissinfo.ch/gcr/palm%C3%B6l-zertifikate-k%C3%B6nnen-unerw%C3%BCnschte-nebenwirkungen-haben/89202983>