



Universität Hamburg

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FACULTY

OF BUSINESS ADMINISTRATION

ANNUAL REPORT 2022

OF THE FACULTY OF BUSINESS ADMINISTRATION



MESSAGE FROM THE DEAN

Hamburg, October 2023
Prof. Henrik Sattler
Dean, Faculty of Business Administration



In 2022, Universität Hamburg was ranked second in Germany for business economics research in the prestigious WirtschaftsWoche ranking. Up from fourth in 2019, and third in 2020, the ranking affirms the University's place amongst the leading German universities for business research.

After two years of restrictions due to the COVID-19 pandemic, life came back to the University's campuses in 2022. About half of the courses in the Summer Semester of 2022 were once again offered in presence. That semester, the Academic Office re-started on-site advisory services, and in the Winter Semester, the orientation sessions for first-semester students were once again held on campus.

In the two years of restrictions, digital formats were established in the Faculty. To ensure that students do not have any time problems switching between digital and presence formats, many workplaces for students have been installed on campus. At this year's (virtual) "Unitag," a day for prospective students to learn about the University's degree programs, the Faculty presented its bachelor's degree programs in Business Administration and Industrial Engineering. During the online study orientation for incoming students in the Summer Semester, the International and the Academic Offices introduced themselves to the incoming students.

The Faculty welcomed two new professors. In August, Prof. Dr. Simone Neumann, previously at the Helmut Schmidt University (the University of the Federal Armed Forces) joined the Faculty as a Professor of Sustainable Logistics and Mobility Systems. As part of the Excellence Strategy of the Federal and State Governments, Universität Hamburg also appointed Prof. Dr. Anne Lauscher. Prof. Lauscher joined us as a Professor of Data Science in Business Administration/Computer Science in October.

Several Faculty members received awards for excellent research and contributions to society. A doctoral student at the Faculty and the deputy chair of BUND (Friends of the Earth Germany), Myriam Rapior, received the German Environmental Award (Deutscher Umweltpreis) from the German Federal Foundation for the Environment as well as the Professor Niklas-Medaille, the highest award of the Federal Ministry of Food and Agriculture.

In September, the newly established Advisory Board met for the first time with the Faculty's Management Board and Advisory Professors to advise the Faculty on strategy, accreditation, equal opportunities, internationalization, and transfer.

The Faculty also continued to support those interested in starting a business by opening the Management Transfer Lab's Coworking Space.

Finally, in what proved to be a very busy year, the Faculty launched its Strategy 2027 as well as its Programs and Students and its Internationalization Strategies. Throughout 2022, the Faculty also prepared for the EQUIS Accreditation Visit in 2023.

The Dean's Office would like to thank all Faculty members for their outstanding contribution to the results achieved in 2022.

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O1 STRATEGY

O1.1 STRATEGIC DEVELOPMENT

Formulation of General Strategy and Internationalization Strategy

The Faculty of Business Administration aims to go from being one of the top business schools in Germany to becoming a leading business school in Europe for excellent quantitative and empirical research and research-based education. Its mission and vision, as well as its SWOT analysis form the basis for defining the Faculty's strategic direction. For the period 2022 to 2027, the Faculty's focus is on addressing areas with weaknesses and on further developing its key strengths:

Table 01a: General Strategy 2027

Strategy area	Key measures
Internationalization (area with weaknesses)	
1. Increase international students in programs	<ul style="list-style-type: none">▪ M.Sc. Business Administration: English-language track▪ Bachelor: Increase number of courses in English▪ Double-degree master programs▪ Marketing
2. Increase exchanges	<ul style="list-style-type: none">▪ Revise network of partner schools (quality & quantity)▪ E-exchanges▪ Summer School
3. Internationalize faculty and staff	<ul style="list-style-type: none">▪ Core faculty, especially research associates▪ Visiting faculty to also teach▪ International guest professorship▪ Promote administrative staff's international skills (language, exchanges)
Programs and Students (area with weaknesses)	
1. Update flagship programs	<ul style="list-style-type: none">▪ Course portfolio & course formats▪ Marketing
2. Expand program portfolio	<ul style="list-style-type: none">▪ Interdisciplinary master in statistics and data analytics▪ Double-degree programs▪ Summer School
3. Strengthen student services	<ul style="list-style-type: none">▪ Facilitate student self-selection▪ Job and internship platform▪ Extend mentoring initiatives
Research (strong area)	
1. Increase publications in top international journals	<ul style="list-style-type: none">▪ Grant applications (e.g., DFG Collaborative Research Center)
2. Maintain/increase third-party funding	
Connections with Practice (strong area)	
1. Strengthen entrepreneurship activities	<ul style="list-style-type: none">▪ New entrepreneurship application▪ Strengthen alumni activities▪ Marketing
2. Increase visibility of Management Transfer Lab	

EQUIS Accreditation

In 2021, the Faculty was deemed officially “eligible” to apply for EQUIS accreditation in 2023. A visit from a “Peer Review Team” was scheduled for June 2023. The team would then make a recommendation on accreditation to the EQUIS board. Throughout 2022, preparations for the visit, and the extensive documentation to be provided to the team, took shape.

Inaugural Advisory Board Meeting



Board members and professors from the Faculty. Copyright: UHH/Lichtliebe

*Back (left to right): H. Sattler, F. Wenzlaff, M. Spindler, A. Hoelscher, P. Verhoef, W. Bielert, J.-R. Martinen, P. Steinorth.
Front row: J. Perrey, K. Gedenk, M. Clement, S. Voß, D. Krauss, D. Freise, M. Ostermayer, W. Drobetz.*

The first meeting with the Advisory Board yielded valuable feedback on the Faculty’s general strategy and its strategic differentiation. Key recommendations included:

- *Starting Position:* The suggested image of research connected to the city’s [Economic Clusters](#) is a convincing point of departure for impact and a distinctive profile.
- *Transfer and Connections with practice:* The relation of the core research areas to Hamburg’s Economic Clusters seems to be a good focal point for further development. The connection with the city is likely important, even crucial, for a business faculty.
- *Incremental Improvement vs. Disruption:* The members of the board are more inclined to recommend the Faculty develop a more disruptive vision.
- *Competition and Strategic Positioning:* The Faculty should more clearly define the fields in which it competes and wants to achieve a leading position, and it should clearly define where it is or wants to be distinctive or unique.
- *Priorities and resources:* The Faculty should set priorities, and define key performance indicators and the resources available/required to reach its goals.

01.2 RANKINGS AND AWARDS

Table 01a: Awards

Researcher	Award
Sophia Bock	Excellence Award of the Verein zur Förderung der Versicherungswissenschaft in Hamburg (VFBVH) "Zwillingsstudien in der Verhaltensökonomie"
Timo Greve	Excellence Award VFBVH "Einsatz von Machine Learning und Robo-Advising in der Versicherungsvermittlung"
Dr. J. Hartmann	Wissenschaftspreis 2022
	Laura Bassi Scholarship
Dr. S. Klaaßen	Wolfgang-Wetzel-Prize of the German Statistical Society (DStatG) "Instrument Validity Tests with Causal Forests"
Elena Koch	emma Best Paper Award und Best Paper Presentation Award for "Pricing strategies for bundling platforms in the news industry when competing with free content"
Prof. A. Lauscher	One of the "Top 100 Women in AI Ethics for 2023"
	Nominated for the Dissertation Award of the German Informatics Society
Thomas Mayer	Scholar of the "Deutschlandstipendium" Federal Ministry of Education and Research & Hamburg University of Applied Sciences
Dr. T. Moll	Public service award: Eimsbüttler of the Year
Sören Radtke	Best Paper Award Marketing ZFP – Journal of Research and Management "The Interface Between Marketing and Sales: The State of the Art and a Research Agenda"
Myriam Rapior	German Environmental Award (Deutscher Umweltpreis), Category Honorary Award of the German Federal Foundation for the Environment; Professor Niklas-Medaille (highest award of the Federal Ministry of Food and Agriculture)
Prof. J. Recker	Best Published Paper Award (Runner-Up) Communications, Digital Technology, and Organization Division of the Academy of Management "Managing Artificial Intelligence"
	SIGGreen Best Paper Award "Mobilizing IS Scholarship for a Circular Economy: Review, Synthesis, and Directions for Future Research"
Dr. A. Schulz	GOR Young Researcher Award "An ALNS Algorithm for the static Dial-a-Ride Problem with Ride and Waiting Time Minimization"
Prof. P. Steinorth	Elected First Vice-President of European Group of Risk & Insurance Economists
Prof. S. Voß	Informa Best Paper Award 2022 "Optimal Steiner Trees under Node and Edge Privacy Conflicts"

Table 01b: Rankings

Ranking	Year	Area	Globally	Germany
WirtschaftsWoche	2022	Business administration	5*	2
ARWU (Shanghai)	2022	Management	201-300	4
		Business administration	151-200	5
URAP	2021-22	Business	202	2
US News	2022-23	Economics and business	222	7

Source: [Wirtschaftswoche](#), [ARWU](#), [URAP](#), [US News](#).

Note: *The WirtschaftsWoche ranking is for business research in German-speaking countries (Germany, Austria and Switzerland).

01.3 STAFF

Table 01a: Staff in FTE – for differentiation of status groups and gender, see Chapter 7

	2019	2020	2021	2022
All staff (FTE)	164.02	168.07	156.74	148.74
Academic staff (FTE)	128.82	135.90	127.69	117.31
Of that third-party funded	21.30	26.60	18.00	20.24
Administrative staff (FTE)	35.20	32.17	29.05	31.43
Of that third-party funded	1.75	0.75	0.00	1.00

Source: University Staff Statistics; reference date December 1st each year; Section 13 Institutional Research Unit.

Election of new Management Board

Dean Stefan Voß as well as Vice Deans Knut Haase and Martin Spindler resigned according the rotation schedule. The new Management Board from November 1st 2022 was made up of Henrik Sattler (Dean), Dorothea Alewell (Vice Dean for Studies and Teaching), Nicole Ratzinger-Sakel (Vice-Dean for Research and Graduate Education), and Stefan Voß (Vice Dean).

01.4 APPOINTMENTS AND ACADEMIC PLACEMENTS

Appointments

- Prof. Dr. Anne Lauscher joined the Faculty as Professor of Data Science in Business Administration/ Computer Science. As part of the Excellence Strategy, Prof. Lauscher was appointed as one of three open-topic professorships. Previously, Prof. Lauscher was at Bocconi University in Milan.
- Prof. Dr. Simone Neumann, previously at the Helmut Schmidt University—University of the Federal Armed Forces, was appointed Professor of Sustainable Logistics and Mobility Systems.

External Appointments | Retaining Professors

- Prof. Dr. Martin Spindler received an offer from the University of Passau for the professorship “Business Decisions and Data Science”. The Faculty was able to retain him.

Academic Placements

Scientist	Academic Placement
Dr. J. Hartmann	Assistant Professor (with tenure track) of Marketing Analytics & Data Science University of Groningen, the Netherlands
Dr. J. Kück	Professor of Economics, esp. Data Science in Economics University Düsseldorf, Germany
Dr. T. Schreiner	Postdoctoral Fellow for Econometric Modeling, Empirical Data Analysis and Consumer Behavior University of New South Wales, Sydney, Australia
Prof. H. Schröder	Professor of Finance and Accounting Europa-Universität Flensburg, Germany

Academic Job Advertisements

- The Junior Professorship (W1) leading to a W3 (Tenure-Track Professorship) for “Economics, with a focus on Managerial Accounting and Digitalization” was advertised from 15 December 2022.

01.5 CONFERENCES AND WORKSHOPS HELD IN 2022

Scientists	Conference	Place
Prof. M. Clement	Economics of the Music Industry Conference	Hamburg
Prof. M. Heitmann	DFG Conference on Innovative Marketing and Social Media	Hamburg
Prof. N. Ratzinger-Sakel	128 th Meeting of the Working Group " Externe und Interne Überwachung der Unternehmung" of the Schmalenbach-Gesellschaft für Betriebswirtschaft e.V.	Hamburg
Prof. J. Recker	Track Chair for the track “Business Innovations and Digital Transformation” of the 24 th IEEE International Conference on Business Informatics (CBI 2022)	Amsterdam, the Netherlands
	Associate Editor of the track “Business Process Management” of the 30 th European Conference on Information Systems (ECIS 2022)	Timisoara, Romania
	Associate Editor of the track “Digital Business Models and Digital Entrepreneurship” of the 17 th International Conference on Business Informatics (WI 2022)	Nuremberg (online)
Prof. J. Schreyögg Prof. E. Wild	14 th dggö Annual Conference	Hamburg
	Research Results live	Hamburg
Prof. S. Voß	Co-Organisation of the International Conference on Computational Logistics (ICCL 2022)	Barcelona, Spain

O2 PROGRAMS AND STUDENTS

O2.1 KEY INDICATORS

Table O2a: Applications, Study Places by Agreement, Enrollments

2019			2020		2021		2022	
B.Sc. Betriebswirtschaftslehre (Business Administration)								
Study places: by agreement enrolled	348	365	361	424	343	348	369	375
Applications: total per study place	2.312	6.6	2.407	6.7	2.674	7.8	2.835	7.7
B.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)								
Study places: by agreement enrolled	150	173	150	167	150	154	150	154
Applications: total per study place	840	5.6	815	5.4	970	6.5	993	6.6
B.Sc. Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)								
Study places: by agreement enrolled	60	61	60	45	41	44	43	46
Applications: total per study place	255	4.3	181	3.0	160	3.9	102	2.4
M.Sc. Betriebswirtschaft (Business Administration)								
Study places: by agreement enrolled	193	203	194	217	160	160	166	164
Applications: total per study place	1.243	6.4	1.425	7.3	1.150	7.2	1.081	6.5
M.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)								
Study places: by agreement enrolled	80	100	80	93	80	68	80	81
Applications: total per study place	363	4.5	390	4.9	383	4.8	354	4.4
M.Ed. Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)								
Study places: by agreement enrolled	50	60	50	49	31	41	no restriction	42
Applications: total per study place	67	1.3	62	1.2	53	1.7	49	-

Source: Reference date December 31st each year; Section 30 Advising and Administration; due to an alignment of the reference date, numbers of enrollments may differ slightly from previous annual reports.

Note: Study programs listed here are under the complete or part management of the Faculty.

Note: Study places "by agreement" indicate the minimum number of study places to be offered by agreement with Ministry, University and Faculty.



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Table 02b: Graduates, Final Grades, Duration of Study

	2019	2020	2021	2022
B.Sc. Betriebswirtschaftslehre (Business Administration)				
Number of graduates	224	191	196	205
Ø Final grade*	2.6	2.5	2.4	2.4
Ø Duration of study (semester)	7.2	7.3	6.9	6.7
B.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)				
Number of graduates	112	85	92	84
Ø Final grade*	2.4	2.3	2.3	2.2
Ø Duration of study (semester)	8.0	7.8	8.1	8.1
B.Sc. Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)				
Number of graduates	41	37	48	32
Ø Final grade*	2.5	2.4	2.4	2.5
Ø Duration of study (semester)	6.1	6.1	6.2	7.3
M.Sc. Betriebswirtschaft (Business Administration)				
Number of graduates	186	165	186	174
Ø Final grade*	2.1	2.0	1.9	1.9
Ø Duration of study (semester)	5.7	5.9	5.8	5.7
M.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)				
Number of graduates	49	84	65	80
Ø Final grade*	1.8	1.9	1.9	1.9
Ø Duration of study (semester)	6.3	6.3	6.2	6.2
M.Ed. Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)				
Number of graduates	49	39	65	37
Ø Final grade*	2.0	2.0	1.9	1.8
Ø Duration of study (semester)	4.5	5.3	4.9	4.9

Source: Official university statistics; according to examination year (Summer Semester and preceding Winter Semester); Section 13 Institutional Research Unit.

Note: Study programs listed here are under the complete or part management of the Faculty.

Note: The best grade is 1.0; the minimum grade needed to pass is 4.0; students can be awarded grades of +/- 0.3 (e.g., 1.7, 3.3).

Table 02c: Percentage of Modules with respective Teaching Methods

Teaching methods	2022	
	B.Sc.	M.Sc.
Assignments	66%	51%
Case studies	57%	55%
(Computer-based) simulations/games	28%	17%
Digital interaction with lecturers and/or between students	49%	46%
Discussions	89%	77%
Field trips (e.g. company visits)	15%	20%
Guest lectures	51%	56%
Digital materials and/or platform	71%	39%
Projects (group)	25%	27%
Projects (individual)	21%	23%
Software	45%	43%

Source: Analysis of Module Handbooks, 2022.

02.2 HAMBURG TEACHING PRIZE

On July 7, 2023, a total of 41 teaching award winners were honored at Hamburg City Hall.

From the Faculty of Business Administration, Dr. Arne Schulz and Dr. Birgit Schwartz-Reinken were honored for outstanding teaching. The award is worth 10,000€.

O3 RESEARCH

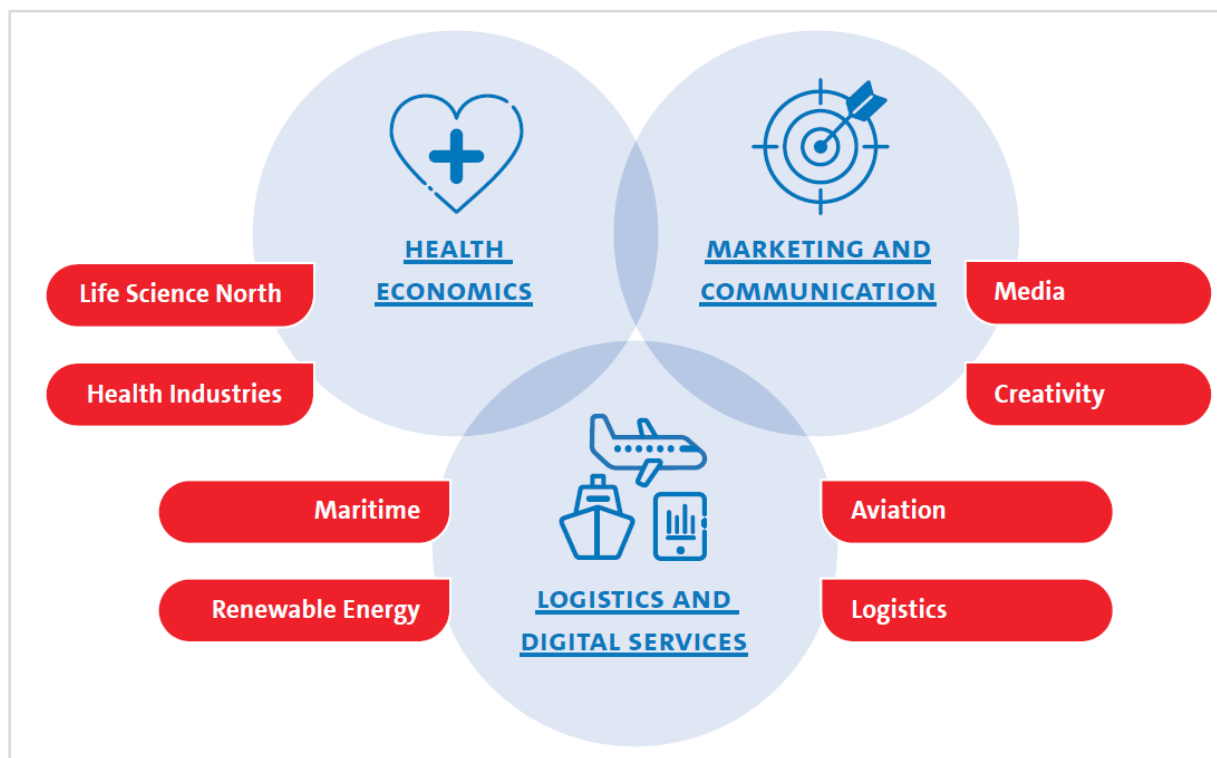
Table 03a: Publications

	2019	2020	2021	2022
Research articles (peer reviewed)	62	93	119	121
TOP ranked research articles	17	9	16	26
Research articles related to Ethics, Responsibility and Sustainability (ERS)	22	29	40	48
Books (incl. textbooks)	2	4	3	7
Book chapters (incl. textbooks)	22	23	13	26

Source: RIS (UHH Research Information System).

Note: Top ranked: Recent articles in leading journals, either in the [Financial Times Research Rank list](#) or listed as A+ or A journals in [VHB-JOURQUAL3](#).

Key Research Areas and the City of Hamburg's Economic Clusters



03.1 NEW THIRD-PARTY FUNDED PROJECTS**Table 03b: New third-party funded Projects in 2022**

Scientists	Topic	Amount	Funding
Prof. W. Brüggemann	HafenplanZen: Entwicklung des Hafenplan Optimierers und der Visualisierung	€214,493	Projektträgerschaft Innovative Hafentechnologie
Prof. M. Clement	Contract for the financing of a doctoral fellowship in the research field "Entertainment Science"	€60,000	Warner Bros. Entertainment GmbH
	SUPPLY – Strengthening voluntary non-remunerated plasma collection capacity in Europe	€136,648	European Blood Alliance (EBA), Netherlands
	Business Start-up VOIDS – Vision Of Intelligent Demand Shaping	€105,000	Forschungszentrum Jülich GmbH (FZJ)
	EXIST Founder Scholarship: Plannigo	€152,500	
Prof. H. Sattler	Research Funding ZMM	€2,500	Simon + Kucher & Partners
Prof. J. Schreyögg	StatAMed – Transformation des Patientenpfades durch ein sektorenübergreifendes kurzstationäres allgemeinmedizinisch-orientiertes Versorgungsmodell	€16,583	AOK - Die Gesundheitskasse
	Health Innovation Next Generation Payment & Pricing Models	€453,813	Università Commerciale Luigi
Dr. A. Schulz	Ideen- und Risikofonds: Das Vehicle Routing Problem mit Telefahrzeugen	€42,257	FHH Behörde für Wissenschaft, Forschung, Gleichstellung und Bezirke
Prof. M. Spindler	DDLitLab: FS-LP05: Digital Causality Lab – Dem „Warum“ in den Daten auf der Spur	€46,100	Stiftung für Innovation in der Lehre
	Ideen- und Risikofonds: Bestimmung der Unsicherheit von Maschinellen Lernmethoden und künstlicher Intelligenz mit Anwendung auf Versicherungsdaten	€28,000	FHH Behörde für Wissenschaft, Forschung, Gleichstellung und Bezirke
Prof. E. Wild	Wissenschaftliche Evaluation im Projekt Arbeiten 5.0	€200,000	Universitätsklinikum Hamburg-Eppendorf
	Transferfonds: FitnesspilotKIDZ – An App to fight the Obesity Pandemic	€30,000	FHH, BWFGB

Source: RIS (UHH Research Information System), Section 75 External Funding Management.

03.2 SELECTED CURRENT RESEARCH PROJECTS

Studying and optimizing Innovation Processes (since 2021)

For the project Building Digital Products: Understanding the Interaction between Hardware and Software Component Development in Digital Innovation, the team headed by Jan Recker, professor of information systems and digital innovation, is receiving €280.000 from the German Research Foundation for a period of 30 months. In addition to the core team at Universität Hamburg, Universität zu Köln, Ruhr Universität Bochum, Vrije Universiteit Amsterdam, Case Western Reserve University in the United States, and Chalmers Institute in Sweden are involved.



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EU4Health Funding Program (since 2022)

Plasma is a crucial raw material for many drugs and treatments. However, the supply of plasma greatly depends on a sufficient number of people donating. Much of the plasma for European products has to be sourced from the United States, for instance. The SUPPLY project specifically aims to research and strengthen the plasma chain, from plasma collection to further processing. For this purpose, researchers are cooperating with blood banks and national authorities from all over Europe. Led by the European Blood Alliance in Belgium, the SUPPLY project will also receive around €1.1m through the EU4Health program. €135.000 will go to the Faculty, where a team led by Prof. Michel Clement will primarily examine how to recruit and retain new donors. Among other things, they will focus on how financial and other incentives affect donations and which of the strategies used in Germany have proven successful. The team will also investigate the impact of the coronavirus pandemic. Once the overall project has been completed, recommendations and guidelines will be developed for the various stakeholders in plasma donation to help them expand plasma collection and achieve a resilient supply in the EU.

Extending the Chain Ladder Method for Actuarial Practice (since 2019)

In the non-life insurance industry, loss reserves in particular often represent one of the largest underwriting liability items on the balance sheet and thus also one of the largest risk drivers, which is why great importance is attached to adequate determination of the loss reserves. Therefore, forecasting these liabilities and quantifying their uncertainty is a key actuarial issue. There are different models for determining loss reserves – one of the most common is the chain ladder method. In their project "Extending the Chain Ladder Method for Actuarial Practice", Dr. Nataliya Chukhrova and Dr. Arne Johannssen want to investigate this method of loss reserving and develop new data science techniques to enable the calculation of loss reserves on a more plausible basis in order to improve the risk management of insurance companies. The German Research Foundation is funding the project with a sum of ~ €100.000.

Study on the Future of Music Use (since 2018)



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The long-term study on the development of music use in Germany, provides a well-founded analysis of how music is discovered, purchased and consumed in Germany now and in the future. The latest findings of the study call the current salary model for music streaming services into question. Profits that streaming services such as Spotify earn from user fees and advertising are paid to rights-holders using the pro-rata model. So, all profits are pooled and, on the basis of the share of total tracks, paid out to the respective artists. Also, users might be paying for music they are not listening to. The study, conducted jointly by Universität Hamburg and Kühne Logistic University, focused primarily on a comparison of the pro-rata model and an alternative, user-centric model. In the latter case, profits are assigned to the artist a user listened to in a given month, meaning the model is based on individual use. Compared with the royalty payments expected from the user-centric model, the researchers calculated a share of €66m per annum for rock songs and €30m p. a. for classical pieces using the current pro-rata model. The study also revealed that above all German and international hip hop were being subsidized to the tune of €109m. Researchers also determined that song lengths in the last 10 years have decreased in almost all genres.

03.3 YOUNG RESEARCHERS

Table 03c: Doctoral Researchers, Doctoral Degrees and Habilitations awarded

	2019	2020	2021	2022
Enrolled doctoral researchers	136	132	127	127
Of that international	17	16	21	22
Doctoral degrees awarded	19	18	24	17
Habilitations awarded	1	1	0	0

Source: Official University Staff Statistics; according to examination year (Summer Semester and preceeding Winter Semester); Section 13 Institutional Research Unit.

Note: Including third-party funded staff, scholarship holders and externals.

Funding to support young Researchers

Funding has been be provided for:

Conferences

- participation in academic (online) conferences *[provided one was presenting]*,

Other measures

- participation in (online) doctoral courses *[provided one was a member of Faculty's Graduate School and had participated in two internal doctoral courses]*,
- acquisition of data sets *[if no comparable data was available via the licenses co-financed by the faculty]*,
- payment of transcription costs, and
- proofreading of English-language texts.

Table 03d: Faculty's young Researchers Funding

	2019	2020	2021	2022
Academic conferences (number of grants)	€9,100 (30)	€2,592 (11)	€719 (3)	€9,308 (21)
Other measures (number of grants)	€69,024 (45)	€29,343 (26)	€2,609 (9)	€9,095 (8)

Source: SAP, Faculty of Business Administration.

The total level of grant funding provided to doctoral researchers by the Faculty decreased due to stricter eligibility requirements regarding funding for external courses.

O4 TRANSFER

To encourage entrepreneurship and strengthen the transfer from research to economy and society, the Faculty of Business Administration launched the Management Transfer Lab (MTL) in 2017. MTL works closely with the University's Knowledge Exchange Agency to:

- connect founders, investors, and other start-up enthusiasts,
- match competencies and needs across faculties and disciplinary boundaries,
- encourage university-wide entrepreneurship courses, and
- emphasize the transfer to economy and society.

O4.1 START-UPS

Ecosystem Website

In Hamburg, there is a range of support for potential entrepreneurs who wish to launch a company. A new [databank](#) with over 500 funding providers is now offering a comprehensive and transparent overview. Additionally, there are roughly 100 events such as founders' and business plan competitions. These kinds of activities also help start-ups develop and network with other regional start-ups. The databank also includes national funding programs used in Hamburg. Furthermore, there are plans for concrete projects to successively expand the databank to Schleswig-Holstein, Bremen, Lower Saxony, and Mecklenburg-Western Pomerania. To this end, researchers from the Management Transfer Lab are cooperating with other universities. The website was made possible by funding within the framework of the EXIST program.

Coworking Space



Copyright: MTL/UHH

The MTL coworking space was opened as part of the "Digital Innovation Lab" project format (led by Prof. Jan Recker). Here, interdisciplinary student teams develop innovative hybrid prototypes on selected UN Sustainable Development Goals.

The first pilot projects teams from business administration, computer science and engineering developed automated "smart" 3D printable ventilation solutions for Hamburg's old apartments, and an ai-based technology for automated monitoring of wild bee hives via audio signals. Both prototypes are available in the coworking space and can be easily replicated and further developed thanks to their open architecture.

For these and other projects, the coworking space offers a comprehensive set of hardware (including a 3D printer, 4K cameras, high-performance PCs, and maker kits) and software (e.g., Qualtrics and Sawtooth). It offers space for creative coworking, prototyping, validating one's own business idea, and serves as a central meeting and event space on campus. Complementary courses teach students about topics such as digital innovation, sustainable solution development, and artificial intelligence management. The rooms and hardware can be booked via the booking portal.

Start-ups



PLANNINGIO: The founder team around Markus Mickein, Nikolai Heinrichs and Nils Roemer has recognized that conventional planning systems usually consider production stages isolated from each other (e.g. warehousing, procurement and distribution). With the help of PLANNINGIO, all relevant process stages and constraints can be mapped in an integrated planning system via one software. Through the end-to-end analysis of production systems, a significantly higher automation of the planning process can be achieved as well as operational cost savings can be realized through the efficient use of resources. The software solution also takes ecological aspects into account by reducing resources.



Hivesound: was founded by Kevin Kraus, a Universität Hamburg master's student, Dr. Michelle Maurer and Julian Obrecht. The company offers a solution that enables beekeepers to monitor the health and vitality of their colonies digitally and remotely. The monitoring system is based on the analysis of acoustic signals in beehives which are interpreted using a machine learning algorithm. This algorithm can provide important information, including detecting the absence of the queen bee, parasite infestations in the hive, as well as stressors in the environment that are stressing the bees. Hivesound emerged from the "Digital Innovation Lab" 2022, an interdisciplinary project format funded as part of the EXIST program.



CarbonStack: is fighting climate change with reforestation in Europe. The company stands for CO2 compensation without green-washing and offers other companies an opportunity to compensate for unavoidable CO2 emissions with regional foresting projects. Forty-five thousand trees have already been planted throughout Germany in a very short time. The reforestation projects are monitored using high-resolution satellite imagery and compensation efficacy is being tracked and quantified using the company's own AI solution. The satellite technology is being used to identify surfaces where new trees are urgently needed for a healthy ecosystem and the consequences of climate change are already visible. Using energy efficient blockchain technology, CarbonStack is making CO2 compensation transparent and tamper-proof for everyone involved.

04.2 RECRUITING & CAREER-SERVICE

ChefTreff summit: At the ChefTreff summit at the Hamburg Chamber of Commerce, talents and founders met today's successful entrepreneurs and role models. Top managers and CEOs from Google, Amazon and About You as well as personalities such as Fynn Kliemann shared their personal knowledge. Together with students, graduates and young professionals, ideas were exchanged and visions set in motion. In addition to subject-specific deep dives in lectures and workshops in the areas of tech, business and finance, there was a Founder Stage with various contributions around the question: "How to build and scale a start-up?" Because only those who know what the practice looks like can get an idea of the real challenges. The ChefTreff Summit is organized by the social-impact start-up ChefTreff, by former students of the University of Hamburg in cooperation with the University and supported with funds from the funding program EXIST – Start-ups from Science – of the Federal Ministry of Economics and Technology.

Hamburg Future Conference: In 2022, the first Hamburg Future Conference took place on the occasion of the 100th anniversary of the University Society of Hamburg with the support of the Hamburg Chamber of Commerce. Leading personalities from science, business and politics were represented at the Hamburg Future Conference. The focus was on excellent knowledge transfer in the fields of climate, medicine, energy, on entrepreneurship as well as on the social acceptance and political shaping of innovations. In the course of the various presentations, it became very clear that science and industry need to network even more closely in order to bring socially relevant innovations to application more quickly. Special thanks go to Fridtjof Detzner (Co-Founder, Planet A Ventures), who gave an inspiring lecture on today's societal challenges and gave the students and PhD students food for thought on how to consciously choose future career paths. The MTL was involved in the organization of the event and invited at its own booth to exchange ideas on the topics of transfer, innovation and start-up in a university context.

Meet&Match: The matchmaking event where people with ideas and people with skills come together to get off the ground as a start-up team. Individual founders or founding teams and people interested in founding a company from different universities and research institutions come together to exchange ideas across disciplines, network, share ideas, think them through further together - and in the process grow together to form ideal founding teams.

Mentoring Program

Mentoring moves careers (Mentoring bewegt Karrieren): This study module of the Mentoring Program has been developed and launched in 2019 in cooperation with the Faculty of Business Administration and the Exist funding as part of the program "Potenziale heben" (raise potentials) and is thereby aimed at selected young professionals: students in the master's program and doctoral students. Starting in the Summer Semester of 2022, PhD students and postdocs can also apply for mentoring through the Hamburg Research Academy (HRA).

Table 04a: Number of Mentees and Mentors

	2020	2021	2022
Mentees	15	156	251
Mentors	0	20	50

Source: Faculty of Business Administration, MTL.

04.3 PROGRAMS AND STUDENTS

Table 04b: Percentage of Modules with respective practice-related Content

Practice-related content and methods in modules	2022	
	B.Sc.	M.Sc.
Connections with practice/transfer is an important topic in the module	68%	49%
Content, examples, and/or perspectives from practice	84%	64%
Case studies and guest lectures by managers	59%	64%
Research with empirical data sets and use of software from practice	63%	56%
Students complete project work on topics from practice/companies	35%	38%

Source: Analysis of Module Handbooks, 2022.

Selected Lectures related to Transfer

Professorships offer a broad portfolio of courses that stimulate transfer between teaching, research and practice. Courses enable hands-on practical experiences or give members of leading organizations, founders of innovative start-ups or renowned industry experts a stage to share practical insights in guest lectures.

Table 04c: Foundation-related Courses and Events

	2019	2020	2021	2022
Courses related to founding/ entrepreneurship	4	13	20	24
students participating in the courses	~100	672	1,728	1,889
Inter-faculty events on the topic of founding (mostly in cooperation)	9	1	12	20

Source: Faculty of Business Administration, MTL.

Table 04d: Lectures with Transfer Relation Summer Semester 2022

Lecturer	Title	Typ of course
Prof. Berding	Artificial intelligence in vocational training – development of an APP	Seminar
Dr. W. Bielert	Managing Digital Transformation	Lecture
Dr. T. Bockelmann	Entrepreneurial Thinking	Seminar
Prof. M. Clement	Strategic Management in Digital Transformation	Lecture
	E-Business	Lecture
	Business Pitch	Workshop
	INTIE Certificate	Workshop
Prof. M. Clement Prof. A. Stuhlmann	Entrepreneurial Media Podcasting	Lecture
Prof. F. Eggers	Digital Marketing	Lecture
Prof. M. Nüttgens	IT-Entrepreneurship	Lecture
Prof. J. Recker	Digital Innovation Lab	Seminar
	Advanced Topics in Technology and Innovation Management	Lecture
	Managing Artificial Intelligence	Seminar
Prof. H. Sattler	Business Simulation	Seminar
Dr. R. Seifert	Social Entrepreneurship	Seminar
	Website Design	Workshop
Dr. M. de Vries	Entrepreneurship for Non-Economists	Lecture
	Management for Entrepreneurs	Lecture

Source: Faculty of Business Administration, MTL.



Advisory Board members Daniel Krauss and Wilhelm Bielert after the inaugural meeting. Copyright: UHH/Lichtliebe

Table 04e: Practical Lectures in which Companies provide Insights into professional Life

Practice Partner	Title of Module	Topic
Planningio	Production Planning in the Beverage Industry	Programming and optimization
KPMG AG	Special Issues in Auditing/ Professional Profile of the Auditor	Auditing
Edeka.Digital	Digital Transformation of Retail Organisations: The case of Edeka	Digital Innovation & Stationary Retail
EY	Special Issues in Auditing/Audit of the Future	Auditing
KPMG AG	International Accounting and Auditing Fundamentals/Digitalization in Accounting	Accounting
PWC GmbH	International Accounting and Auditing Fundamentals/Practical Cases in International Accounting	Auditing
Dr. S. Spieckermann (SimPlan AG)	Methods of Decision Analysis/ Discrete Event Oriented Simulation, Digital Twin, Industry 4.0 and more	Simulation
EY	International Accounting and Auditing Fundamentals/IFRS 2 – Share-based Payment	Accounting
Möhrle Happ Luther	International Accounting and Auditing Fundamentals/Introduction to Auditing	Auditing
Benedikt Kriewitz (EnBW)	Charging Infrastructure for Electrical Vehicles	Programming and optimization
TUI AG	Special Issues in Auditing/Internal Audit	Internal Audit

Source: Faculty of Business Administration, MTL.

O4.4 RESEARCH**Table 04f: Research Projects with Practice Partners**

Scientist	Topic	Cooperation partner
Prof. W. Brüggemann	HafenplanZEN	Hamburg Port Authority, Hamburg Port Consulting
Nicole Ratzinger-Sakel	Auditing und Corporate Accounting: Transfer between Research and Practice	EY
Prof. M. Fliedner	Production Planning in Cellular Manufacturing	Condair
Prof. K. Gedenk	Brand Listings by Discounters – How do they affect Supermarkets?	EDEKA ZENTRALE Stiftung & Co. KG
Prof. K. Haase	Crowd Mangement für die Haddsch	Mekka, Saudi-Arabien
	Crowd Management	FIFA World Cup, Katar
	Strategic Product Planning	Feldschlösschen, Schweiz
Dr. Abtin Nourmohammadzadeh	Digitization and Electro-mobility: End-to-End Digitally Controlled Network and Charging Infrastructure for Land, Air and Water Electromobility	HSU (University of the Federal Armed Forces Hamburg)
Dr. C. Otten	Consumer Expectations on Movie Release Windows	Warner Brothers Discovery
Prof. J. Recker	Digital Sustainable Platforms	Vytal
	Digital Twins in Automotive Manufacturing	VW
	Digital Innovation in Retail	Edeka.Digital
Prof. J. Recker Imke Grasshoff	Ethically-aware Design of Artificial Intelligence	Guidecom Hamburger Sparkasse TUI
Prof. T. Stargardt	Effect of Discharge Management on Drug Supply	GWQ AG
Prof. E.-M. Wild	Work 5.0 – Harmonization of Processes and Duty Times (Transformation project 6.2),	UKE Hamburg
	Fitnesspilot	Dirk Sollbach und Dr. Annika Welte (upsquared GmbH)
Jingjing Yu	sharing.city.college: Shifting Modalities into Advanced Regional Transport/Trans-Modalities	FHH, Ahoi.digital

Source: Reports from professorships.

05 INTERNATIONALIZATION

Internationalization Strategy 2027

The Faculty launched its new Internationalization Strategy 2027 in 2022. An implementation team chaired by the representative for internationalization Wolfgang Drobetz was set up. The following table reports on the progress on selected strategic goals.

Table 05a: Internationalization Strategy 2027 – Implementation of selected Measures

Strategic goal	Progress
Increase international students in programs	
<ul style="list-style-type: none"> M.Sc. Business Administration: English-language track 	<ul style="list-style-type: none"> Teaching staff committed to switch a number of modules to English language; track is ready to start in Winter Semester 2023
Increase exchanges	
<ul style="list-style-type: none"> Revise network of partner schools (quality & quantity) 	<ul style="list-style-type: none"> Several potential partners were identified.
<ul style="list-style-type: none"> Summer School 	<ul style="list-style-type: none"> A draft proposal and funding opportunities were discussed. The School is on track to be launched in 2024.
Internationalize faculty and staff	
<ul style="list-style-type: none"> Core faculty, especially research associates 	<ul style="list-style-type: none"> Job openings are required to be published internationally
<ul style="list-style-type: none"> Visiting faculty to also teach 	<ul style="list-style-type: none"> Management board launched fund to finance additional teaching of visiting faculty (€20,000 p. a.)

05.1 PROGRAMS AND STUDENTS**Table 05b: International Student Numbers**

	2019	2020	2021	2022
Bachelor (Business Administration)				
International students	115	94	99	95
in % of all students	11%	9%	9%	9%
Bachelor (Industrial Engineering and Management)				
International students	62	63	62	68
in % of all students	11%	11%	11%	12%
Master (Business Administration)				
International students	97	113	117	158
in % of all students	14%	18%	19%	29%
Master (Industrial Engineering and Management)				
International students	20	18	24	13
in % of all students	7%	7%	9%	5%
Doctoral				
International students	17	20	21	25
in % of all students	12%	14%	16%	20%

Source: Official student statistics; reference date December 1st each year; Section 13 Institutional Research Unit.

Table 05c: Percentage of Modules with respective international Content

International content in modules	2022	
	B.Sc.	M.Sc.
International content, examples and/or perspectives	71%	63%
Research on international topics and/or research in English	39%	64%
Students present on or write about international topics, and/or are examined on them	32%	20%

Source: Analysis, Module Handbooks, 2022.

Exchanges

The School has 125 annual exchange places with 38 partners. Of those,

- five are ranked in the top 100 internationally, and 11 in the top 300 in THE's 2023 subject ranking for "business and economics,"
- two have EQUIS accreditation, three have AACSB accreditation, and seven have both.

Table 05d: Outgoing Student Numbers

2022	
Bachelor programs	
Business Administration	17
in % of all students 3 rd year	9%
KPI Intl. Strategy 2027	15%
Industrial Engineering & Management	7
in % of all students 3 rd year	6%
Master programs	
Business Administration	51
in % of all students 2 nd year	26%
KPI Intl. Strategy 2027	35%
Industrial Engineering & Management	4
in % of all students 2 nd year	5%

Source: Faculty International Office (outgoings in Erasmus exchange program and through Faculty partnerships); Universität Hamburg's Dept. for International Affairs (outgoings through University-level exchange programs); Faculty of Business Administration's Academic Office (outgoing freemovers); Official university statistics; according to examination year (Summer Semester and preceding Winter Semester).

Note: For its outgoing KPIs, the School divides the number of outgoings by the number of bachelor students in their third year (semesters 5 and 6) and master students in their second year (semesters 3 and 4). This is because students typically go on an exchange semester in that period. In its Internationalization Strategy 2027, the Faculty has set the following targets: B.Sc. in Business Administration, 15% of students by 2027; M.Sc. in Business Administration, 35% of students by 2027.

Note: Numbers for the degree component program "Teacher Training" are not reported here, as those students go abroad via the Faculty of Education.

Table 05e: Incoming Student Numbers

2022	
Bachelor students	19
KPI Intl. Strategy 2027	40
Master students	15
KPI Intl. Strategy 2027	80

Source: Official university statistics; according to examination year (Summer Semester and preceding Winter Semester).

05.2 RESEARCH



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Table 05e: International visiting Scholars 2022

Scientist	Period	Origin	Funding
S. Bharill	Sep–Nov 2022	Georgetown University Washington, USA	
M. Çolak	Dec 2021–Dec 2025	Selçuk University, Turkey	Scholarship
A. Cürebal	Dec 2021–Dec 2025	Kirikkale University, Turkey	Scholarship
Dr. A. Drechsler	Dec 2022	Victoria University of Wellington, New Zealand	
C. Gerber	Dec 2022	Stellenbosch University, South Africa	
Dr. J. Lehmann	Sep 2022	W. P. Carey School of Business Arizona State University, USA	
F. Niebles Atencio	Since Oct 2016	Universidad de la Costa, Columbia	Scholarship
Dr. Malek Sarhani	Sep 2019–Feb 2022	Mohammed V University, Rabat, Morocco	Humboldt Research Fellowship
Prof. C. Urquhart	Jun 2022	Manchester Metropolitan University Business School, England	
Jinglin Zhang	Mar 2021–Mar 2022	DaLian Maritime University, China	

Source: Reports from professorships.

Table 05f: Research Stays abroad

Scientist	Date	Destination	Funding
J. Barg	Apr–Jun 2022	Saïd Business School, University of Oxford, England	Scholarship of the Übersee-Club Hamburg
	Aug–Nov 2022	Copenhagen Business School, Denmark	
Dr. P. Cammin	Sep–Dec 2022	Kyoto University, Japan	University Partnership
Dr. N. Chukhrova Dr. A. Johannssen	Feb 2022	École des Mines de Saint-Étienne, Gardanne, France	
Dr. A. Johannssen	Nov–Dec 2022	Nantes Université, France	
Dr. S. Klaaßen	Feb–Aug 2022	Massachusetts Institute of Technology (MIT), Cambridge, USA	Fulbright scholarship
Dr. J. Kück	Apr–Jun 2022	University of Fribourg, Switzerland	Scholarship of the University of Fribourg
Dr. R. Milstein	Nov 2022–Jan 2023	University of York, USA	Scholarship of the University of York
M. Mönkemeyer	Feb–Jun 2022	University of Cambridge, England	
M. Rapior	Sep–Oct 2022	ESCP Business School Madrid, Spain	Hamburg Global PhD
Prof. J. Recker	Oct–Dec 2022	University of Liechtenstein, Liechtenstein	
	Several stays	University of Agder, Norway	
	Jun–Sep 2022	Rotterdam School of Management, the Netherlands	

Source: Reports of the professorships.

06 FINANCIAL SITUATION

Revenues

Core Funding: The level of core funding (*Grundzuweisung Landesmittel*) is guaranteed from 2021 until 2027 with an annual growth rate of 2%.

Additional Study Places Funding: For 2022, it is comprised of *Hochschulpaktmittel* (HSP) at €1.5m and the *Zukunftsvertrag Studium und Lehre stärken* (ZSL) at €0.7m. HSP-funding was for a fixed term and is being phased out. It is being replaced by permanent ZSL funding.

Specific-purposes funding: includes all funding of specific measures. It largely encompasses the University of Excellence funding of two professorships.

Third-party funding: although a large DFG Research Group ended in 2021, the Faculty was able to maintain the level of funding through the acquisition of new projects.

Table 06a: Overview of Revenues and Expenses

(All figures in thousands of €)	2019	2020	2021	2022
Revenues, of which				
University funding	11,729	11,656	12,990	12,887
Core funding	9,604	9,683	9,769	9,972
Additional study places funding	1,411	1,411	2,413	2,213
Specific-purposes funding	715	563	808	703
Third-party funding	2,485	2,529	2,279	2,289
Governmental funding organizations	1,824	1,618	1,603	1,541
Companies and other organizations	660	911	676	748
TOTAL REVENUES	14,214	14,185	15,269	15,176
Expenses, of which				
Staff Costs	13,441	13,935	14,489	14,074
Academic staff	11,417	11,957	12,531	12,118
Administrative staff	2,024	1,977	1,958	1,956
Costs of materials and services	1,634	1,736	1,308	1,357
Teaching assignments and support	371	465	345	302
Public relations	18	19	5	18
Other	1,245	1,252	958	1,038
TOTAL EXPENSES	15,075	15,671	15,797	15,431
Annual Result	-861	-1,485	-529	-255
Compensation with Residual Funds	861	1,485	529	255

Source: Annual financial statement (Section 72 Controlling); Third-party funds reports (Section 75 External Funding Management); own calculations.

Expenses

Staff costs: The annual increases in salaries typically exceed the annual 2% increase in the Faculty's budget. This implies funding cuts in real terms. Please note: staff costs include third-party funded staff as well as staff financed out of capital reserves and *Freie Betriebsmittel* of professorships.

Costs of materials and services: Faculty and professorship expenses. *Other* mainly includes electronic media and databases, travel expenses, costs for promoting young researchers, and measures to promote equal opportunities.

Annual Result

The deficit of €255,000 in 2022 is explained by the net consumption of capital reserves and *Freie Betriebsmittel* of professorships to the amount of €162,000 and a Faculty deficit (which is covered by capital reserves of the university) of €93,000.

Table 06b: Breakdown of Staff Expenses by Group

	2019	2020	2021	2022
Staff group				
Academic staff	83.3%	83.6%	84.4%	84.7%
Team assistances of professorships	6.4%	6.1%	6.1%	5.7%
Administration / Academic Office	10.3%	10.3%	9.5%	9.5%

Source: KoPers via TM1; Section 72 Controlling.

Note: Including university funding, but excluding third-party funding.

07 EQUAL OPPORTUNITY AND DIVERSITY

07.1 KEY PERFORMANCE INDICATORS

Table 07a: Student Numbers

	2019	2020	2021	2022
B.Sc. Betriebswirtschaftslehre (Business Administration)				
Female students	51%	48%	47%	47%
B.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)				
Female students	23%	23%	23%	23%
B.Sc./B.Ed. Lehramt an beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)				
Female students	52%	55%	54%	52%
M.Sc. Betriebswirtschaft (Business Administration)				
Female students	53%	54%	52%	53%
M.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)				
Female students	27%	27%	23%	25%
M.Sc./M.Ed. Lehramt an beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)				
Female students	53%	54%	60%	58%

Quelle: Official student statistics; reference date December 1st each year; including all cohorts; Section 13 Institutional Research Unit.

Note: including students on academic leave.

Table 07b: Graduate Numbers

	2019	2020	2021	2022
B.Sc. Betriebswirtschaftslehre (Business Administration)				
Female students	58%	51%	61%	59%
B.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)				
Female students	26%	25%	22%	27%
M.Sc. Betriebswirtschaft (Business Administration)				
Female students	46%	55%	55%	51%
M.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)				
Female students	27%	25%	32%	24%

Source: Official university statistics; according to examination year (Summer Semester and preceding Winter Semester); Section 13 Institutional Research Unit.

Table 07c: Number of Doctoral Researchers and Graduates

	2019	2020	2021	2022
Female doctoral researchers	41%	40%	44%	40%
Female doctoral graduates	47%	50%	29%	71%

Source: Official university statistics (Amtl. Prüfungsstatistik); according to examination year (Summer Semester and preceeding Winter Semester); Section 13 Institutional Research Unit; StINE.

Note: Including third-party funded staff, scholarship holders and externals.

Table 07d: Staff (persons, not FTE)

Staff category (reference to HmbHG)	2019	2020	2021	2022
Professors (incl. junior professors)	26	26	26	29
<i>Of that female</i>	27%	27%	23%	31%
Lecturers (§ 28 (3) Lehre; Sonstige)	10	10	11	11
<i>Of that female</i>	50%	50%	55%	55%
Postdocs (§ 28 (2); § 28 (3) Sonstige)	10	12	18	16
<i>Of that female</i>	30%	42%	33%	25%
Doctoral researchers	98	98	83	78
<i>Of that female</i>	44 %	46 %	47 %	43%

Source: Official university statistics; reference date December 1st each year; each year including all cohorts; Section 13 Institutional Research Unit.

Note: Staff including third-party funded staff; excluding scholarship holders and externals.

07.2 REPORT ON EQUAL OPPORTUNITIES STRATEGY 2023–2027

The Faculty has developed a new [Equal Opportunity Strategy 2023–2027](#) with several new measures. The implementation status of the measures will be documented in this annual report in the future.

BWLternzeitmodell

The parental leave program for (post)doctoral researchers (*BWLternzeitmodell*) aims to improve the balance between family life and academic work in the Faculty while ensuring planning security for positions attached to a professorship. If certain criteria are met, positions for (post)doctoral researchers on parental leave can be filled with new persons in advance. In 2022, two cases were financed.

08 ETHICS, RESPONSIBILITY, SUSTAINABILITY AND DIGITALIZATION

08.1 ETHICS, RESPONSIBILITY AND SUSTAINABILITY

The Management Board decided to become a signatory member of “Principles for Responsible Management Education (PRME)” from 2023. Membership in this United Nations-supported initiative requires a biannual report to account for responsibility in management education.

Table 08a: Research Articles related to ERS (peer-reviewed)

	2019	2020	2021	2022
Research articles related to ERS	22	29	40	48
in % of all research articles	35%	31%	34%	40%

Source: RIS (UHH Research Information System).

Table 08a: Percentage of Modules with respective ERS Content

ERS content in modules	2022	
	B.Sc.	M.Sc.
ERS content, examples, and/or perspectives	70%	38%
Course and/or reading materials on ERS topics	30%	27%
Ethics in research/good scientific practice	49%	39%
ERS case studies	20%	30%
ERS in practice	33%	32%

Source: Analysis, Module Handbooks, 2022.

08.2 DIGITALIZATION

The Management Board appointed Prof. Jan Recker as the Faculty's representative for digitalization in 2022. The representative Prof. Recker works closely with the CDO of the University. He advises the Management Board and represents the Faculty in University committees.

Digitalization of Processes

To highlight an important digitalization project implemented by the Academic Office: Since March 2022, academic reviewers have been able to submit first and second reviews for bachelor's and master's theses directly via SharePoint. This eliminates the need to send reviews, and simplifies and speeds up the process. In addition, reviewers directly indicate which language the thesis is in, whether it is based on literature or empirical research, and whether it relates to one or more of the following – "Ethics, Responsibility and Sustainability," "Practice," "Internationalization," or "Digitalization."

Programs and Students

Table 08b: Percentage of Modules with respective digital Content

Digital content and methods in modules	2022	
	B.Sc.	M.Sc.
Digitalization is an important topic in the module	34%	29%
Digitalization: Content, examples and/or perspectives	69%	61%
Course and/or reading materials on digitalization	49%	46%
Data analysis and/or mining	36%	33%
Digital transformation (impact, process)	41%	37%
Empirical digital data	40%	39%
Ethics and data	41%	23%
Guest lectures on digitalization	34%	38%
Machine learning, artificial intelligence	25%	29%
Practical or practice-like applications	63%	39%
Programming	23%	18%

Source: Analysis of Module Handbooks, 2022.

ANNEX

SELECTED PUBLICATIONS

FT-50 Ranking

Bockelmann, T., & Recker, J. (2022). How One Company Used Data to Create Sustainable Take-out Food Packaging. *Harvard Business Review*, 100(November). <https://hbr.org/2022/11/how-one-company-used-data-to-create-sustainable-fast-food-packaging?ab=hero-subleft-3>.

Chalmers, D., Fisch, C., Matthews, R., Quinn, W., & Recker, J. (2022). Beyond the bubble: will NFTs and digital proof of ownership empower creative industry entrepreneurs? *Journal of Business Venturing Insights*, 17, [e00309]. <https://doi.org/10.1016/j.jbvi.2022.e00309>

Lehmann, J., Recker, J., Yoo, Y., & Rosenkranz, C. (2022). Designing Digital Market Offerings: How Digital Ventures Navigate the Tension Between Generative Digital Technology and the Current Environment. *MIS Quarterly*, 46(3), 1453-1482. <https://doi.org/10.25300/MISQ/2022/16026>

Pentland, B. T., Yoo, Y., Recker, J., & Kim, I. (2022). From Lock-in to Transformation: A Path-Centric Theory of Emerging Technology and Organizing. *Organization Science*, 33(1), 194-211. <https://doi.org/10.1287/orsc.2021.1543>

Schamp, C., Heitmann, M., Bijmolt, T. H. A., & Katzenstein, R. F. (2022). The Effectiveness of Cause-Related Marketing: A Meta-Analysis on Consumer Responses. *Journal of Marketing Research*. Designing Digital Market Offerings: How Digital Ventures Navigate the Tension Between Generative Digital Technology and the Current Environment <https://doi.org/10.1177/00222437221109782>

Jourqual-3 Ranking: A

Bäumel, M., Dette, T., & Pollmann, M. (2022). Price and income effects of hospital reimbursements. *Journal of Health Economics*, 81, 102576. <https://doi.org/10.1016/j.jhealeco.2021.102576>

Browne, M. J., Jäger, V., Richter, A., & Steinorth, P. (2022). Family changes and the willingness to take risks. *Journal of Risk and Insurance*, 89(1), 187-209. <https://doi.org/10.1111/jori.12341>

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FACULTY
OF BUSINESS ADMINISTRATION

Universität Hamburg

Faculty of Business Administration

Moorweidenstraße 18
20148 Hamburg
Germany

E-mail: bwl@uni-hamburg.de

Fon: +49 (0) 40 42 83 8 - 40 94

WWW.BWL.UNI-HAMBURG.DE/EN