



Universität Hamburg

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UNIVERSITY OF HAMBURG  
BUSINESS SCHOOL

# ANNUAL REPORT 2024

OF THE UNIVERSITY OF HAMBURG BUSINESS SCHOOL



## MESSAGE FROM THE DEAN

Hamburg, October 2025  
Prof. Petra Steinorth  
Dean, University of Hamburg Business School



Dear reader,

The year 2024 marked not only several important milestones and achievements but also the dawn of an exciting new chapter for the University of Hamburg Business School.

We proudly celebrated a decade as a Faculty in July, reflecting on ten years of research, teaching, and learning. Alongside the Hamburg University of Applied Sciences and Helmut Schmidt University, the School also commemorated the 50<sup>th</sup> anniversary of the Industrial Engineering and Management (HWI) program.

A pivotal moment occurred when we rebranded ourselves as the University of Hamburg Business School, aiming to expand our international footprint and elevate our brand. At the same time, we updated our mission statement which now reads: “Building on Hamburg’s history as an international trade metropolis, we develop and teach contemporary approaches to business. In our research and research-based education we focus on evidence-based decision-making. We contribute valuable data-driven insights and foster critical thinking for a sustainable future.” At the heart of our identity are the values of excellence, impact, responsibility, openness, and connectedness. These principles fuel our endeavors and reflect our commitment to shaping a better world.

The commitment to excellence was reflected in the WirtschaftsWoche ranking for Business Administration research, with the School ranked third in Germany, and by the official presentation of EQUIS accreditation in Bologna. Our pledge to sustainability was highlighted by our inaugural report to the UN Principles for Responsible Management Education (PRME). Additionally, our sustainability efforts were acknowledged with the University of Hamburg Sustainability Office’s first prize, awarded for tracking ethics, responsibility, and sustainability content in its programs.

In our pursuit of innovation and excellence, we continued to evolve our offerings - launching several more courses on leadership and soft skills and on AI and digitalization, introducing “learning journal” as new way of assessing learning outcomes and the podcast “BWL on Air” to provide information and guidance to students, and by increasing cooperation with other Faculties to offer students more options. The School also refined its Teaching Philosophy and developed AI guidelines for students on writing seminar papers and bachelor and master theses.

The School passed a formalized Faculty Management System, which includes annual discussions between professors and the Dean. Furthermore, we made strides achieving the ambitious goals of our Internationalization Strategy — enhancing our English-language M.Sc. programs, increasing international course offerings, and expanding opportunities for student exchanges and staff internationalization.

In 2024, we welcomed Yannik Gehrke as tenure-track Junior-Professor for Managerial Accounting along with Denise Longe, our Marketing coordinator. This year also saw a leadership transition with Prof. Henrik Sattler completing his tenure as Dean, and I am honored to have been appointed as his successor by the Faculty Council. We bid farewell to Managing Director Ferdinand Wenzlaff after four dedicated years of service.

This year, the Academic Office’s Service Point continues its excellent work in supporting and advising students, which underscores its commitment to continuous improvement and the increasing demand for study advice.

As 2024 draws to a close, we reflect on a year filled with milestones and promising new beginnings. None of this would have been possible without the unwavering dedication and hard work of our staff, faculty, and students. Thank you all for ten extraordinary years. Let us carry this momentum forward.

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# 1 STRATEGY

## 1.1 STRATEGY 2027

In the School’s Strategy 2027, formalized in 2022, the School aims to go from being one of the top Schools in Germany to becoming a leading School in Europe for quantitative and empirical research and research-based education. Its mission and vision, as well as its SWOT analysis, form the basis for defining the School’s strategic direction, divided into four areas. For progress in implementing the Strategy, see below Table 1a.

**Table 1a: General Strategy 2027**

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

## Progress toward Strategy 2027

### General:

- Rebranded as the University of Hamburg Business School
- Renewed School's Mission, Vision, and Values
- Passed a formalized Faculty Management System
- Established tenure-track Junior Professor for Managerial Accounting and Digitalization
- Hired a dedicated Marketing Coordinator
- Submitted its first report to the UN Principles for Responsible Management Education (PRME)
- Submitted its first annual EQUIS Progress Report

### Internationalization:

- Increased outgoing student numbers dramatically
- Increased number of exchange places
- Increased number of courses open to incoming students (through cooperation with WiSo Faculty)
- Passed further measures to increase internationalization of faculty members and administrative staff
- Started marketing campaign for the English Track in the M.Sc. in Business Administration

### Programs and Students:

- Updated its Teaching Philosophy and its AI guidelines
- Started several more courses on leadership and soft skills and on AI and digitalization
- Increased course offer through greater cooperation with other University of Hamburg faculties
- Launched the podcast series BWL on Air
- Awarded UHH Sustainability Office prize for tracking course content related to ethics, responsibility, and sustainability.
- Held Second Deans' List meeting for excellent students

### Research:

- Ranked third in Germany for research in prestigious WirtschaftsWoche ranking
- Published 38 articles in top journals

### Connections with practice:

- Held second Digital Innovation Summer School
- Held third Advisory Board meeting
- Increased number of mentors in Mentoring Program by 21%, increased number of mentees by almost 50%

## EQUIS Accreditation

In 2023, the School was awarded international EQUIS accreditation, affirming its School's commitment to excellence. EQUIS accreditation is a cyclical process involving the comprehensive and ongoing evaluation of the quality of the School in all critical areas, including governance and strategy, programs, students, academic staff, research, resource management, internationalization, ethics, responsibility and sustainability, and connections with practice. As part of the three-year accreditation, the EQUIS Board laid down three areas of required improvement:

1. A formalized School (academic staff) management system
2. Greater use of innovative teaching methods
3. Strengthened internationalization

In October 2024, the School submitted its first Progress Report on general developments within the School, and especially in relation to the three areas of required improvement. EQUIS praised the School's progress in all three areas.

The School is to submit a second Progress Report in October 2025, with a reaccreditation visit planned for Summer Semester 2026.

## 1.2 RANKINGS AND AWARDS

**Table 1b: Awards**

Researcher	Award
Prof. Anne Lauscher	Social impact award at 18 <sup>th</sup> Conference of EACL
Julia Diana Lenk	Add-on Fellowships for Interdisciplinary Life Science, Joachim Herz Foundation
Dr. Sebastian Hinck	Geneva Association Ernst-Meyer-Prize   VFVH Excellence-Award (Doctoral thesis)
Prof. Jan Recker	SIGGTM Best Paper Award
Simon Rienks	Hamburg Teaching Prize
Fiona Sauerbier	Hamburg Teaching Prize
Malte Scheebaum	VFVH Excellence-Award (Master thesis)
Dr. Tobias Vlček	Hamburg Teaching Prize
Prof. Petra Steinorth	Outstanding Reviewer Award, Journal of Risk and Insurance

Source: Reports from professorships.

**Table 1c: Rankings**

Ranking	Year	Area	Globally	Germany
WirtschaftsWoche	2024	Business administration	6*	3
ARWU (Shanghai)	2023	Management	201-300	4
		Business administration	201-300	4
US News	2022-23	Economics and business	222	7

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

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

### CHE-Ranking

The CHE University Ranking is regarded as the most comprehensive and detailed comparison of universities in the German-speaking world. It is held every three years. In 2023, the bachelor and master received top ratings for helping first-year students adjust to university life. The School also scored well regarding publications per professor and is among the top group for degrees awarded in a reasonable time. For more, see [“University of Hamburg among Top-Ranked Master’s Programs in New CHE Ranking.”](#)

### Stanford top scientist list

The updated database of top-cited scientists [“Updated science-wide author databases of standardized citation indicators”](#) published in August 2024 includes:

- Prof. Jan Recker: Information Systems, Artificial Intelligence & Image Processing (5<sup>th</sup> in Germany, 100<sup>th</sup> worldwide)
- Prof. Jonas Schreyögg: Health Policy & Service, General & Internal Medicine (8<sup>th</sup> in Germany, 360<sup>th</sup> worldwide)
- Prof. Stefan Voß: Operations Research, Artificial Intelligence & Image Processing (9<sup>th</sup> in Germany, 236<sup>th</sup> worldwide).

### 1.3 STAFF

**Table 1d: Staff in FTE – for differentiation by status group and gender, see Chapter 7**

	2021	2022	2023	2024
All staff (FTE)	156.74	148.74	155.32	140.23
Academic staff (FTE)	127.69	117.31	122.70	112.46
Of that third-party funded	18.00	20.24	23.96	25.10
Administrative staff (FTE)	29.05	31.43	32.62	27.77

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

### 1.4 APPOINTMENTS AND ACADEMIC PLACEMENTS

#### Professorial appointments

- Prof. Dr. Yannik Gehrke, previously at the Georg-August-Universität Göttingen, joined the School as professor of business administration with a focus on managerial accounting and digitalization.

#### External appointments | Retaining professors

- Prof. Martin Spindler received an offer from the University of Constance for the professorship “Econometrics.” The School was able to retain him.
- Prof. Simone Neumann received an offer from the University of Siegen. The School was able to retain her

#### Academic placements

Researcher	Academic Placement
Dr. Philipp Bach	Tenure-Track FU Berlin
Prof. Arne Johannssen	W2 Statistics & Data Analytics, Harz University of Applied Sciences
Dr. Martin Riesenbichler	Professor for Marketing, WU Vienna University of Economics and Business
Prof. Eva Wild	W3 Health Services Research, University of Siegen
Dr. Jingjing Yu	Assistant Professor, Pompeu Fabra University, Barcelona

Source: Reports from professorships.

**1.5 CONFERENCES AND WORKSHOPS (ORGANIZED BY SCHOOL MEMBERS)**

Researchers	Conference	Place and Date
Prof. Mark Heitmann	Predictive and Generative AI in Marketing at Nova School of Business & Economics	Lisbon, November 6
Prof. Anne Lauscher	Ethics Co-Chair at the 18 <sup>th</sup> Conference of EAEL <sup>1</sup>	Malta, March 17 – 22
Prof. Jonas Schreyögg	HI Prix EU Workshop   Behavioural & Experimental Health Economics Workshop   HCHE Research Results Live	Hamburg, April 22 – 23   October 7 – 8   November 26
Prof. Tom Stargardt	Summer School "Health Economics 2024"	Hamburg, July 23 – 25
Prof. Petra Steinorth	51 <sup>st</sup> Annual Seminar of EGRIE <sup>2</sup>	Hamburg, September 15 – 18
Prof. Stefan Voß	LOGMS <sup>3</sup> 2024, Digital Waves in Logistics and Maritime Systems: Sailing Towards Efficiency   ICDATA <sup>4</sup> 2024   ICCL <sup>5</sup> 2024	Hamburg, August 26 – 29   Las Vegas, July 22 – 25   Monterey, September 8 – 10

Source: Reports from professorships.

<sup>1</sup> European Chapter of the Association for Computational Linguistics

<sup>2</sup> European Group of Risk and Insurance Economists

<sup>3</sup> International Conference on Logistics and Maritime Systems

<sup>4</sup> International Conference on Data Science

<sup>5</sup> International Conference on Computational Logistics

## 2 PROGRAMS AND STUDENTS

### 2.1 KEY INDICATORS

**Table 2a: Student numbers per program**

	2021	2022	2023	2024
<b>Bachelor</b>				
Betriebswirtschaftslehre (Business Administration)	1067	1065	1067	1033
Wirtschaftsingenieurwesen (Industrial Engineering and Management)	559	558	555	552
Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)	150	153	132	125
<b>Master</b>				
Betriebswirtschaftslehre (Business Administration)	624	552	504	518
Wirtschaftsingenieurwesen (Industrial Engineering and Management)	270	241	201	196
Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)	121	116	108	86
<b>Total student numbers</b>	<b>2791</b>	<b>2685</b>	<b>2567</b>	<b>2510</b>

Source: Reference date December 1<sup>st</sup> each year; Section 30 Advising and Administration.

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

**Table 2b: Applications, study places by agreement, enrollments**

	2021		2022		2023		2024	
<b>B.Sc. Betriebswirtschaftslehre (Business Administration)</b>								
Study places: by agreement   enrolled	343	348	369	375	368	381	367	387
Applications: total   per study place	2.674	7.8	2.835	7.7	2.968	8.1	3.144	8.6
<b>B.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>								
Study places: by agreement   enrolled	150	154	150	154	150	155	150	156
Applications: total   per study place	970	6.5	993	6.6	1.231	8.2	1.274	8.5
<b>B.Ed. Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)</b>								
Study places: by agreement   enrolled	41	44	43	46	45	31	44	33
Applications: total   per study place	160	3.9	102	2.4	64	1.4	91	2.1
<b>M.Sc. Betriebswirtschaft (Business Administration)</b>								
Study places: by agreement   enrolled	160	160	166	164	165	161	165	160
Applications: total   per study place	1.150	7.2	1.081	6.5	1.093	6.6	1.068	6.5
<b>M.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>								
Study places: by agreement   enrolled	80	68	80	81	80	63	80	59
Applications: total   per study place	383	4.8	354	4.4	342	4.3	297	3.7
<b>M.Ed. Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)</b>								
Study places: by agreement   enrolled	31	41	<i>no restriction</i>	42	<i>no restriction</i>	37	<i>no restriction</i>	22
Applications: total   per study place	53	1.7	49	-	42	-	27	-

Source: Reference date December 1<sup>st</sup> 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 School.

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

It is difficult to explain the falling application and enrolment numbers for the *M.Sc. in Industrial Engineering and Management*. In response, the admission regulations for this study program have been modified for the Winter Semester 24/25 to make the conditions easier. The decline in numbers in the *M.Ed. in Teacher Training* was also noted.



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**Table 2c: Graduates, final grades, duration of study**

	2021	2022	2023	2024
<b>B.Sc. Betriebswirtschaftslehre (Business Administration)</b>				
Number of graduates	196	205	193	194
Ø Final grade*	2.4	2.4	2.4	2.5
Ø Duration of study (semester)	6.9	6.7	7.0	7.1
<b>B.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>				
Number of graduates	92	84	84	80
Ø Final grade*	2.3	2.2	2.3	2.2
Ø Duration of study (semester)	8.1	8.1	8.5	8.7
<b>B.Ed. Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)</b>				
Number of graduates	48	34	34	24
Ø Final grade*	2.4	2.5	2.7	2.3
Ø Duration of study (semester)	6.2	7.3	7.5	7.4
<b>M.Sc. Betriebswirtschaft (Business Administration)</b>				
Number of graduates	186	174	179	126
Ø Final grade*	1.9	1.9	2.0	1.9
Ø Duration of study (semester)	5.8	5.7	5.7	5.5
<b>M.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>				
Number of graduates	65	80	74	57
Ø Final grade*	1.9	1.9	1.8	2.0
Ø Duration of study (semester)	6.2	6.2	6.4	6.2
<b>M.Ed. Lehramt an Beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)</b>				
Number of graduates	65	37	41	40
Ø Final grade*	1.9	1.8	2.0	2.0
Ø Duration of study (semester)	4.9	4.9	5.1	4.8

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 School.

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).

Fluctuations cannot always be explained by the School, as exemplified by the falling number of graduates of the M.Sc. in Industrial Engineering and Management.

**Table 2d: Percentage of modules with respective teaching methods**

Teaching methods	2022		2024	
	B.Sc.	M.Sc.	B.Sc.	M.Sc.
Assignments	66%	51%	68%	68%
Case studies	57%	55%	54%	59%
(Computer-based) simulations/games	28%	17%	27%	16%
Digital interaction with lecturers and/or between students	49%	46%	50%	47%
Discussions	89%	77%	90%	81%
Field trips (e.g. company visits)	15%	20%	11%	19%
Guest lectures	51%	56%	50%	57%
Digital materials and/or platform	71%	39%	78%	34%
Projects (group)	25%	27%	27%	27%
Projects (individual)	21%	23%	24%	22%
Software	45%	43%	50%	49%

Source: Analysis of Module Handbooks, 2022 and 2024.

## 2.2 NEWS

### Hamburg Teaching Prize

On 16 July, 2024, the Hamburg Teaching Awards, awarded by the Ministry of Science, Research, Equality, and Districts and each worth €10,000 were presented by Senator Katharina Fegebank in the atrium of the State and University Library. The team of Fiona Sauerbier, Simon Rienks, and Tobias Vlček from the School was among the winners, recognized for their course "Operations Research," which was nominated by students.

### Celebrating 10 Years of University of Hamburg Business School and Summer Fest

On 10 July, 2024, the University of Hamburg Business School celebrated its 10<sup>th</sup> anniversary together with its Summer Fest. The event, held in the Agathe Lasch lecture hall, was attended by around 100 guests, involved musical performances and featured speeches highlighting the school's milestones, including its founding and EQUIS accreditation. Speakers included members and representatives from the School, guests, and university representatives, who addressed the school's development and sustainability efforts. Then Dean Henrik Sattler emphasized the importance of community and collaboration for the School's continued success.

### The University Open Day 2024 (Unitag)

The University Open Day 2024 was attended by numerous pupils in years 11 to 13 on 20 February 2024. In Audimax, lectures were held on the bachelor programs in Business Administration and Industrial Engineering. Program Director of the B.Sc. in Business Administration, Prof. Wolfgang Brüggemann, and student Lilli Herwig, provided information about the Business Administration program. Students were informed about program structure, content, and future prospects after successful graduation. They had the opportunity to ask individual questions at information stands.

### Updates: cooperation agreement – Industrial Engineering and Management programs

In 2024, the cooperation agreements for the cross-university degree courses in Industrial Engineering and Management (B.Sc. and M.Sc.) were reviewed, renewed, and concluded for an indefinite period. The University of Hamburg and the Hamburg University of Applied Sciences signed the agreement for the bachelor's degree program, while the Helmut Schmidt University is also involved in the master's degree program. These agreements set out the general

framework for cooperation between the educational institutions. This includes provisions on the formation, composition and tasks of the joint committees responsible for coordinating the bachelor's and master's degree programs, as well as the universities' responsibilities in the areas of teaching and examination. They also cover aspects such as cooperation in quality assurance and development, cooperation in the administration of the programs, and financial regulations.

### **50 Years of Cooperation in Industrial Engineering and Management Program**

On 6 June, 2024, the University of Hamburg, Hamburg University of Applied Sciences (HAW Hamburg), and Helmut Schmidt University celebrated the 50<sup>th</sup> anniversary of their joint industrial engineering and management degree program (HWI). Launched in summer 1974 with 31 students, the program has since grown significantly, now enrolling 230 first-year students across bachelor's and master's degree programs. As a pioneering collaboration, it combined applied engineering courses at HAW Hamburg with business lectures at the University of Hamburg, exemplifying successful cross-university cooperation. The program was modernized following the Bologna Process, introducing a bachelor's degree in 2007/2008 and a master's degree in 2010/2011.

### 3 RESEARCH

The number of publications rose significantly in 2024 compared to the previous year. In addition, the number of top-ranked research articles has more than doubled – with 11 articles published in FT50 journals and a further 27 in VHB Rating 2024 A+/A journals. Over 40 % of the School’s research articles relate to and support the achievement of the UN’s Sustainable Development Goals (SDGs). For the list of articles in top-ranked journals, see the Annex “Selected Publications.”

**Table 3a: Publications**

	2021	2022	2023	2024
Research articles (peer reviewed)	119	112	84	116
Top ranked research articles	16	20	18	38
Research articles related to ethics, responsibility and sustainability (ERS)	43	48	42	51

Source: RIS (UHH Research Information System). Numbers for all years updated on 25.9.2025

Note: Top ranked: Articles in leading journals, either in the [Financial Times Research Rank list](#) or listed as A+ or A journals in [VHB-Rating 2024](#).

### 3.1 NEW THIRD-PARTY FUNDED PROJECTS

**Table 3b: New third-party funded projects (with practice partners, if applicable)**

Researchers	Topic	Practice Partners	Amount	Funding
Prof. Brügge-mann	IHATEC HafenplanZEN	–	€200,000 (approx.)	Federal Ministry for Digital and Transport (BMDV)
Dr. Kai Brüßau	Glasshouse - feasibility study on an AI-supported booking platform for the Port of Hamburg	–		Hamburgische Investitions- und Förderbank (IFB)
Dr. Nataliya Chukhrova   Dr. Arne Johannssen	Extending the Chain Ladder Method for Actuarial Practice Applicants	–	€98,679   €7,627	Deutsche Forschungsgemeinschaft (DFG)
Prof. Michel Clement	Exist-Gründerstipendium: AIDAR	AIDAR	€142,800	Federal Ministry for Economic Affairs and Climate Action (BMWK)
	Exist Women 24/25	–	€88,000	
	Startup Factory	Otto Gruppe, Joachim Herz Stiftung, Beiersdorf, Cheftreff	€350,000	BMWK, Michael Otto Foundation
	German Red Cross doctoral scholarships	German Red Cross – Blood Donation Service	€168,900	German Red Cross – Blood Donation Service
Prof. Yannik Gehrke	Climate orientation in corporate law – Quantitative comparative law and empirical evaluation	–	€160,700	Volkswagenstiftung
Prof. Anne Lauer-scher	Input Data Tracing for Autoregressive Language Generation (GenTrace)	–	€4,608	Google Cloud Education Program
	Gender-Fair Language in German Machine Translation (GefMT)	–	€5,750	European Association for Machine Translation
Prof. Jan Recker	Amateur Esports and Health: An Integrated Participation Framework	Electronic Sports League	€8,640	Deutscher Akademischer Austauschdienst (DAAD)
	Exist-Gründerstipendium: HIVESOUND	Hivesound	€143,500	Forschungszentrum Jülich (FZJ)
Prof. Jonas Schreyögg	R2D - Ready to discharge? Implementation, influencing factors and effects of discharge management in cardiological care	–	€274,853	Innovationsfonds, G-BA
	Harkness Senior Fellows Small Grant Award	–	€13,428	The Commonwealth Fund
Prof. Martin Spindler	Explaining nonresponse and countering nonresponse bias in self-administered panel surveys	–	€660,000	Deutsche Forschungsgemeinschaft (DFG)
Prof. Tom Star-gardt	Early treatment of atrial fibrillation for stroke prevention trial in acute stroke (EAST-STROKE)	–	€238,472	EU

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

### 3.2 SELECTED CURRENT RESEARCH PROJECTS

#### Prof. Jan Recker – How experience economies develop

This research project analyzes seven providers offering physical and digital experiences, such as yoga lessons and cooking courses. Findings indicate that integrating sensory stimulation in digital formats increases perceived value, attracting new customer segments, and fostering innovation in the evolving experience economy. [Project article](#)

#### Dr. Kai Brüssau and Dr. Robert Stahlbock – Glasshouse project

This project explores an AI-supported booking platform for the Port of Hamburg. It aims to improve data flow, reduce emissions, and increase logistics efficiency in order to become a climate-neutral port by 2040. [Project article](#)

#### Prof. Martin Spindler – Improving academic surveys with machine learning

This project aims to minimize non-response bias in longitudinal panel surveys and improve reliability and validity of social science data through machine learning. It examines how participant characteristics and survey design influence response rates, and explores incentives like monetary rewards or reminders to enhance participation. [Project article](#)

#### Prof. Nicola Berg and Janine Allenbacher – How can multinational companies make their supply chains more sustainable?

This project focuses on direct suppliers and supply chain governance mechanisms, emphasizing cooperation-based and evaluation approaches, showing that combining these methods positively effects sustainability measures and supplier resources. It helps companies to better address human rights issues in complex supply chains. [Project article](#)

#### Dr. Tobias Cors – Planning reliability through stochastic optimization: New Model for Heavy Industry's Energy Transition

This project developed a stochastic model to help heavy industry plan cost-effective decarbonization strategies involving green hydrogen and carbon management. The result showed considerable savings potential with optimized risk management. [Project article](#)

More information: [Expertise: Transfer: University of Hamburg Business School : University of Hamburg](#)

#### One year of the DFG Research Training Group

The Research Training Group, launched in 2023 and funded with over €6m for five years involves 12 DFG-funded and eight associated doctoral students conducting research at the HCHE to improve healthcare quality. In 2024 key activities included recruitment the first cohort, launching the teaching program, hosting the first research workshop, and implementing initial equal opportunity measures.

More information: [Research Training Group: Hamburg Center for Health Economics: University of Hamburg](#)



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### 3.3 YOUNG RESEARCHERS

**Table 3c: Doctoral researchers, doctoral degrees, and habilitations awarded**

	2021	2022	2023	2024
Enrolled doctoral researchers	127	127	126	113
Of that international	21	22	20	19
Doctoral degrees awarded	24	17	27	21
Habilitations awarded	0	0	1	2

Source: Official University Staff Statistics; according to examination year (Summer Semester and preceding 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 provided for:

- participation in academic (online) conferences [*provided one was presenting*],
- participation in (online) doctoral courses [*provided one was a member of Faculty's Graduate School and had participated in two internal doctoral courses*],
- for transcription costs.

**Table 3d: School's young researchers funding**

	2021	2022	2023	2024
Academic conferences (number of grants)	€719 (3)	€9,308 (21)	€9,474 (20)	7,411 (15)
Other measures (number of grants)	€2,609 (9)	€9,095 (8)	€16,960 (9)	2,171 (5)
<b>Total funding</b> (total number of grants)	<b>€3,328 (12)</b>	<b>€18,403 (29)</b>	<b>€26,434 (29)</b>	<b>9,582 (20)</b>

Source: SAP, University of Hamburg Business School.

## 4 TRANSFER AND CONNECTIONS WITH PRACTICE

The Management Transfer Lab (MTL) is part of the transfer activities of the Business School and aims to encourage entrepreneurship and strengthen transfer from research to economy and society. Its offerings are intended for students and scientists across the entire University of Hamburg and beyond. Through networks like the Hamburg Research Alliance, PIER PLUS, Startup Port, Impossible Founders, and the School's international partners, it establishes strong connections between the various faculties of the University of Hamburg and universities and colleges in Hamburg and northern Germany.

The MTL is also embedded in a network with corporations and non-profit organizations to transfer knowledge in and out of the School. It became an important player in Hamburg's start-up ecosystem and works closely with the University's Knowledge Exchange Agency and other universities 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.

MTL has strong connections with Hamburg's business angels and the VC scene and is integrated in the application for the [start-up factories](#) competition of Hamburg ([Impossible Founders](#)). MTL acquired and managed the €2m Exist "Potentiale Heben" grant, which ended this year, for the University of Hamburg.

## 4.1 TRANSFER TO HAMBURG'S ECOSYSTEM

### Overview of the start-up ecosystem

Start-ups are crucial for addressing the economic challenges of our time. But most start-ups fail in their development process. Studies highlight the importance of integrating start-ups into their ecosystem to gain access to critical resources and increase chances of success. However, the structures of these funding ecosystems are often complex. Therefore, MTL provides a structured [overview of the funding opportunities](#) for start-ups in Northern Germany and provides a comparative analysis across federal states. In total, there are 2,325 stakeholders as well as 248 start-up-supporting events in northern Germany. The results reveal disparities among federal states in terms of funding efficiency, stakeholder characteristics, and their underlying funding programs. The findings provide transparency for actors in the northern German start-up funding ecosystem, enabling them to evaluate the attractiveness of a federal state for start-ups and highlight improvement potential for decision-makers in government, business, and science.

### Establishment of Exist Woman

With the start of EXIST-Women, the federal government provided a new funding line which includes events, advice and support services, as well as a financial grant for prospective female founders. MTL was able to secure 10 grants for prospective founders of which some have successfully started their own business. Examples of supported ventures include an innovative AI model from mathematics, a healthcare app from veterinary medicine and a team that developed and produced a more sustainable product for cleaning and polishing bicycle chains.

EXIST-Women was only granted to universities and research institutions whose start-up network has established advisory services for female founders.

### Development of a foundation database

Hamburg plays a prominent role in the foundation sector, and with over 1,450 foundations managing assets of more than 10 billion euros, it can be described as Germany's foundation capital. In cooperation with the Stiftungsbüro Hamburg and the Bürgerstiftung Hamburg, a comprehensive foundation database is being set up at the School. This database will analyse and characterize the foundation landscape in Hamburg. Existing overviews of foundations show which institutions exist, but it often remains unclear which grants are awarded and in what amounts. The aim is therefore to create a clear and searchable platform that benefits both sponsors and applicants. In addition, a new lecture "Management of Foundations" was offered in the Master's in Business Administration, in which representatives of the top management of various Hamburg foundations provided insights in managing foundations.

## 4.2 START-UPS

Members of MTL have been coaching more than 75 entrepreneurs with their business ideas. Below are some examples that have received substantial external funding:

**HIVESOUND:** Hivesound is a Hamburg-based startup founded by Julian Obrecht and Kevin Kraus. The project emerged from the Digital Innovation Lab course offered by the Professorship for Information Systems and Digital Innovation, where the team combined artificial intelligence (AI) with beekeeping to address the critical issue of bee population decline. Hivesound developed an AI-driven monitoring system that analyzes the unique sound frequencies of bee hives to detect health indicators such as the presence of the queen, swarm behavior, diseases, and environmental stress. Their flagship product, Queen@Home, allows beekeepers to monitor hive health through a simple smartphone app. The company's solution is affordable and globally applicable, positioning the start-up in a unique market niche. Hivesound has received several prestigious awards, including the EXIST Gründerstipendium from the German Federal Ministry for Economic Affairs and Climate Action, the Hamburg Innovation Award 2024 in the "IDEA" category, and the Gründungswettbewerb – Digitale Innovationen 2024.

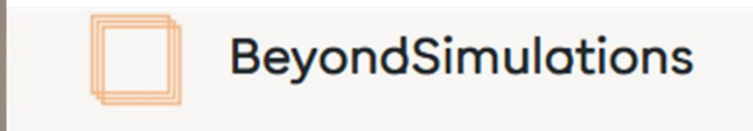


Copyrights: Hivesound, Julian Obrecht and Kevin Kraus

**BeyondSimulations:** BeyondSimulations is a Hamburg-based start-up transforming complex operational challenges into actionable results through advanced analytics, custom software, and intelligent automation. The company uses mathematical optimization, geospatial analysis, simulation modelling—including digital twins—custom AI and LLM solutions, and web services to help businesses evaluate scenarios, optimize processes, reduce costs, and grow. It was founded by Dr. Tobias Vlček, a post-doc at the School, where he researches at the Professorship of Logistics, Transport, and Production under Prof. Knut Haase. His doctoral research underpins the company's approach of integrating mathematical optimization, simulation, and AI into practical solutions. As part of the Hamburg Analytics Network, BeyondSimulations collaborates with other firms to offer tailored solutions. It also provides training and workshops in programming, simulation, optimization, and AI to prepare businesses for future challenges.



Copyright: BeyondSimulations



### 4.3 RECRUITING & CAREER-SERVICE

**ChefTreff Summit:** Started by students from the School, the summit took place at the Hamburg Chamber of Commerce on 26 and 27 April 2024. The event provided students with the opportunity to engage with founders, executives of large companies, and prominent figures in society. Approximately 3,500 participants attended, including business leaders, outstanding founders, top companies, and investors. Speakers such as SAP Management Board member Nikolaus Hagl, About You founder Tarek Müller, 1KOMMA5° CEO Philipp Schröder, Beiersdorf CEO Vincent Warnery, Harvard professor Jeffrey F. Rayport, and Paralympic world champion Denise Schindler shared their personal experiences on topics such as leadership, career, and personal growth. They offered insights into what it takes to start a business or succeed in a corporate environment. With the theme “Be Inspired by Courageous Leaders,” the ChefTreff Summit targeted students of all majors looking to network before graduation and offered insightful presentations, workshops, booths, and networking opportunities. The focus was on technology, finance, business, and entrepreneurship. The event was supported by the EXIST initiative of the German Federal Ministry for Economic Affairs and Climate Action.

**The INTIE certificate program:** In the two-semester certificate program [INTIE of the joint project start-up port - Interdisciplinary Innovation & Entrepreneurship](#), selected students from partner universities work in interdisciplinary teams. In the first semester, they focus intensively on future trends, while in the second semester they develop their own start-up projects. At the end of the program, students present their ideas in short pitches to develop them into marketable solutions. The program is co-supervised by Prof. Michel Clement who supports the students along the way.

**The Summer School on Digital Innovation “Summer School: EDEKA IT meets Uni HH”:** In cooperation with EDEKA IT, a summer school dedicated to digital innovation in retail for students of the University of Hamburg took place at the EDEKA IT campus from 9 to 11 September 2024. It provides a unique opportunity for students interested in retail and technology to get behind-the-scenes of IT projects within the EDEKA Group. The program included both theoretical academic input from members of the School and practical insights from EDEKA IT staff. In addition, the Summer School included a varied social program with site visits, a networking dinner, and discussions about career opportunities at EDEKA IT. It is part of the cooperation between EDEKA IT and the Nucleus Professorship for Information Systems and Digital Innovation, headed by Prof. Jan Recker.

**CV Trainings:** Together with Katrin Schulte, a specialist in executive search, leadership assessment, executive coaching, and career mentoring, a discussion platform was provided for students to review and improve their CVs.

**Recruiting Events:** The School offered a large number of recruiting events with companies such as Beiersdorf, Pilot, Simon Kucher & Partners. Recruiting events were also held with the following companies: Haspa, Signal Iduna, KPMG AG, PwC and HSV Fußball AG.

### Mentoring program

**“Mentoring bewegt Karrieren”:** This study module of the Mentoring Program was developed and launched in 2019 in cooperation with the University of Hamburg Business School and the Exist funding as part of the program "Potenziale heben" and is aimed at master students. Since Summer Semester 2022, doctoral researchers and postdocs have also been able to apply for mentoring through the Hamburg Research Academy (HRA).

**Table 4a: Number of mentees and mentors**

	2021	2022	2023	2024
Mentees	156	251	204	303
Mentors	20	50	70	85

Source: University of Hamburg Business School, MTL.

## 4.4 PROGRAMS AND STUDENTS

**Table 4b: Percentage of modules with respective practice-related content**

Practice-related content and methods in modules	2022		2024	
	B.Sc.	M.Sc.	B.Sc.	M.Sc.
Connections with practice/transfer is an important topic in the module	68%	49%	71%	52%
Content, examples, and/or perspectives from practice	84%	64%	89%	72%
Case studies and guest lectures by managers	59%	64%	59%	74%
Research with empirical data sets and/or use of software from practice	63%	56%	59%	62%
Students complete project work on topics from practice/companies	35%	38%	25%	40%

Source: Analysis of Module Handbooks, 2022 and 2024.

**Table 4c: Foundations-related and practitioner-led courses and events**

	2021	2022	2023	2024
Courses related to founding/entrepreneurship	20	24	33	32
<i>Total number of participants</i>	1,728	1,889	2,564	2,409
Number of courses held by practitioners	18	19	18	7
Inter-School events on the topic of founding (mostly in cooperation)	12	20	18	24

Source: University of Hamburg Business School, MTL and SharePoint Lehrauftragsmanagement; according to examination year (Summer Semester and preceding Winter Semester); Section 32 Campus Management.

The number of courses held by practitioners declined following the expiration of the EXIST funding, resulting in a significant deviation from previous years' figures.

**Table 4d: Selected lectures in which practitioners provide insights into professional life**

Title of Module	Practice Partner(s)	Main Focus
Brand Management	Boston Consulting Group	Customer Insights
Brand Policy	Deloitte   Beiersdorf	Branding
Consolidated Financial Statements and Sustainability Reporting	KPMG   Hapag-Lloyd   BDO AG	Auditing   Accounting
Control in the Digital Age	PwC   Arineo GmbH	Controlling and Digitalization
Corporate Finance	BDO   Hamburg Commercial Bank	Due diligence   Corporate Lending
Data Driven Decision Making for sustainable Mobility Services	MOIA	Operations Management   Algorithmic Literacy
Data Science in Practice	Netlight   Sustainalytics   Roboyo   NEC	Data Science
Empirical Auditing Accounting Research	EY   KPMG   Curacon GmbH	Auditing
Enterprise Resource Planning	best practice consulting AG	Information Systems
Health Care Management	Optimedes   Libertagmed   Medtronic	Health Care Management
Health Insurance Management	IVP Networks   Techniker Krankenkasse	Health Insurance Management
Investment and financing	Signal Iduna	Retirement provision
Trade and Service Marketing	MediaMarktSaturn	Retail Media

Source: University of Hamburg Business School, MTL and Reports from professorships, according to examination year (Summer Semester and preceding Winter Semester)

#### 4.5 RESEARCH

For research projects with practice partners, see Table 3b.

##### **The Academia Meets Industry Roundtable “Stepping into the AI-driven Future”**

The roundtable, organized by the Nucleus Professorship for Information Systems and Digital Innovation, took place in September 2024. The half-day event brought together industry leaders and academic experts to explore the growing impact of Artificial Intelligence across industries. The discussions focused on knowledge exchange and the development of competencies needed for an AI-driven world. Representatives from companies like Olympus, EDEKA, Cognigy, IU International University of Applied Sciences, and Guidecom shared their insights into how AI is transforming industries such as healthcare, retail, and customer service and shared strategic insights into how they organize to tackle corresponding transformation challenges. Academic speakers discussed the AI skills universities need to teach to prepare the business leaders of tomorrow and provided insights into their research in the domain of organizational AI adoption and development.

##### **Transfer event HCHE Research Results live – Climate & Health: Chances and Challenges for Politics & Society**

On 26 November 2024, around 100 representatives from the healthcare industry and politics attended the HCHE to discuss the effects of climate change on health and healthcare. In the context of climate change, HCHE researchers analyzed how extreme temperatures and other environmental factors affect health. The presentations by Dr. Claudia Konnopka (UKE) and Prof. Dr. Moritz Drupp (University of Hamburg) demonstrated that particularly extreme heat and cold days have led to an increase in emergency hospital admissions in recent years, causing an annual increase

in costs of around 174 million euros. In contrast, the introduction of CO<sub>2</sub> pricing has reduced the increase in climate and health damage. A significant reduction in emissions has directly and indirectly avoided more than 100 billion euros in potential costs.



Copyright: HCHE

## 5 INTERNATIONALIZATION

### Internationalization Strategy 2027

The School launched its new Internationalization Strategy 2027 in 2022. An implementation team chaired by the Representative for Internationalization Prof. Wolfgang Drobetz was set up. Table 5a reports on the progress on selected strategic goals.

**Table 5a: Internationalization Strategy 2027 – Implementation of selected measures**

Strategic objective	Progress
<b>Increase international students in programs</b>	
M.Sc. Business Administration: English-language track	Marketing campaign for English Track launched.
Double degree programs	Negotiations with Audencia in Nantes and IAE in Buenos Aries to both start by 2026
<b>Increase exchanges</b>	
Revise network of partner schools (quality & quantity)	<ul style="list-style-type: none"> <li>▪ Six new partnerships signed, four of which are in the top 250 in the THE subject ranking for “business and economics”.</li> <li>▪ School now has 57 partners (up from 28 in 2022).</li> </ul>
Increase outgoings	<ul style="list-style-type: none"> <li>▪ Outgoings increase by 38% over previous year</li> <li>▪ School appears on track to achieve KPIs by 2027</li> </ul>
Summer School	Two Summer Schools held: <ul style="list-style-type: none"> <li>▪ HCHE Summer School</li> <li>▪ “Digital Innovation” Summer School</li> </ul>
<b>Internationalize faculty and staff</b>	
Seek to hire intl. faculty, esp. research associates	<ul style="list-style-type: none"> <li>▪ School adopts measures to hire more international faculty</li> </ul>

### School International Office

The team of the International Office continued to develop its network of excellent partner universities. It participated in two major conferences: the NICE Network meeting in Nordhausen, Germany, and the EAIE conference in Toulouse, France. At these events, several new exchange partnerships were explored and relationships with existing partners were strengthened. The International Office welcomed numerous international guests from both existing and prospective partner universities, facilitating valuable in-person exchanges. New cooperation agreements were established with BSB Burgundy School of Business, ICESI University, Kozminski University, The Chinese University of Hong Kong, Shenzhen, Argentine University of Enterprise, and Corvinus University of Budapest. The relationship with Universidad de los Andes was deepened and important steps were taken towards finalizing new double degree agreements.

The International Office supported over 70 students for studying abroad through advising sessions, pre-departure briefings, and comprehensive informational materials. Two successful Welcome Weeks were organized for incoming students, providing essential support and ensuring smooth integration into university life. The pilot phase of the initiative to reward engaged buddies with additional points in the application process was highly effective. Interest in the Buddy Program increased significantly, with more students volunteering as buddies and showing higher levels of commitment.



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## 5.1 PROGRAMS AND STUDENTS

**Table 5b: International student numbers**

	2021	2022	2023	2024
<b>B.Sc. Betriebswirtschaftslehre (Business Administration)</b>				
International students	99	95	93	92
in % of all students	9%	9%	9%	9%
<b>B.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>				
International students	62	68	69	64
in % of all students	11%	12%	12%	12%
<b>M.Sc. Betriebswirtschaft (Business Administration), see Table 5c</b>				
<b>M.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>				
International students	24	13	10	11
in % of all students	9%	5%	5%	6%
<b>Doctoral</b>				
International students	21	25	20	19
in % of all students	16%	20%	16%	17%

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

**Table 5c: International student numbers in the M.Sc. in Business Administration**

The English-language track exists since Winter Semester 2023/24. As part of the Internationalization Strategy 2027, the School set a KPI of 30% international students by 2027. While the percentage of internationally students is high, the number of newly enrolled international students dropped markedly in Winter Semester 2023/24 and did not recover in Winter Semester 2024/25. To address this, the School launched a marketing campaign to attract international applicants for its English Track.

	2021	2022	2023	2024
<b>M.Sc. Betriebswirtschaft (Business Administration)</b>				
International students	117	158	134	118
in % of all students	19%	29%	27%	23%
Starting international students (in first semester)	33	64	18	17
in % of first-semester students	21%	39%	11%	11%

**Table 5d: Percentage of modules in English and with international content**

Language and international content in modules	2022		2024	
	B.Sc.	M.Sc.	B.Sc.	M.Sc.
In English	16%	46%	17%	59%
International content, examples and/or perspectives	71%	63%	73%	72%
Research on international topics and/or research in English	39%	64%	42%	68%
Students present on or write about international topics, and/or are examined on them	32%	20%	33%	21%

Source: Analysis of Module Handbooks, 2022 and 2024.

### Partners

In 2024, the School added a further six partners, bringing the total number to 57 (from 38 partners in 2022). 30 of the School’s 57 partners have a high-quality label (are top-ranked or internationally accredited):

- 15 are ranked in the top 250 in THE’s 2025 subject ranking for “business and economics”
- Three have EQUIS accreditation, six have AACSB accreditation, and 15 have both accreditations.

**Table 5e: New international partners**

Country	University	Top 250 in THE subject ranking for “business and economics” 2025	International accreditations (EQUIS, AACSB)
<b>Erasmus+</b>			
France	Burgundy School of Business	-	EQUIS, AACSB
Poland	Kozminski University	-	EQUIS, AACSB
<b>Other School partners</b>			
Argentina	Argentine University of Enterprise (UADE)	-	-
Chile	Universidad de los Andes	-	-
China	The Chinese University of Hong Kong, Shenzhen	Yes	AACSB
Columbia	ICESI University	-	AACSB

Source: WiSo International Office. Added between January 2023 and May 2024. [THE ranking for “business and economics” 2024.](#)

**Exchanges**

**Table 5f: Outgoing and Incoming student numbers**

	2022	2023	2024
<b>Outgoings</b>			
<b>B.Sc. in Business Administration</b>	17	28	26
in %	8%	12%	12%
<b>KPI 15% by 2027</b>			
<b>M.Sc. in Business Administration</b>	51	31	41
in %	26%	21%	28%
<b>KPI 35% by 2027</b>			
Other programs	8	17	38
<b>TOTAL</b>	<b>86</b>	<b>76</b>	<b>105</b>
<b>Incomings</b>			
<b>Bachelor students</b>	19	15	18
in %	48%	38%	45%
<b>KPI 40% by 2027</b>			
<b>Master students</b>	20	21	26
in %	25%	26%	33%
<b>KPI 80% by 2027</b>			
<b>TOTAL</b>	<b>39</b>	<b>36</b>	<b>44</b>

Source Outgoings: School International Office (outgoings in Erasmus exchange program and through School partnerships); University of Hamburg's Dept. for International Affairs (outgoings through University-level exchange programs); School of Business Administration's Academic Office (outgoing freemovers); Official university statistics.

Source Incoming: WiSo International Office; according to examination year (e.g., 2023: Winter Semester 2022/23, Summer Semester 2023).

\*Incomings to the School and for the M.Sc. Health Economics & Health Care Management (HEHCM).

Note Outgoings: 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 School 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: According to examination year (e.g., 2023: Winter Semester 2022/23, Summer Semester 2023).

## 5.2 RESEARCH

**Table 5h: International visiting scholars**

Researcher	Period	Origin	Funding
Dr. Florian Habermann	April 24	Radboud University	–
Prof. George Zhang	April 29 – May 3	Simon Fraser University   Western Washington University	–
Prof. Pedro Vazquez	April – May	IAE School	–
Prof. Christian Wagner	June 12	City University of Hong Kong	–
Dr. Xiaobo Ke			
Prof. Julian Lehmann	June 13 – July 31	W.P. Carey School of Business	–
Prof. Monica Gentili	June 17 – 18	University of Louisville	Self-funded   Wiss. Austausch
Prof. Franco Basso	June 24   July 4 – 7	Pontificia Universidad Católica de Valparaíso	
Prof. Lorena Bearzotti			
Prof. Javier Maturana			
Prof. Leona Chandra	August 25 – 30	University of Agder	–
Prof. Eva-Maria Merz	October – December	VU Amsterdam	HIAS <sup>1</sup>
Mohsen Shojaee	October – April 2025	Iran University of Science and Technology	Scholarship
Pietro Lesci	November	University Cambridge	Professorship Funding
Francesco Quinzan		University of Oxford	–
Dr. Alexey Zaytsev		Skoltech	
Prof. Lauri Wessel	November 5 – 7	European New School of Digital Studies	–
Prof. Roxana Ologeanu-Taddei		Toulouse School	
Shu Sun	November 25	Shanghai Maritime University	China Scholarship Council
Taylor Graciano	December – January 2025	University of Georgia	Funding home university   teaching contract UHHBS

Source: Reports from professorships.

<sup>1</sup> Hamburg Institute for Advanced Study

**Table 5i: International research stays abroad**

Researcher	Destination	External Funding
Pranav Agrawal	Uppsala University	Other
Janine Allenbacher	Copenhagen Business School	–
Carolin Brinkmann	Erasmus Universiteit Rotterdam	–
Prof. Michel Clement	University of Stellenbosch   University of Cape Town   Oxford University   University of Groningen	–
	Universiteit Leiden	Supply, EU
	Vrije Universiteit Amsterdam (VU)	VU
	Toulouse Business School (TBS)	TBS
Prof. Wolfgang Drobetz	University de Strasbourg   University of Cambridge	–
Prof. Yannik Gehrke	University of Groningen	–
Dr. Lucas Göbeler	The University of Hong Kong	DAAD
Timo Greve	Nanyang Technological University	DVfVW e.V. <sup>1</sup>
Prof. Mark Heitmann	Nova School of Business and Economics   University of St. Gallen	–
Carolin Holtermann	Oxford University	–
Maximilian Kaiser	University of California, LA Anderson School of Management	Expert Visitor Funding
Prof. Anne Lauscher	University of Vienna	–
Julia Diana Lenk	Insead Business School	Joachim Herz Stiftung
Dr. Leonard Rackowitz	University of Navarra	–
Prof. Nicole Ratzinger-Sakel	University of Massachusetts Amherst	–
Prof. Jan Recker	Queensland University of Technology (QUT)	QUT
	University of Georgia (UGA)	UGA
Julia Rosada	WU Vienna   Harald v. Heerde University of New South Wales	–
Prof. Henrik Sattler	University of New South Wales, Sydney	–
Prof. Jonas Schreyögg	The University of Sydney   National Taiwan University   Kyoto University	–
Jan Teichert-Kluge	University of Canberra   University of Queensland   The University of Sydney	–
Levent Uyar	Queensland University of Technology	–
Dr. Besarta Veseli	Toulouse Business School	TBS
Prof. Stefan Voß	Universidad de Valparaíso   Pontificia Universidad Católica de Valparaíso	–
Marie-Therese Wiese	Erasmus Universiteit Rotterdam	–
Maximilian Witte	WU Vienna   Harald v. Heerde University of New South Wales	–

Source: Reports from professorships.

<sup>1</sup> Deutscher Verein für Versicherungswissenschaft e.V.

## 6 FINANCIAL SITUATION

### Revenue

*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:* 2024 was the first year without *Hochschulpaktmittel* (HSP). HSP-funding was for a fixed term and was phased out. It was replaced by permanent *Zukunftsvertrag Studium und Lehre stärken* (ZSL) funding, but with less available funds (€1.36m in 2024 vs. €2.01m in 2023)

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

*Third-party funding:* the School was able to increase its expenses from third party funding because funding from multiple sources like the EU, German federal government, and other third parties increased through the acquisition of new projects.

**Table 6a: Overview of revenue and expenses**

(All figures in thousands of €)	2021	2022	2023	2024
<b>Revenue, of which</b>				
<b>University funding</b>	<b>12,990</b>	<b>12,887</b>	<b>13,369</b>	<b>12,878</b>
Core funding	9,769	9,972	10,171	10,347
Additional study places funding	2,413	2,213	2,013	1,363
Specific-purposes funding	808	703	1,185	1,168
<b>Third-party funding</b>	<b>2,279</b>	<b>2,289</b>	<b>3,070</b>	<b>3,184</b>
Governmental funding organizations	1,603	1,541	2,017	2,265
Companies and other organizations	676	748	1,053	918
<b>TOTAL REVENUE</b>	<b>15,269</b>	<b>15,176</b>	<b>16,439</b>	<b>16,061</b>
<b>Expenses, of which</b>				
<b>Staff Costs</b>	<b>14,489</b>	<b>14,074</b>	<b>14,698</b>	<b>14,494</b>
Academic staff	12,531	12,118	12,496	12,363
Administrative staff	1,958	1,956	2,203	2,131
<b>Costs of materials and services</b>	<b>1,308</b>	<b>1,357</b>	<b>1,799</b>	<b>1,917</b>
Teaching assignments and support	345	302	219	201
Public relations	5	18	24	40
Other	958	1,038	1,555	1,677
<b>TOTAL EXPENSES</b>	<b>15,797</b>	<b>15,431</b>	<b>16,497</b>	<b>16,411</b>
Annual Result	-529	-255	-58	-350
Compensation with Residual Funds	529	255	58	350

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 School'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:* School and professorship expenses.

- *Teaching assignments and support:* this includes support costs like correction assistants and costs for orientation units for new students. Until 2022 costs for student assistants were also included.
- *Public relations* are costs of materials (e.g., promotional materials, catering) and for external contractors (e.g., photographers, designers). Staffing costs (e.g., for website content management, the organization of promotional events, or the creation of promotional materials) are not included.
- *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 €350,000 in 2024 is explained by the net consumption of capital reserves and *Freie Betriebsmittel* of professorships to the amount of €227,000 and a School deficit (which is compensated by the university) of €123,000.

**Table 6b: Breakdown of staff expenses by group**

	2021	2022	2023	2024
<b>Staff group</b>				
Academic staff	84.4%	84.7%	83.2%	83.2%
Team assistants of professorships	6.1%	5.7%	5.8%	5.8%
Administration / Academic Office	9.5%	9.5%	11%	10.8%

Source: KoPers via TM1; Section 72 Controlling.

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

## 7 EQUAL OPPORTUNITY AND DIVERSITY

The School firmly believes that diversity and equality are crucial pillars of success. The commitment to equal opportunity extends to all aspects of its activities, from researching and teaching Ethics, Responsibility, and Sustainability (ERS)-relevant topics to fostering an inclusive environment where students as well as academic and administrative staff feel valued and respected. The strategy for promoting equal opportunity is rooted in the School's values of Openness and Connectedness and reflected in concrete measures outlined within the School's Equal Opportunity Strategy 2023–2027. The journey to full equal opportunities is an ongoing process.

### 7.1 KEY PERFORMANCE INDICATORS

**Table 7a: Student numbers**

	2021	2022	2023	2024
<b>B.Sc. Betriebswirtschaftslehre (Business Administration)</b>				
Female students	47%	47%	45%	46%
<b>B.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>				
Female students	23%	23%	26%	24%
<b>B.Ed. Lehramt an beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)</b>				
Female students	54%	52%	53%	50%
<b>M.Sc. Betriebswirtschaft (Business Administration)</b>				
Female students	52%	53%	53%	53%
<b>M.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>				
Female students	23%	25%	22%	26%
<b>M.Ed. Lehramt an beruflichen Schulen Wirtschaftswissenschaften (Teacher Training)</b>				
Female students	60%	58%	55%	54%

**Source:** Official student statistics; reference date December 1<sup>st</sup> each year; including all cohorts; Section 13 Institutional Research Unit.

**Note:** including students on academic leave.

**Table 7b: Graduate numbers**

	2021	2022	2023	2024
<b>B.Sc. Betriebswirtschaftslehre (Business Administration)</b>				
Female students	61%	59%	49%	40%
<b>B.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>				
Female students	22%	27%	23%	25%
<b>M.Sc. Betriebswirtschaft (Business Administration)</b>				
Female students	55%	51%	55%	52%
<b>M.Sc. Wirtschaftsingenieurwesen (Industrial Engineering and Management)</b>				
Female students	32%	24%	27%	21%

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

**Table 7c: Number of doctoral researchers and graduates**

	2021	2022	2023	2024
Female doctoral researchers	44%	40%	37%	42%
Female doctoral graduates	29%	71%	44%	33%

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

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

**Table 7d: Staff (persons, not FTE)**

Staff category (reference to HmbHG)	2021	2022	2023	2024
<b>Professors</b> (incl. junior professors)	<b>26</b>	<b>28</b>	<b>27</b>	<b>27</b>
<i>Of that female</i>	23%	32%	30%	30%
<b>Lecturers</b> (§ 28 (3) Lehre; Sonstige)	<b>11</b>	<b>11</b>	<b>10</b>	<b>10</b>
<i>Of that female</i>	55%	55%	50%	50%
<b>Postdocs</b> (§ 28 (2); § 28 (3) Sonstige)	<b>18</b>	<b>16</b>	<b>15</b>	<b>15</b>
<i>Of that female</i>	33%	25%	27%	33%
<b>Doctoral researchers</b>	<b>83</b>	<b>78</b>	<b>83</b>	<b>74</b>
<i>Of that female</i>	47%	43%	49%	54%

Source: Official university statistics; reference date December 1<sup>st</sup> each year; each year including all cohorts; Section 13 Institutional Research Unit; Section 65.2 HR Data and Process Management Unit.

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

## 7.2 REPORT ON EQUAL OPPORTUNITY STRATEGY 2023–2027

The School's [Equal Opportunity Strategy 2023–2027](#) is based on the University of Hamburg's understanding of equal opportunity, which targets three main dimensions: gender equality, compatibility of work and private life (e.g., care-giving), and diversity. Progress in implementation is reported on annually.

### Dean's List

The Dean's List, which honors the top 10% of students in their cohorts, took place for the second time on 29 May 2024. All 30 bachelor's and master's students received a certificate in recognition of their outstanding academic achievements. These were awarded by Prof. Alewell, Vice Dean of Studies and Teaching, and Prof. Ratzinger-Sakel, Research and Graduate Education. Together with Prof. Lauscher, the School's Representative for Equal Opportunities, the students were informed about equality and diversity, as well as research and doctoral opportunities. The Dean's List offers students the opportunity to network and share ideas for improving the degree programs.



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### **Research support for female junior professors**

The School aims to increase the percentage of female professors. However, only three new appointments are planned by 2027, which means that only incremental increases can be achieved. Gender balance has been achieved at for lecturers and doctoral researchers.

Female junior professors can make use of student assistants for up to 32 hours per month. In 2024, a total of three student assistants were employed. Funds amounting to €10.772 were used for this.

### **Balancing family and career**

On 4 December, the School held its annual roundtable for doctoral researchers to discuss the compatibility of family and academic career paths. These meetings aim to provide an open exchange about possible barriers and ways in which School members can make balancing family and academic careers easier. The Equal Opportunities Team evaluates the feedback, identifies potential measures, and implements them (where possible) to further improve the work-life balance for doctoral candidates and research assistants.

### **Diversity at the School**

The establishment of gender-neutral toilets in the House of Business Administration was initiated in 2023, but following consultation with the central department, implementation is proving more difficult than originally thought.

In 2024, the student survey has been expanded to include a question about any disadvantages already faced due to a diversity characteristic, as well as a question requesting suggestions for improvement in the areas of diversity and equality.

To establish gender-specific awareness and to awaken the interest of female prospective students in the Industrial Engineering and Management degree program, Program Director Prof. Voigt addressed female participants directly on the University Days.

Activities related to diversity and gender equality, as well as the promotion of female researchers, are made visible at the School through direct approach, forwarding of relevant invitations, and through the School's regular research newsletter.

During the update of the doctoral degree regulations and the academic regulations for the structured doctoral program, emphasis was placed on using gender-neutral language. Both documents were subsequently adopted in 2024 with gender-neutral wording.

### **Other Equal Opportunities, Gender and Diversity-related activities by professors**

- Prof. Michel Clement acquired two Exist Women grants of 10 scholarships each. These scholarships promote and support female founders from universities and research institutions. In addition, he initiated the lecture program Female Leadership.
- As Representative for Equal Opportunities, Prof. Anne Lauscher actively contributes to the development and implementation of the equal opportunities strategy of the School in many ways. She promotes diversity and equality by, for example, organizing the workshop "Negotiating confidently for FLINTA\*s". Through the regularly held round table on balancing career and care work, Prof. Lauscher and other representatives of gender equality at the School engage in an open dialog with researchers looking for solutions and possible implementations regarding this matter.
- Prof. Jan Recker offers an online self-study course on using gender-neutral language and a presence workshop on this course.
- Prof. Nicole Ratzinger-Sakel actively works on adjusting the guidelines for academic papers and teaching materials with regard to gender-neutral language.

## 8 ETHICS, RESPONSIBILITY, SUSTAINABILITY, AND DIGITALIZATION

### 8.1 ETHICS, RESPONSIBILITY, AND SUSTAINABILITY (ERS)

#### Principles for Responsible Management Education

The School became a signatory to Principles for Responsible Management Education (PRME) in January. Pronounced “PRiME,” the initiative was founded in 2007 and supported by the United Nations (UN) with the aim of promoting sustainability in business schools worldwide. As a member, the School is committed to integrating the UN's sustainability goals into its research and education as well as engaging in partnerships and dialogue with society. The School submitted its first Sharing Information on Progress (SIP) report in 2024 to maintain its membership and demonstrate its ongoing commitment to ERS.

**Table 8a: Research articles related to ERS (peer-reviewed)**

	2021	2022	2023	2024
Research articles related to ERS	43	48	36	51
in % of all research articles	37%	43%	43%	44%

Source: RIS (UHH Research Information System). Numbers for all years updated 25.9.24.

**Table 8b: Percentage of modules with ERS content**

ERS content in modules	2022		2024	
	B.Sc.	M.Sc.	B.Sc.	M.Sc.
ERS content, examples, and/or perspectives	70%	38%	73%	51%
Course and/or reading materials on ERS topics	30%	27%	37%	33%
Ethics in research/good scientific practice	49%	39%	49%	38%
ERS case studies	20%	30%	21%	28%
ERS in practice	33%	32%	35%	35%
Gender equality and diversity (SDG 5: Gender equality)	14%	18%	16%	21%
Social business (SDG 10: Reduced inequalities; SDG 12: Responsible consumption & production)	21%	19%	20%	22%
Social responsibility (SDG 12: Responsible consumption and production)	19%	19%	21%	19%
Responsible and sustainable practice and production (SDG 12: Responsible consumption and production)	22%	18%	23%	20%

Source: Analysis of Module Handbooks, 2022 and 2024.

#### ERS activities at the University of Hamburg Business School

By organizing an ideas [competition](#) on sustainability, the School gained many ideas on implementable, future-oriented sustainable ideas. Some of the best proposals were:

- More practical lectures relating to sustainability in courses (Jeanne-Sophie Silies)
- Installation of motion detectors in Moorweidenstraße 18 (Lars-Eric Brüske)
- Socket strips for technical devices in offices to avoid standby mode (Christopher Holz)
- Greening of the Wiwi bunker (Johanna Carstensen)

The University of Hamburg’s Sustainability Office awarded three prizes to staff and students for their sustainability concepts. The first place was awarded to the School for the project "Tracking Sustainability-Related Content through

Module Handbooks," submitted by Matthew Fennessy, Prof. Dorothea Alewell, and Prof. Simone Neumann. By analyzing existing module handbooks and providing professors with content checklists to be completed when submitting modules for the new module handbooks, it measures how much teaching content addresses ethics, responsibility, and sustainability.

The School's prizes for the best bachelor and master thesis related to ERS, each worth 500€ and sponsored by Fovis Mazars, were awarded to:

- Jessica Kiebach: „Greenwashing in der Nachhaltigkeitsberichterstattung: Welche Rolle spielen die Wirtschaftsprüfungsgesellschaften?“ and
- Anton Savko: „Diversity in Advertising: The Effects of Racial Dominance on Consumer Evaluations“.

**(New) ERS-related activities by professors**

- Prof. Michel Clement is active through consultation of numerous (approx. 25) start-ups whose work focuses on ERS-relevant topics
- Prof. Yannik Gehrke conducts research on Carbon Target Horizon and Corporate Emission Reduction.
- Prof. Guido Voigt researches the issues of repair vs. replacement decisions and local vs. global manufacturing and is involved in a research project on used apparel.

## 8.2 DIGITALIZATION

### Digitalization of processes

As part of ongoing digitalization and for sustainability reasons, the project for the digital submission of theses was launched at the end of 2024. The project aims to optimize and simplify the process of submitting, managing, and archiving final theses for students and study office staff.

Students should be able to submit their final theses conveniently via a user-friendly online platform. The aim is to create a simple and efficient solution that meets the requirements of everyone involved. For this reason, the experiences and procedures of other faculties that have already successfully implemented digital submission were initially exchanged and examined with colleagues. These findings were incorporated into the development of the workflow.

First discussions were also held with the university's legal department to discuss the necessary requirements for the digital submission of final theses.

**Table 8c: Percentage of modules with respective digital content**

Digital content in modules	2022		2024	
	B.Sc.	M.Sc.	B.Sc.	M.Sc.
Digitalization is an important topic in the module	34%	29%	36%	31%
Digitalization: Content, examples and/or perspectives	69%	61%	72%	68%
Course and/or reading materials on digitalization	49%	46%	51%	49%
Data analysis and/or mining	36%	33%	38%	42%
Digital transformation (impact, process)	41%	37%	38%	37%
Empirical digital data	40%	39%	41%	44%
Ethics and data	41%	23%	46%	28%
Guest lectures on digitalization	34%	38%	34%	38%
Machine learning, artificial intelligence	25%	29%	29%	33%
Practical or practice-like applications	63%	39%	61%	37%
Programming	23%	18%	24%	22%

Source: Analysis of Module Handbooks, 2022 and 2024.

## ANNEX

### SELECTED PUBLICATIONS

#### FT-50 Ranking

- Brockman, P., Drobetz, W., El Ghoul, S., Guedhami, O., & Zheng, Y. (2024). Do foreign institutional shareholders affect international debt contracting? Evidence from Yankee bond covenants. *Journal of International Business Studies*, 55, 551–576. <https://doi.org/10.1057/s41267-023-00667-2>
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- Lorenz, J., Chandra Kruse, L., & Recker, J. (2024) Creating and Capturing Value with Physical-Digital Experiential Consumer Offerings. *Journal of Management Information Systems*, 41(3). <https://doi.org/10.1080/07421222.2024.2376386>
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- Tarakci, M., Sting, F. J., Recker, J., & Kane, G. (2024). Three Questions to Ask About Your Digital Strategy. *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/three-questions-to-ask-about-your-digital-strategy/>
- Wlömert, N., Papiés, D., Clement, M., & Spann, M. (2024). Frontiers: The Interplay of User-Generated Content, Content Industry Revenues, and Platform Regulation: Quasi-Experimental Evidence from YouTube. *Marketing Science*, 43(1), 1-12. <https://doi.org/10.1287/mksc.2022.0080>
- Wlömert, N., Papiés, D., Clement, M., & Spann, M. (2024). Rejoinder on “Frontiers: The Interplay of User-Generated Content, Content Industry Revenues, and Platform Regulation: Quasi-Experimental Evidence from YouTube”. *Marketing Science*, 43(1), 16-19. <https://doi.org/10.1287/mksc.2023.0369>
- VHB Rating 2024: A+/A**
- Bar-Gera, H., Bijvank, M., Jaehn, F., Neumann, S., & Transchel, S. (2024). The future of transport: Coordination in a new field between public and private transport. *European Journal of Operational Research*, 317(3), 643-645. <https://doi.org/10.1016/j.ejor.2024.05.008>
- Barg, J. A., Drobetz, W., El Ghoul, S., Guedhami, O., & Schröder, H. (2024). Institutional dual ownership and voluntary greenhouse gas emission disclosure. *Journal of Corporate Finance*, 89, 102671. <https://doi.org/10.1016/j.jcorpfin.2024.102671>
- Bayindir, E., Jamalabadi, S., Messerle, R., Schneider, U., & Schreyögg, J. (2024). Hospital competition and health outcomes: Evidence from acute myocardial infarction admissions in Germany, *Social Science & Medicine*, 349, 116910, <https://doi.org/10.1016/j.socscimed.2024.116910>
- Bockelmann, T., Werder, K., Recker, J., Lehmann, J., & Bendig, D. (2024). Configuring alliance portfolios for digital innovation. *The Journal of Strategic Information Systems*, 33(1), 101808. <https://doi.org/10.1016/j.jsis.2023.101808>

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