

2025 Sharing Information on Progress (SIP) Report

Kühne Logistics University

September 2025

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

This section provides foundational information about Kühne Logistics University, including key details and basic institutional data.

Mission

KLU's mission is leading with an operations mindset – for an effective leader anywhere in the world, a deep understanding of logistics, operations, and supply chain management is imperative. Our mission, strengthened by our state-of-the-art research of highest international standard with significant impact and outreach, is to equip learners with both an operations mindset and the essential tools to become responsible leaders and managers striving for a better world.

Vision

KLU's vision is to provide the world's best contemporary leadership and management education strongly rooted in an operations mindset, blending academic excellence with a hands-on approach, ensuring real-world applicability in both teaching and research.

Strategy

KLU 2025-2030 Strategy

KLU's strategic plan for 2025–2030 builds on major milestones, including lifetime accreditation from the German Science Council and AACSB recognition. These achievements reinforce its mission to educate leaders, managers, and entrepreneurs with a strong operations mindset and to improve the world through cutting-edge research and education in logistics and supply chain management. Central to this mission is the concept of "Leading with an operations mindset," which integrates logistics expertise into leadership across industries.

The university aims to expand its global impact by increasing student enrollment, enhancing its MBA and executive education offerings with flexible, tech-enabled formats, and launching small-scale international campuses in Africa, Asia, and the Americas. The first steps of this strategy have already been made with the opening of a branch campus in Ho Chi Minh City, Vietnam, 2025; a second branch campus is planned in South Africa, followed in the next phase by a third in Latin America. KLU's curriculum emphasizes academic rigor, real-world application, and future-oriented skills like adaptability and critical thinking. Research remains a cornerstone, with a focus on producing high-impact, rigorous studies supported by third-party funding. Dissemination beyond academic journals is key to ensuring practical relevance and strengthening KLU's brand as a hands-on, knowledge-driven institution.

To support growth, KLU will invest in branding, infrastructure, and community building. It will clarify its identity as both a logistics leader and a broader business school, using scholarships and targeted marketing to attract diverse student populations. The university also plans to deepen engagement with alumni, partners, and global networks, while pursuing further accreditations and optimizing internal operations.

In essence, KLU's strategy is to cultivate responsible, globally minded leaders through a blend of academic excellence, practical experience, and a strong operations mindset—positioning itself as a world-class institution for the future of business and society.

Strategy Alignment

KLU 2025-2030 Strategic Alignment

Teaching

KLU vision for education is deeply aligned with the goals of sustainable development, the common good, and the pursuit of quality education. At the heart of KLU's approach is a commitment to cultivating what it calls an "operations mindset." This concept goes beyond technical efficiency to encompass ethical leadership, resilience, and the ability to create long-term, sustainable value. Learners are not only trained to optimize systems and make data-driven decisions, but also to integrate sustainability and ethical considerations into every aspect of their work. This mindset is reinforced through hands-on learning, interdisciplinary projects, and international collaborations, ensuring that students are prepared to lead in a world facing complex environmental and social challenges.

KLU's programs are designed to be future-oriented and globally relevant. Initiatives like the TriContinent Master in Global Logistics and Supply Chain Management expose students to diverse cultural and economic contexts, fostering a global perspective that is essential for addressing shared global issues. The university's expansion into international branch campuses and its emphasis on cross-cultural learning experiences further demonstrate its dedication to the common good through inclusive and globally connected education.

Sustainability is not just a theme in KLU's curriculum—it is a strategic priority. Experiential learning opportunities like the new Entrepreneurship and Innovation Center on Green Logistics and Sustainable Supply Chains exemplifies this, aiming to bridge academic research with real-world innovation in sustainable practices. Executive education programs also reflect this ethos, emphasizing the "Triple

Bottom Line” of social, environmental, and economic sustainability. These programs are tailored to equip professionals with the tools to lead responsibly and drive positive change within their organizations and industries.

Quality education at KLU is ensured through rigorous standards and continuous improvement. The Assurance of Learning (AoL) framework, aligned with AACSB accreditation standards, systematically evaluates whether students are achieving defined learning outcomes. This process is not static; it evolves to reflect the university’s strategic goals, including the integration of sustainability and ethical leadership into all programs.

Pedagogical innovation is another cornerstone of KLU’s strategy. Recognizing the challenges posed by global “poly-crises”—from pandemics to climate change—the university is reimagining how education can prepare students for an uncertain future. This includes leveraging technologies like virtual reality to enhance the learning of students participating in humanitarian logistics simulations. Work done in 2024 by KLU staff and faculty to explore how artificial intelligence can enhance digital literacy and critical thinking will result lead to mandatory AI skills training for all undergraduate students. As well as fostering adaptability, creativity, and resilience, a redesign of our learning environments will encourage our learners to be more collaborative, experiential, and reflective, supporting students in developing the skills needed for both professional success and meaningful societal contribution.

Research

KLU’s research strategy is deeply intertwined with its broader mission to foster sustainable development, serve the common good, and uphold the highest standards of academic quality. This vision is encapsulated in what KLU calls the “5 Rs” of responsible research: relevance, rigor, reach, reputation, and responsibility.

KLU’s research philosophy is a commitment to producing knowledge that is not only academically rigorous but also socially and economically impactful. The university emphasizes publishing in top-tier journals while simultaneously ensuring that research addresses real-world challenges, like the annual report, [The State of Logistics and Supply Chain in the Humanitarian Context](#), published in partnership with Kühne Foundations HELP Logistics. This dual focus ensures that KLU’s research contributes meaningfully to both scholarly discourse and practical solutions for business and society.

Sustainability is a recurring theme throughout KLU’s research agenda. The university encourages projects that tackle pressing global issues such as climate change, geopolitical instability, and the resilience of critical infrastructures like energy, health, and food systems, as exemplified by projects like the [KRISTI-ENV project](#) that aims to improve the resilience of food supply chains. These topics are

not only aligned with KLU's "operations mindset" but also reflect a broader commitment to sustainable development. By fostering interdisciplinary collaborations and engaging with partners from the Global South, KLU ensures that its research is inclusive and globally relevant.

The university also places a strong emphasis on the dissemination of research beyond academic circles. Faculty are encouraged to share their findings through industry publications, policy briefs, executive education programs, and public engagement initiatives. This approach enhances the societal reach of KLU's research and reinforces its role as a thought leader in logistics, supply chain management, and beyond. The development of case studies and partnerships with media outlets further supports this goal, making research more accessible and actionable.

KLU's Research Centers of Excellence—the [Center for Humanitarian Logistics](#) (CHORD), the [Center for Sustainable Logistics and Supply Chains](#) (CSLS), and the [Hapag-Lloyd Center for Shipping and Global Logistics](#) (CSGL)—serve as vital hubs for innovation and impact. These centers embody the university's strategic priorities and act as bridges between academic inquiry and industry practice. They are tasked with producing actionable research, organizing events, securing third-party funding, and enhancing KLU's brand as a leader in responsible and impactful research.

The university's commitment to quality education is also evident in its support for doctoral and postdoctoral researchers. The PhD program is designed to cultivate future academic leaders and industry innovators who embody the operations mindset. Students receive rigorous training, opportunities for teaching and outreach, and access to international research networks. Scholarships and strategic funding initiatives aim to attract top talent, particularly those with skills in programming and data analysis, which are increasingly vital in today's research landscape. Many of our PhD graduates pursue an academic career and join the faculties in institutions such as Copenhagen Business School, IE University, the University of Exeter, Neoma Business School, the Haslam College of Business in The University of Tennessee, or Eindhoven University of Technology.

Institutional History

KLU's History


Kühne Logistics University (KLU) is a state-recognized, not-for-profit private university dedicated to educating responsible leaders in logistics, supply chain management, and business administration. Founded in 2010 with strong support from the Kühne Foundation, KLU was designed from the outset as a research-intensive institution that integrates academic excellence with societal impact, sustainability, and ethical leadership. Headquartered in Hamburg, near one of the world's most advanced ports, KLU combines global relevance with practical, operations-focused education.

Since its founding, KLU has developed a portfolio of programs across Bachelor's, Master's, MBA, and PhD levels, all emphasizing responsible decision-making, systems thinking, and the integration of environmental and social sustainability into business. Its research agenda, organized through three centers of excellence—the Center for Shipping and Global Logistics, the Center for Sustainable Logistics and Supply Chains, and the Center for Humanitarian Logistics and Regional Development—focuses on producing knowledge that is both academically rigorous and practically impactful, addressing pressing global challenges. KLU achieved AACSB accreditation in 2024 and became a Partner of the Global Responsible Leadership Initiative (GRLI) and the Responsible Research in Business and Management (RRBM) network in 2025, further reflecting its commitment to global standards and responsible management education.

A landmark step in KLU's international mission was the opening of its first branch campus in Ho Chi Minh City (HCMC), Vietnam, in September 2025, with 26 students. Operating on a not-for-profit basis, this campus brings high-quality German education and expertise in logistics and supply chain management directly to regions where it is most needed. KLU's HCMC campus already holds the distinctions of being the first campus in the country to receive LOTUS Certification, Vietnam's green building rating system. This milestone demonstrates KLU's commitment to responsible management education, global knowledge transfer, and building capacity in an inherently international industry, reinforcing the university's mission to educate leaders who can drive sustainable, ethical change worldwide.

Degrees Offered

Bachelor Programs

 Bachelor of Science (B.Sc. or B.S.)


Masters Programs

 Master of Science (M.Sc. or M.S.)  Master of Business Administration (M.B.A.)






Doctoral Programs

 Doctor of Philosophy (Ph.D.)

Undergraduate Degree Programmes

 BSc Business Administration




Masters Degree Programmes

-  MSc Global Logistics and Supply Chain Management
-  MSc International Management
-  MBA Leadership and Supply Chain Management
-  SuMO (Master in Sustainable Management and Operations)
-  MSc Business Analytics and Data Science

Postgraduate Degree Programmes

-  PhD

Certificates, Professional Development, or Associate Programmes

-  KLU Summer School in Sustainability
-  Intercultural Competence Certificate (Extracurricular Certificate Program)
-  Global Logistics & Supply Chain Leadership Program (ENLOP/NETLOP)



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Definition of Purpose

Purpose means advancing education that equips individuals to lead with integrity, systems thinking, and a commitment to societal value. At KLU, our purpose is to foster inclusive prosperity by embedding the operations mindset into everything we do. This ensures our impact extends beyond efficiency to meaningful, sustainable change.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



How We Define Values

Values are the ethical foundation guiding our decisions and actions toward societal and environmental responsibility. At KLU, values are lived through the operations mindset—integrating accountability, sustainability, and integrity into governance, teaching, and research. They shape a culture where doing the right thing is central to institutional excellence.

Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Student contributor
- ❖ Interdisciplinary efforts across parent organization
- ❖ Interdisciplinary efforts across business school



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



How We Define Teach

Teaching means cultivating an operations mindset in learners by integrating ethical, systemic, and action-oriented thinking into curriculum and pedagogy. At KLU, we design learning environments that connect theory with practice, preparing students to lead responsibly. Faculty model adaptability and problem-solving to inspire transformative learning and leadership for various learners.

Courses that support RME

Kühne Logistics University reports 6 courses in 2024 that support responsible management education and sustainable development goals.

Sustainable Finance

| Sustainable Finance

The course prepares students to meet the increasing demands for professionals who can design and assess financial systems that integrate the fundamentals of sustainability. The course covers challenges and opportunities faced by corporations and how finance can contribute to sustainable development by efficiently allocating economic resources to sustainable corporates and projects. When the principle of sustainable finance is made into part of business education, we can raise public awareness of the important role finance plays in our society.

On successful completion of this module, the students should: 1) Explain the concepts of ESG (environmental, social and governance) 2) Understand the principles of investment and portfolio management incorporating ESG factors 3) Understand the context for different approaches to responsible investment, the size and scope of ESG investing. 4) Be familiar with primary and secondary ESG data sources 5) Explain key market drivers and challenges of ESG integration 6) Explain the aims and progress achieved by key ESG initiatives 7) Assess the recent development of academic literature regarding the value implication of ESG



Sustainable Supply Chains

| SSC

Sustainable development focuses on meeting the present generation's needs without compromising future generations' ability to meet their own needs. The design and management of supply chains have a considerable impact on global sustainable development. This module aims at providing students with an understanding of the implications sustainability (i.e., the economic, environmental, and social performance) has for strategic and operational issues in supply chains. Having successfully participated in this course, students should be able to:

- Explain fundamental concepts concerning sustainability and its operationalization in the supply chain and logistics context.
- Identify and describe the global dimensions of organizations with an emphasis on the footprint of today's highly complex global supply chains.
- Determine driving factors of the global economy with a focus on environmental, cultural, and social aspects.

After taking this course, students have gained a good grasp of the complexities of global supply chains and approaches to design and manage them in a more sustainable way. Students are confronted with decision scenarios where, after considering all stakeholder interests, there is no clear way forward (e.g., the practices of cobalt mining in the DRC). This is enriched by the diverse perspectives of our student body. This year, the case about cobalt mining in the DRC was in part facilitated by a student from the DRC, making the difficulties highly tangible for the students, leaving a lasting impact.



Sustainable New Product Design and Design Thinking

| SNPDDT

We live in a world where products are created to be replaced as frequently as possible instead of lasting long. The linear take-make-waste system is evolving at an even more critical state with fast consumption. As a solution from the product design space, product circularity focuses on the resources aspect of sustainability. It is a way of thinking that considers the entire product lifespan as a whole. This module focuses on ways of achieving product circularity, building on the foundation of sustainable product design and development. Having successfully participated in this course,

students should be able to:

- Explain fundamental concepts concerning sustainability and its operationalization in the product design and development context
- Identify and describe sustainability impacts and their interdependence related to physical products and services
- Explain the core tenants of product circularity and their application to everyday products

The course exemplifies the multi-level challenges with seemingly straightforward tasks like "make this product more sustainable". As the students work in groups on a product concept, they experience these challenges themselves. When discussing the reparability of consumer goods, we disassemble broken products to experience how design decisions influence these tasks. Overall, students get a much better sense of the implications of their consumption decisions and the role product design plays for product sustainability across the full lifecycle.



Humanitarian Logistics

| Humanitarian Logistics

Humanitarian organizations and non-governmental organizations (NGOs) typically operate in really hard environments with limited resources. Their supply chains are ready to be deployed within 72 hours from the time of the disaster, and they are also used to operate longer-term development programs. The private sector can benefit a lot from the experience of these organizations. This course will expose students to the important area of humanitarian logistics. Not all the decisions are easy in the humanitarian context; practitioners need to decide how to use their constrained resources to satisfy needs, so they quickly realize that they cannot assist everyone in need.

By the end of this course students will:

1. break open their thinking from the standard business environment to the environment of humanitarian supply chains, where there are more stakeholders, incentives misalignment, limited resources, complexity and risk.
2. be able to understand the critical role that logistics and supply chain management play in such a global environment and they will be able to apply concepts and theories to the practical problems that humanitarian organizations face.
3. deepen their learning on logistics, strategy, and decision making in humanitarian organizations through analyzing case studies.
4. get familiar with the challenges in humanitarian supply chains and the opportunities for cross-learning between commercial and humanitarian supply chains.
5. be able to understand and assess ethical decision-making processes in humanitarian operations and assess these decisions based on social and environmental considerations.
6. work effectively in a team environment and demonstrate the initiative to substantially contribute to the team effort by participating in a business game simulating a disaster. So the students will be exposed to the important area of humanitarian logistics showing them how complexity and supply chain risk fit in a real environment.
7. be able to demonstrate effective professional oral and written communications skills through their group assignments.



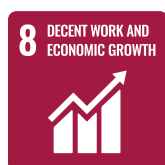
Intercultural Management and Communication

| ICM

In today's globalized world, managers, teams, and individuals routinely collaborate across cultures, time zones, and geographies — often in virtual and remote setups. Succeeding in this environment requires more than just awareness of cultural differences; it demands the ability to navigate these differences effectively while focusing on what unites us. This course equips participants with the concepts, skills, and competencies needed to thrive as managers in a multicultural business context. We explore key theories and practical tools from intercultural management, communication psychology, and organizational behavior, enabling students to apply this knowledge both in professional and everyday cross-cultural interactions — from leading international teams to settling into a new neighborhood abroad. The most distinctive feature of this course that will set it apart from other classes on intercultural management is that we assume (for good reasons, as we will see) that culture has made humans more similar rather than dissimilar. While people from different cultures may appear distinct on the surface, their psychological makeup is remarkably similar. Therefore, the similarities between people are much more robust explanations of human behavior in organizations than their dissimilarities. Understanding how psychology unites people across societies will help students discover similarities between themselves and individuals from seemingly diverse cultures. This insight motivates them to interact more effectively and pleasantly with people from different parts of the world. The point of this course will not be that there are no differences between people from other societies, but rather that these differences are not mountains that separate us but molehills.

Students will learn how to be effective in their management role when dealing with people from different cultural backgrounds. Therefore, they will learn the following:

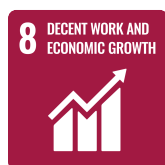
- Awareness of the significance of cultural differences in everyday work life is expressed through different behaviors and practices.
- Self-awareness: more significant insight into one's own culture, as well as into one's cultural limitations due to 'filters' interfering with objectivity.
- A more remarkable ability to compare and assess a target culture with one's origin.
- Greater intercultural competence and the ability to communicate successfully with people of other cultures.



Sustainable New Product Development

| SS2026_SNPD_Lugovoi_GLSCM_IMGT2027

The course "Sustainable New Product Development" provides students with a comprehensive understanding of how to design, develop, and launch innovative products, with a strong emphasis on sustainability. It explores the entire new product development lifecycle—from ideation and identifying customer needs to market research, testing, and pricing strategies. Through a combination of theoretical foundations and practical group work, students will learn to manage product development in a manner that minimizes environmental impact while meeting market demands. The course emphasizes creativity, market insight, and real-world application, culminating in a final group project where teams present a fully developed sustainable product concept backed by data-driven research and strategic planning.



Educator Recognition

At Kühne Logistics University, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration

💡 Fostering Innovation



A lot

Our institution supports innovation significantly through teaching and learning.

💡 Experiential Learning



To a great extent

Teaching and learning at our institution strongly encourage experiential learning.



Learning Mindset



A lot

Our institution supports a lifelong learning mindset significantly through teaching and learning.



Method of Teaching and Learning



In person

Traditional classroom-based learning with face-to-face instruction.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

Research means investigating how individuals, organizations, and systems operate to enhance responsible, real-world impact. At KLU, research is grounded in the operations mindset (systematic, ethical, and action-oriented) aimed at improving responsiveness, resilience, and value creation in business and society. It also strengthens the link between academic insight and practical transformation.

Research Funding

In 2024, Kühne Logistics University was awarded funding for research that is:



National



International



Regional



Local

Socializing Research

In 2024, Kühne Logistics University contributed research findings to:

- ❖ sustain
- ❖ Community organizations
- ❖ Research collaborations
- ❖ Industry and business networks
- ❖ Social media and digital outreach
- ❖ Public events and lectures

Research Projects

In 2024, Kühne Logistics University reported 8 research projects that implemented responsible or sustainable activities.

Hypernetwork of German Logistics (HeGeL) - Exploiting the Potential of Hypernetworks in Freight Transport and Logistics

Period Covering: January, 2022 - December, 2024

Department: Freight Transportation - Modelling and Policy.

Brief description

Although the global transport volume is constantly increasing, and international logistics is often carried out across several networks or even intermodally, there is still a lack of transparency in the transport market. A structured procedure for the representation of logistical hypernetworks is developed for a large dataset by means of supplementary scientific methods. The resulting transparency of the transport market enables better efficiency planning and more effective optimization of transport in terms of costs, sustainability and resilience. The new data offers opportunities for new services in the transport sector.

Project purpose

A multi-method approach is intended to enable a quantum leap in the modeling and representation of hypernetworks in the logistics industry. The use of new data sources will be complemented by modeling approaches as well as professional surveys. The benefits of the representation of hypernetworks will be demonstrated for existing and new innovative services in the logistics sector.



Ganzheitliche Ausweisung von Transportemissionen – GATE

Period Covering: August, 2022 - February, 2024

Department: Business Administration, Center for Sustainable Logistics and Supply Chains (CSLS)

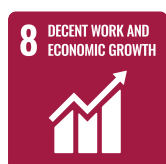
Brief description

The GATE project, founded by the Federal Ministry for Economic Affairs and Climate Protection (BMWK) aims to sensitize logistics small and medium-sized enterprises (SMEs) to the relevance of emissions reporting. In light of the growing interest in decarbonization and the possible competitive advantage of offering low emission transport services, adequate reporting of emissions is crucial to make actions visible. The project looks into how carriers currently calculate and report emissions, and what data shippers include in their emission models. A consolidated set of tools is to be developed to make methods and decisions relating to the calculation, reporting and dissemination of CO₂ emissions, more tangible for SMEs and provides recommendations for action appropriate to the situation.

Project purpose

More than ever, all sectors of the economy have a responsibility to reduce their greenhouse gas emissions quickly and comprehensively. Due to high growth rates and continued dependence on fossil fuels, decarbonization of road freight transport is particularly challenging. Among other reasons, because the market is highly fragmented and 99% of transportation service providers are represented

by small and medium-sized enterprises (SMEs) with fewer than 50 employees. Studies show that SMEs in particular lack progress around sustainability and hardly have competencies for emissions accounting. In addition, clients of transport services are hardly interested in CO2 data of the operationally active companies. Instead, the clients' emission calculations are based on modeled standard emission factors. This negates relative advantages in terms of environmental friendliness through organizational or technical measures. As sustainability is increasingly becoming a competitive factor, committed SMEs must be able to demonstrate and prove their efforts. The aim of the research project is to raise logistics SMEs' awareness of the relevance of emissions reporting and to enable an uncomplicated introduction to CO2 emissions measurement.



ULePro (Urban food production) - Development and coordination of local food production and distribution networks (FabCity)

Period Covering: April, 2022 - December, 2024

Department: Business Administration, Supply Chain and Operations Management

Brief description

The ULePro project aims to strengthen the medium-sized agricultural sector, which is essentially responsible for the regional food supply, in the long term. It is to investigate the potential of regional and local food production and supply networks, considering all actors and decision-makers involved, i.e. agribusinesses, logistics service providers, and others engaged in local food production, storage and distribution. It should serve as an interface with final customers and buyers of the products, as well as with local authorities, policymakers, and others responsible for setting local framework conditions.

Project purpose

Agriculture supply chains have changed decisively in recent decades. It is becoming increasingly difficult for small and medium-sized farmers/agricultural businesses to compete with on cost, performance and technical development with large food corporations, e. g. large agribusinesses have access to the latest technical innovations and can therefore invest in more efficient production processes. Small farmers can use direct marketing on farmers' markets and in farm stores. However, these sales channels bring a rather low turnover and are accompanied by considerable logistics costs. It is also becoming increasingly difficult for the "middle class" in the agricultural sector to survive. They lack the financial means to invest in the latest production equipment to produce more sustainably and productively. At the same time, they are too big to offer their products merely on

farmers' markets simply. This begs the question how the medium-sized agricultural sector, which is essentially responsible for the regional food supply, can be strengthened in the long term. The primary objective of this research project is to investigate the potential of urban and regional food production and their related supply chains. The analysis should take all actors and decision-makers into account. The specific focus is on horizontal collaboration and coordination in local food production and distribution networks and on potentials of innovative local production such as vertical and urban farming.



Fab City: Decentralized, Digital Production for Urban Value Creation - Subproject on "Supply Chain and Operations Management"

Period Covering: July, 2021 - December, 2024

Department: Business Administration

Brief description

This subproject focuses on the impact of 3D printing on the Circular Economy and regionalization of supply chains. It aims to implement a living lab ("Reallabor") in Hamburg to research the business, supply chain, technical, legal, as well as social effects of decentralized, open, and digital production sites.

Project purpose

With new technologies (e. g. 3D printers) people and companies can produce parts and products on site and on demand. The project partners explore the possibilities and limitations of this open production site on economical and social aspects. This subproject focuses on the impact of 3D printing on the regionalization of supply chains by implementing a living lab to research the business, supply chain, technical, legal, as well as social effects of decentralized, open, and digital production sites in Hamburg. Funded by the Federal Ministry of Defense (Bundesministerium der Verteidigung BMVg).



How can RLH Coop and CHORD collaborate to further realize the European Commission European Civil Protection and Humanitarian Aid Operations (ECHO)'s Humanitarian Logistics Policy and its underlying paradigm shift?

Period Covering: February, 2023 - December, 2024

Department: Business Administration

Brief description

This project aims to provide an independent and scientific evaluation of how the humanitarian logistics actors perceive the impact of Réseau Logistique humanitaire (RLH Coop, now: hulo) in the future development of their logistics policy and processes. The project is funded by Action Against Hunger.

Project purpose

The overall objective is to evaluate RHL Coops impact, to enable a sustainable collaboration between RHL Coop (now: hulo) and CHORD (Center for Humanitarian Logistics and Regional Development) . The following three over-arching questions will be investigated: 1) What have been impacts of RLH Coop on the logistics policies and processes of humanitarian actors? 2) What are strategic considerations (e.g. enablers or impeters) for humanitarian actors to shift their operational structure towards more resource pooling (e.g. by joining RLH Coop or modelling a new cooperative structure after RLH Coop)? 3) How do humanitarian actors perceive the logistics and supply chain benefits and risks in adopting RLH Coop's resource pooling model?



Contract-based coordination of multi-stage fresh food supply chains to reduce food waste

Period Covering: September, 2020 - April, 2024

Department: Business Administration

Brief description

Food waste, from harvest losses to consumption losses at the end consumer, happens along the whole supply chain. This project, funded by the Deutsche Forschungsgemeinschaft (DFG), is to investigate to what extent contract mechanisms between individual actors in food supply chains (e.g., farmers, food producers, and retailers) can better coordinate the trade-off between profit orientation

and sustainable demand planning, by influencing company-specific planning calculations. The overarching goal is to identify contract structures that align planning decisions and reduce the amount and distribution of food waste in a sustainable way throughout the entire supply chain.

Project purpose

Food waste occurs along the entire value or supply chain, starting with harvest and post-harvest losses in agriculture, through process losses in production and processing, distribution losses at wholesalers and retailers, to consumption losses at the end consumer. Frictional losses at the cross-company interfaces of food supply chains, for example through opportunistic decision-making of the individual companies or due to information and collaboration obstacles within the business relationship, increase the risk of ineffective planning and overstocking and thus cause unnecessary food losses. A widespread mechanism for coordinating inter-company decisions to reduce frictional losses is the contract. Contract-based coordination essentially has the aim of steering the subsequent operational planning decisions (such as production, inventory, or ordering decisions) of the individual actors in such a way that they achieve an “optimal result” for the entire supply chain.

The primary objective of this research project is to develop structural insights into the extent to which contractual mechanisms between different firms in a food supply chain influence the quantity and distribution of food waste throughout the supply chain. Knowing that contracts directly influence firms’ planning behavior (e.g. for orders), contracts thus have a direct influence on the generated food waste in the supply chain. The goal is to identify contractual mechanisms that firms can agree on and that sustainably reduce food waste throughout the entire supply chain.



CargoSurfer

Period Covering: November, 2021 - October, 2024

Department: Business Administration, Entrepreneurship, Computer Information Systems

Brief description

Passenger transportation and freight transport are virtually always strictly separated today. But it does not have to stay that way – especially for rural areas, innovative solutions are needed. The research project CargoSurfer, funded by the , is developing an IT solution that will allow parcels to be reliably delivered in rural contexts using public transportation.

Project purpose

The project looks into the combined transport of passengers and freight on public transport as a way to improve capacity utilization during off-peak periods. In the course of the CargoSurfer project, a digital logistics platform is to be developed that brings together goods shippers, transporters, and recipients to make residual capacities usable for local and supra-regional goods transport. To make this possible, the platform is also cooperating with a system of regional bundling points (so-called micro hubs). KLU and seven partners work together in the research project. KLU's main contribution is the development of a machine learning algorithm, which allows the prediction of freight arrival times and thus enables a pro-active disruption management.



FoodDecide - Digital Technologies for Food Safety Decision Support

Period Covering: June, 2021 - May, 2024

Department: Business Administration

Brief description

The agriculture- and food sector is among the three most important sectors of Montenegro's economy, contributing a significant share to the Gross Domestic Product (8% in 2018). However due to delays in legal framework activities there has been partial dis-functioning of the food safety system, which lacks the science-based support necessary for the protection of the population's health. FoodDecide's vision is to develop efficient open source decision support software for Montenegrin food business operators and governmental agencies supporting food safety and disease outbreak investigations.

Project purpose

Full implementation of European food safety legislation is still ongoing in Montenegro. In the current Montenegrin legal framework, it is defined that Montenegrin scientific research institutions should conduct risk assessments and develop the necessary outbreak investigation tools for the food production chain (see Article 11 of the Montenegrin Law on Food Safety). However, so far there have not been any activities in this field due to the lack of adequate capacities, knowledge, and proper networking. This results in partial dis-functioning of the food safety system, lacking the science-based support necessary for the protection of the population's health. This research aims at developing efficient decision support software for Montenegrin food business operators and governmental agencies supporting food safety and disease outbreak investigations. The newly developed open-source software technologies will also be available for German or European stakeholders. The project

builds on research, expertise and resources developed at Kühne Logistics University (KLU) and the German Federal Institute for Risk Assessment (BfR) in the domains of opensource software development, algorithm design, and food supply chain modeling. The project partners will jointly extend and adapt the existing technologies to Montenegrin needs. By doing so they will contribute to existing community-driven open-source software projects like FSK-Lab, implement efficient data exchange protocols to connect existing IT or lab systems, and build user-friendly decision support tools.



Publications Related to RME and/or Sustainability

Resilience analysis of large-scale dynamic food flow networks using an optimization-based N-1 contingency approach

Authors: Prof.Dr.Hanno Friedrich Kühne Logistics University , S. A. Bazan Santos Technical University of Munich, S. Albrecht Siemens AG, R. Sollacher Siemens AG, T. Hamacher Technical University of Munich

Date of publication: March, 2024

Presented at: 9th International Conference on Modeling, Simulation and Applied Optimization (ICMSAO 2023)

Department: Economics, Business Administration

Food supply systems are national critical infrastructures embedded in changing and uncertain environments. Hence, testing and evaluating them in their ability to meet food supply is key to reduce vulnerability to shortages. This paper presents an optimization approach to assess the resilience of nationwide food supply systems using the N-1 contingency criteria, which investigates whether the isolation of one region from the transport network destabilizes the food supply. To this end, we build a multi-regional multi-commodity large-scale model for food flow networks. Then, we implement a constraint optimization problem to find the management of food flows along the supply chain stages that minimize shortage, costs and penalties induced by the disruption for both the isolated and connected system. Lastly, resilience is quantified with established metrics. A numerical case study illustrates the proposed method, revealing which regions are critical to maintain the stability of the national food supply.



A new conception of port governance under climate change

Authors: Dr. Jason Monios KEDGE Business School, Prof. Dr. Gordon Wilmsmeier Kühne Logistics University, Prof. Gustavo Andrés Martínez Tello The University of Queensland, Lara Pomaska Kühne Logistics University

Date of publication: August, 2024

Department: Business Administration, Economics, Business Analytics

The port governance literature has charted the trend towards devolution of port services to the private sector, also showing how the increasing influence of external private actors such as shipping lines and global terminal operators affects decisions on expansion and service provision, producing a more multifaceted and polycentric kind of port governance. In this paper we extend these notions to cover both mitigation of and adaptation to climate change. A growing body of literature on green ports discusses the various actions that can be taken to limit emissions in the port area, while another body of literature is growing on climate change adaptation measures, including the uncertain risks and rewards. Both mitigation and adaptation actions are partly linked to the commercial decisions of port actors but also partly driven by external actors (e.g. society, government, regulators). The analysis produces an updated conceptualisation of port governance under climate change, based on four stakeholder groups (public policy, commercial actors, indirect actors and international shipping governance) and produces three key conclusions. First, concession contracts and commercial relationships will need to change, with a more integrated vision and approach to sharing future (sometimes undefined or uncoded) costs and benefits between the port authority and commercial partners. Second, diversification of the port business model will see a larger focus on energy production and provision, requiring the more explicit inclusion of external stakeholders, particularly energy companies, in port governance. Third, port governance will see a return to prominence of the public dimension, both in terms of national decarbonisation plans and particularly regarding adaptation to an uncertain and turbulent future. As ports are both commercial activities and national infrastructure, these different identities will need to be united in a joint vision.



A network design problem for upgrading decentrally produced biogas into biomethane

Authors: Daniel Schröer Kiel University, Lisa Herlicka Kiel University, Prof. Dr. Arne Heinold Kühne Logistics University, Prof. Latacz-Lohmann The University of Western Australia, Professor Dr. Frank Meisel Christian-Albrechts-Universität zu Kiel

Date of publication: March, 2024

Department: Business Administration

In this paper, we explore the possibility of connecting decentralized biogas plants via a pipeline network to terminals that upgrade biogas into biomethane. We present a mixed-integer linear program that forms subnetworks of such plants, decides on suitable terminal locations, and establishes pipeline connections to maximize profit. We apply this model to a real-world scenario in Northern Germany. The results show a much higher total profit for the optimized network compared to the benchmark solutions where each plant upgrades biogas into biomethane on its own. Therefore, plants can increase their profitability by collaborating with other (neighboring) plants. However, the collaboration requires a fair profit-sharing model as network participation is not individually profitable for all plants, especially small ones.



Diversity and Inclusion Under Pressure: Building Relational Resilience into Humanitarian Operations

Authors: Prof. Dr. Brooke A. Gazdag Kühne Logistics University, Prof. Dr. Niels Van Quaquebeke Kühne Logistics University, Prof. Dr. Maria Besiou Kühne Logistics University

Date of publication: September, 2025

Department: Management, International Business

In this essay, our analysis takes important insights on diversity and inclusion from the behavioral literature but critically contextualizes them against the reality of humanitarian operations. Humanitarian operations are characterized by system immanent diversity, particularly between local and expatriate aid workers, who not only bring valuable different perspectives to the table but also differ along multiple dimensions of diversity into a so-called diversity faultline. Such a faultline, however, provides fertile ground for continued conflict resulting in relational fractures and, ultimately, inefficient collaboration. While, in theory, inclusion could help overcome the negative effects of faultlines, in practice, the time pressure for humanitarian organizations to quickly respond to disasters

makes it effectively impossible to engage in it. Against this background, we argue, humanitarian organizations should take preemptive action before disaster strikes. Specifically, we posit that the pre-disaster phase presents an opportunity to engage in inclusion in order to cultivate relational resilience between local and expatriate aid workers. Such resilience would enable them to not only better weather the inevitable relational fractures during a disaster response (and thus stay more functional throughout), but also quickly realign with each other in the post-disaster phase. We conclude with a set of concrete recommendations for practicing inclusion in the pre-disaster phase.



Equity in Health and Humanitarian Logistics: A People-Centered Perspective

Authors: Prof. Dr. Andreas K. Gernert Kühne Logistics University, dr. Thomas Breugem Tilburg University, Yu Fan University of Science and Technology of China, Prof. Luk N Van Wassenhove Technology and Operations Management Department, INSEAD

Date of publication: September, 2025

Department: Management, International Business

Diversity, equity, and inclusion are at the core of present-day health and humanitarian logistics. Aid organizations advocate inclusive people-centered approaches to ensure that affected communities receive appropriate aid in an effective and equitable way. Tensions and even conflicts can arise if affected communities perceive the distribution of aid as inequitable. These perceptions are driven by people's so-called distributional preferences. These preferences are shaped by culture, social bonds, and experiences, and they describe how an individual's well-being and behavior are impacted by potential inequalities. Their importance is increasingly recognized by aid organizations, but research on equity in health and humanitarian logistics remains focused on equal access and prioritizing needs. Using current examples from the Syrian and Rohingya refugee crises, we show the importance of recognizing and managing distributional preferences. Based on these examples and in line with diversity, equity, and inclusion principles, we discuss several ways that we, as the operations community, can help conceptualize inclusive and people-centered approaches that account for distributional preferences.



Anti-trafficking and Humanitarian Operations: Transferring Learnings for a Better World

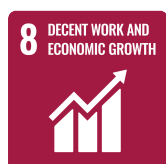
| [DOI](#)

Authors: Kezban Yagci Sokat, San Jose State University, Maria Besiou, Kühne Logistics University

Date of publication: September, 2025

Department: Operations and Technology

Purpose: The purpose of this study is twofold: first, to draw insights from the rich literature on humanitarian operations efforts to combat human trafficking; second, to inspire humanitarian operations researchers to work more on human anti-trafficking. **Design/methodology/approach:** This is a conceptual paper inspired by recent relevant reports, the academic literature and the authors' years of involvement in both humanitarian operations and anti-trafficking. **Findings:** Humanitarian supply chains and human trafficking supply chains very often operate in the same environments and hence face similar challenges. The paper highlights the overlaps between the two domains and demonstrates how two decades of learnings from humanitarian supply chain literature can help improve the understanding of the more recent academic field of human trafficking supply chains significantly. **Research limitations/implications:** This study is conceptual and illuminates numerous opportunities for research in anti-trafficking. **Practical implications:** By inspiring more research on anti-trafficking, this paper hopes to facilitate enhancements to human trafficking operation to prevent more cases and protect victims. **Social implications:** There is an opportunity to increase the effectiveness of anti-trafficking activities, disrupt human trafficking and enlarge the "humanitarian space." **Originality/value:** To the best of the authors' knowledge, this is the first paper to discuss human trafficking operations in relation to humanitarian supply chains.



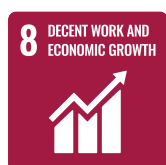
Are women strategic leaders more effective during a crisis than men strategic leaders? A causal analysis of the relationship between strategic leader gender and outcomes during the COVID-19 crisis

Authors: Prof. Dr. Brooke A. Gazdag Kühne Logistics University, William G. Obenauer University of Maine, Jost Sieweke Vrije Universiteit Amsterdam, Nicolas Bastardoz KU Leuven, Paulo R. Arvate São Paulo School of Business Administration, Tanja Hentschel University of Amsterdam

Date of publication: September, 2025

Department: Business Administration, Management

Extant research has used the COVID-19 pandemic as a context to test the “women leadership advantage during crisis” hypothesis. An influential paper reported that women U.S. governors were associated with fewer COVID-19 deaths. Building on this work, we demonstrate that methodological assumptions play a critical role in our interpretation of findings. First, we conduct a literal replication (Study 1) of the original study to validate our dataset. Second, a series of constructive replications (Studies 2A-D) shows the results rely on methodological assumptions that are not fully supported. Without these assumptions, we find no evidence for the “women leadership advantage during crisis” hypothesis. Third, in two constructive replications focusing on U.S. counties and Brazilian municipalities, we causally test the relationship between strategic leader gender and COVID-19 deaths using a geographic matching design (Study 3A) and a regression discontinuity design (Study 3B). Again, we find no evidence for the “women leadership advantage during crisis” hypothesis. Collectively, we demonstrate that when following the methodological precedent of extant research, we were able to replicate previously identified relationships between gender and leadership outcomes, but after accounting for endogeneity and basic assumptions of linear models, we were no longer able to replicate these effects. In all our constructive replications, we found no significant difference in the effectiveness of women and men strategic leaders in crises.



Availability of essential, generic medicines before and during COVID-19 at selected public pharmaceutical supply agencies in Ethiopia: a comparative cross-sectional study

Authors: Marianne Jahre Kühne Logistics University, Tsegaye Melaku Institute of Health Jimma University, Zeleke Mekonnen Institute of Health Jimma University, Gudina Terefe Tucho Institute of Health Jimma University, Mohammed Mecha Tucho Institute of Health Jimma University, Christine Årdal Norwegian Institute of Public Health

Date of publication: September, 2025

Department: Management

Objectives Lockdowns and border closures impacted medicine availability during the COVID-19 pandemic. This study aimed to assess the availability of essential, generic medicines for chronic diseases at public pharmaceutical supply agencies in Ethiopia.

Design Comparative cross-sectional study.

Setting The availability of essential, generic medicines for chronic diseases was assessed at two public pharmaceutical supply agency hubs.

Participants The current study included public supply agency hub managers, warehouse managers and forecasting officers at the study setting.

Outcomes The assessment encompassed the availability of chronic medicines on the day of data collection, as well as records spanning 8 months before the outbreak and 1 year during the pandemic. A total of 22 medicines were selected based on their inclusion in the national essential drug list for public health facilities, including 17 medicines for cardiovascular disease and 5 for diabetes mellitus.

Results The results of the study indicate that the mean availability of the selected basket medicines was 43.3% (95% CI: 37.1 to 49.5) during COVID-19, which was significantly lower than the availability of 67.4% (95% CI: 62.2 to 72.6) before the outbreak ($p < 0.001$). Prior to COVID-19, the overall average line-item fill rate for the selected products was 78%, but it dropped to 49% during the pandemic. Furthermore, the mean number of days out of stock per month was 11.7 (95% CI: 9.9 to 13.5) before the outbreak of COVID-19, which significantly increased to 15.7 (95% CI: 13.2 to 18.2) during the pandemic, indicating a statistically significant difference ($p < 0.001$). Although the prices for some drugs remained relatively stable, there were significant price hikes for some products. For example, the unit price of insulin increased by more than 130%.

Conclusion The COVID-19 pandemic worsened the availability of essential chronic medicines, including higher rates of stockouts and unit price hikes for some products in the study setting. The study's findings imply that the COVID-19 pandemic has aggravated already-existing medicine availability issues. Efforts should be made to develop contingency plans and establish mechanisms.



Breaking Barriers and Building Bridges: Women in Operations Research

Authors: Prof. Dr. Arne Heinold Kühne Logistics University, Rabab Brohi

Date of publication: September, 2025

Department: Management

This paper addresses the role of women in the field of Operations Research (OR). Like many other academic disciplines, OR faces a significant and widely acknowledged gender imbalance among researchers. Our study provided insights on why this is the case and outlines empowering strategies to enhance women's participation. In the first step, we conduct a review to identify relevant factors and strategies mentioned in the literature. We extend this review to related fields of academia, such as economics and STEM, to draw additional insights. In the second step, we provide results from a qualitative study in which we conducted ten interviews with established female OR researchers. We provide findings by applying a thematic analysis to the responses. Acknowledging the limited number of interviews and potential participant selection biases, we then discuss the findings by comparing

them to insights drawn from the literature review. We find that factors such as the scarcity of role models, organizational culture, societal norms, a competitive environment, and family responsibilities emerged as crucial determinants shaping women's engagement in academic OR. Targeted interventions, including mentorship programs, early exposure, and supportive policies are identified to be an effective way to empower and support female researchers. While identified for OR, we note that our findings might also be of interest to other academic disciplines. Finally, we address our observation that many interviewed participants were unaware of the significant contributions made by female researchers to OR.



Business Model Innovation for Ambulance Systems in Low- and Middle-Income Countries: “Coordination and Competition”

Authors: Andreas K Gernert Andreas K Gernert, Andre P Calmon Georgia Institute of Technology, Gonzalo Romero University of Toronto, Luk N Van Wassenhove INSEAD, Technology and Operations Management Area

Date of publication: September, 2025

Department: International Business, Business Administration

Several low- and middle-income countries' emergency transportation systems (ETs) do not have a centralized emergency number. Instead, they have many independent ambulance providers, each with a small number of ambulances. As a result, ETs in these contexts lack coordination and ambulances. Using a free-entry equilibrium model, we show that in such decentralized systems, the probability that any given call can be served by at least one ambulance, that is, its coverage, is at most 71.54%, regardless of the ET's profitability. We examine three business models that can address the ET's lack of coordination and ambulances: (i) a *competitor-only* business model, where an entrepreneur enters the ET and acquires ambulances to compete with existing providers; (ii) a *platform* business model, where an entrepreneur coordinates existing providers; and (iii) an innovative *platform-plus* business model, where an entrepreneur combines (i) and (ii): setting-up a platform and acquiring platform-owned ambulances. We also examine a *government-run* platform that takes no commissions from providers. Using a game-theoretic approach, we find that it is optimal for all platform models to incentivize all providers to join. However, only the government-run platform may incentivize providers to acquire additional ambulances. Furthermore, a government-run platform offers higher coverage than a platform-plus only when the platform's power to coordinate ambulance providers is moderate. Our results can help entrepreneurs and policymakers in LMICs navigate various tradeoffs in improving their countries' ETs.



Fragmented markets for older antibiotics and child formulations, Denmark, Norway, Sweden

Authors: Marianne Jahre Kühne Logistics University, Christine Årdal Norwegian Institute of Public Health, Mohamed Gawad Norwegian University of Life Sciences, Enrico Baraldi Uppsala University, Charlotta Edlund Public Health Agency of Sweden

Date of publication: September, 2025

Department: International Business, Business Administration

Antibiotic resistance is one of the most urgent threats to public health. The development of antibiotic resistance can be reduced by the use of narrow-spectrum antibiotics that target specific bacteria, meaning that fewer non-harmful bacteria are killed and other harmful bacteria are not exposed to selection pressure. However, many narrow-spectrum antibiotics were introduced decades ago and therefore lack regulatory documentation in line with current standards. An additional problem for a reliable supply is that of market fragmentation, where countries with similar resistance patterns and prescribing cultures (e.g. Norway and Sweden) prioritize different formulations and strengths. For example, over half of Sweden's highest priority paediatric antibiotics are not marketed in Denmark or Norway in the same formulations or dosages. Such market fragmentation, which can result in the annual demand of a country being smaller than batch production sizes, means that specific strengths and formulations may no longer be economical to supply. Further, once an antibiotic has been withdrawn from the market, it is difficult to attract a new supplier because of the cost of the clinical trials required to update approval of the drug. However, as resistance to antibiotics increases among populations, clinicians need access to the maximum possible range of antibiotics. Regional collaboration, that is, the harmonization of essential medicines lists (including strengths and formulations for older antibiotics) between countries, is a recommended first step towards reliable access to the necessary range of antibiotics.



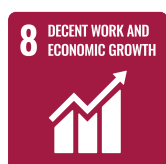
How Identity Impacts Bystander Responses to Workplace Mistreatment

Authors: Prof. Dr. Brooke A. Gazdag Kühne Logistics University, Jamie L. Gloor University of St. Gallen, Tyler G. Okimoto University of Queensland, Xinxin Li Shanghai Jiao Tong University, Michelle K. Ryan Australian National University and University of Groningen

Date of publication: September, 2025

Department: Management

Integrating a social identity approach with [Cortina's \(2008\)](#) theorizing about selective incivility as modern discrimination, we examine how identification—with an organization, with one's gender, and as a feminist—shapes bystanders' interpretations and responses to witnessed incivility (i.e., interpersonal acts of disrespect) and selective incivility (i.e., incivility motivated by targets' social group membership) toward women at work. We propose that bystanders with stronger organizational identification are *less* likely to perceive incivility toward female colleagues as discrimination and intervene, but female bystanders with stronger gender identification are *more* likely to do so. Results from two-wave field data in a cross-lagged panel design (Study 1, $N = 336$) showed that organizational identification negatively predicted observed selective incivility 1 year later but revealed no evidence of an effect of female bystanders' gender identification. We replicated and extended these results with a vignette experiment (Study 2, $N = 410$) and an experimental recall study (Study 3, $N = 504$). Findings revealed a “dark side” of organizational identification: strongly identified bystanders were less likely to perceive incivility as discrimination, but there were again no effects of women's gender identification. Study 3 also showed that bystander feminist identification increased intervention via perceived discrimination. These results raise doubts that female bystanders are more sensitive to recognizing other women's mistreatment as discrimination, but more strongly identified feminists (male or female) were more likely to intervene. Although strongly organizationally identified bystanders were more likely to overlook women's mistreatment, they were also more likely to intervene once discrimination was apparent.



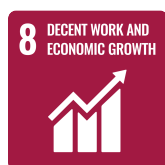
Research: When Employees Identify with Their Company, They're Less Likely to Recognize Gender Discrimination

Authors: Prof. Dr. Brooke A. Gazdag Kühne Logistics University, Jamie L. Gloor University of St. Gallen, Tyler G. Okimoto University of Queensland, Xinxin Li Shanghai Jiao Tong University, Michelle K. Ryan Australian National University and University of Groningen

Date of publication: September, 2025

Department: Human Resource Management

Identifying as an organizational member — or feeling a strong sense of attachment to the organization — is generally a positive thing for employees and employers. But our research on workplace incivility and mistreatment shows that it can also shape when — and if — employees recognize and respond to subtle forms of discrimination against women at work. Evidence shows that leaders, as well as employees, play a key role in identifying and remedying gender discrimination in all its forms. If the goal is to proactively address gender discrimination in the workplace and encourage leaders and workers to remove their rose-colored glasses, this article offers a few suggestions



Riding the waves of uncertainty: Towards strategic agility in medicine supply systems

Authors: Marianne Jahre Kühne Logistics University, Kim E. van Oorschot BI Norwegian Business School, Kostas Selviaridis Lancaster University, Nonhlanhla Dube Lancaster University

Date of publication: September, 2025

Department: Management

We investigate how organizations embedded in a supply system collectively respond to risks and seize opportunities arising from crisis events under shifting forms of uncertainty. Using the United Kingdom (UK) medicine supply system as the research context, we explore how decision-makers navigated the effects of an event with knowable implications (UK's European Union exit, 2016–2020) followed by an event with unknowable implications (COVID-19 global pandemic, 2020–2021). We adopt a longitudinal case research design that incorporates causal loop diagramming, to understand the system's responses. We find that learning evolves as crisis events unfold, changing from surface (know-what) to deep (know-why and -how) and at the highest level, it is transcendent. Transcendent learning entails understanding system effects into the future (i.e., beyond the past and present) and in relation to other supply systems (i.e., beyond the UK system). Capabilities to absorb, avoid, and

accelerate away from shocks are developed sequentially as learning changes. We contribute to prior research by developing a theory of system-level strategic agility and the adaptation processes that underpin it. The latter hinge on dynamic resource (re)allocation and the continuous (re)configuration of processes, protocols, regulations, and structures.



Women in academic publishing: Descriptive trends from authors to editors across 33 years of management science

Authors: Prof. Dr. Brooke A. Gazdag Kühne Logistics University, Jamie L. Gloor University of St. Gallen, Cécile Emery University of Exeter, Sebastian A. Tideman-Frappart Syracuse University, Eugenia Bajet Mestre University of St. Gallen

Date of publication: September, 2025

Department: Management

Traditionally, leadership scholars often study snapshots of leaders in organizations. However, academic publishing offers a unique, more controlled context to study leadership with implications for leadership scholars and scholarship. Hence, we present a descriptive overview of women's representation across 33 years in 11 top management journals across levels of leaders in academic publishing (i.e., editors, associate editors, and editorial board members) and authors. To do so, we curated an archival dataset tracking women's representation over time and across these four levels (i.e., 21,510 authors and 4,173 leaders) with 51,360 data entries for the authors and 320,545 for the leaders. Overall, women's representation increased over time, which was explained by simple time trend effects. Only 32 of 135 editors were women (i.e., 23.7 %), and the share of women associate editors showed particularly drastic fluctuations. We did not observe a "leaky pipeline" except from the associate editor to editor step, as well as notable fluctuations—particularly after new editor appointments—and between journals. We discuss the influential roles editors and publishers have on women's representation in academic publishing and science more broadly as well as implications for future research and policy.





Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

How We Define Partner

Partnership means collaborating across sectors to co-create knowledge, foster innovation, and drive responsible impact. At KLU, we engage with business, government, civil society, and academia to embed the operations mindset in shared initiatives. These partnerships enrich our teaching, research, and practice with diverse perspectives and real-world relevance.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ EFMD (European Foundation for Management Development)
- ❖ GRLI (Globally Responsible Leadership Initiative)

Student Organization Partnerships

- ❖ PRME Global Students



Practice

We adopt responsible and accountable management principles in our own governance and operations.

How We Define Practice

Practice means embodying the operations mindset in our daily actions: thinking systemically, acting ethically, and continuously improving. At KLU, it involves aligning governance and operations with our educational values, ensuring that leadership, teaching, and administration reflect responsibility, adaptability, and real-world impact. This commitment turns principles into tangible outcomes.

Institutional Policies and Practices

- ❖ Carbon reduction or offset commitments
- ❖ Employee equity, diversity, inclusion
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Local staff/student/faculty transportation
- ❖ Travel guides

Policy Documents Related to RME and/or Sustainability

KLU Sustainability Statement

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Updated Information for Students about
Compensation for Disadvantage

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Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



How We Define Share

Share means openly exchanging insights, experiences, and lessons to foster collective growth and accountability. At KLU, we share successes and failures across teams and with partners to strengthen our operations mindset. This culture of transparency supports continuous learning and reinforces our commitment to responsible leadership and collaboration.

Engagement Opportunities

Kühne Logistics University offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Community events and consultation forums
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Open faculty and student meetings and town halls
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

Kühne Logistics University communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Boards and advisory committees
- ❖ Faculty and staff
- ❖ Prospective and current students
- ❖ Media and public relations channels