

Sharing Information on Progress 2026

Kühne Logistics University

September 2026

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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 in 2025 with the opening of a branch campus in Ho Chi Minh City, Vietnam; a second branch campus is planned in Colombia, followed in the next phase by a third in South Africa. 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 is investing in branding, infrastructure, and community building. It is clarifying its identity as both a logistics leader and a broader business school, using scholarships and targeted marketing to attract diverse student populations. The university is also deepening 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's 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 those led by KLU Spark, the university's dedicated platform for turning bold ideas into real impact, which aims 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 2025 by KLU staff and faculty to explore how artificial intelligence can enhance digital literacy and critical thinking has led to a mandatory AI skills course for all undergraduate students. As well as fostering adaptability, creativity, and resilience, a redesign of our physical learning environment in Hamburg 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 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.

Graduates & Enrollment

2025 Statistics	Number
Graduates	101
Faculty & Staff at the University	170
Faculty & Staff at the Institution	170
Student Enrollment at the University	466
Student Enrollment at the Institution	466
Undergraduate Attendance	153
Masters-Level Postgraduate Attendance	210
Doctoral Student Attendance	50
Certificate, Professional Development, or Continuing Education Attendance	56

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

 Fast Forward Together: Leading Inclusively in the Digital Age  KLU Summer School in Sustainability
 Intercultural Competence Certificate (Extracurricular Certificate Program)



Purpose

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

Letter of Commitment



KÜHNE
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UNIVERSITY

Hamburg | Saigon

Kühne Logistics University
Großer Grasbrook 17, 20457 Hamburg

August 3, 2026

KLU 2026 PRME SIP Report

Dear PRME Secretariat,

On behalf of Kühne Logistics University (KLU), I am pleased to reaffirm our continued and deepening commitment to the Principles for Responsible Management Education (PRME). The PRME framework remains a central reference point for our mission to develop responsible leaders with a strong operations mindset—leaders who can act ethically, responsibly, and effectively in an increasingly complex, volatile, and interconnected world.

KLU's mission closely aligns with the purpose and values of PRME to educate future managers and leaders who create sustainable economic, environmental, and social value. In 2025, this commitment was further strengthened through a comprehensive revision of our graduate attributes. This revision reflects a renewed emphasis on responsiveness, resilience, and ethical and responsible leadership. These attributes guide curriculum design, pedagogical innovation, and assessment across our programs, ensuring that graduates are prepared to make principled decisions under uncertainty and to take responsibility for the broader societal consequences of operational and strategic choices. A significant milestone in 2025 was the launch of KLU's first cohort in Ho Chi Minh City, Vietnam. This initiative represents an important step in expanding KLU's global footprint and embedding our educational approach in diverse cultural and institutional contexts. The program enables students to engage directly with emerging-market dynamics, global supply chains, and sustainability challenges, while strengthening experiential learning, contextual responsiveness, and cross-cultural dialogue.

Our faculty's work increasingly addresses pressing societal challenges at the intersection of operations, sustainability, and leadership. Recent research explores how organizations communicate sustainability and balance environmental, social, and economic objectives; how procurement and supply chain decisions influence transparency, resilience, and public health outcomes; and how leaders' experiences shape ethical awareness and environmental performance. Additional contributions examine logistics in humanitarian and crisis contexts, supply chain resilience during global disruptions such as the COVID-19 pandemic, pathways toward sustainable aviation, and the role of diversity and evidence-based leadership in

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UNIVERSITY

Hamburg | Saigon

responsible decision-making. These research activities inform our teaching, contribute to public debate, and provide actionable insights for organizations seeking to operate more responsibly.

As a committed PRME signatory, KLU remains dedicated to continuous improvement, transparency, and impact. We are convinced that responsible management education must be grounded in ethical reflection, rigorous research, and real-world relevance. By aligning our teaching, research, and institutional practices with the PRME framework, we strive to contribute to a more just, resilient, and sustainable global economy. Thank you for your continued leadership of the PRME initiative and for providing a platform that encourages collaboration and dialogue. We look forward to further strengthening our contribution to the PRME community in the years ahead.

Kind regards,

Professor Dr. Andreas Kaplan
President
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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.

Institutional Engagement

76% - 100% of faculty at Kühne Logistics University actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



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

Student Awareness

51% - 75% of students at Kühne Logistics University are aware that we are a PRME Signatory Member.

Student Engagement

76% - 100% of students at Kühne Logistics University actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.



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

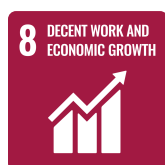
Kühne Logistics University reports 4 courses in 2025 that support responsible management education and sustainable development goals.

Intercultural Management and Communication | N/A

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.

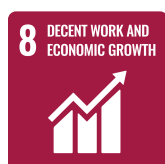
Students will learn how to be effective in their management role when dealing with people from different cultural backgrounds. Therefore, they will learn the following:

- 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 | N/A

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.



Intercultural Skills | N/A

Intercultural Skills is an MSc skills module that builds the cultural awareness and practical capability students need to lead and collaborate in international organisations. Across three interactive sessions, students study the foundations of culture and intercultural communication (anchored in Erin Meyer's Culture Map), learn how to make global teams work, and then put theory into practice in a live cross-campus negotiation with their counterparts at KLU Saigon. The course is taught entirely as a workshop: role plays, case discussions, reflection exercises and peer feedback.

The course shifts students from reading about intercultural differences to dealing with them in real time. The 2025 redesign added a live cross-campus negotiation between our Hamburg students and our Saigon students, which became the most quoted moment of the semester. Pairs had to cold-email a stranger six time zones away, agree on a meeting platform, build enough rapport in ten minutes to negotiate, and then close a deal on the same case. Final outcomes across the cohort ranged from 800,000 to 1,500,000, which gave the debrief something concrete and personal to work with. The bigger impact is on how students think about intercultural competence afterwards. Most arrive with a rule-based view: learn the cultural map, follow the script. They leave seeing it as a series of judgment calls under uncertainty and time pressure, which is much closer to what global teamwork actually feels like. Several pairs stayed in touch with their Hamburg or Saigon partner after the session, which is the kind of cross-campus community KLU's strategic plan is trying to build. The responsible-

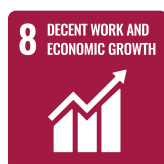
management impact is twofold. Students gain the skills to lead inclusively across cultures (SDG 10). And they have a lived experience of cross-border collaboration between two KLU campuses (SDG 17), so partnership stops being an abstract idea and starts being something they have done.



Personal Skills: Communication (Teamwork & Collaboration) | N/A

Communication is a first-semester Bachelor course designed to build the foundational communication skills that underpin responsible management and effective teamwork. Across four interactive sessions, students work on the fundamentals of communication, intrapersonal awareness, interpersonal exchange, and small-group and public communication. The classroom is set up as a safe space for practice: students try things out in role plays and exercises, get structured feedback from peers and from me, and reflect on what they want to take into their professional lives.

For most of these students, this is their first semester at KLU and the first time they've had formal training in professional communication. The biggest visible shift over four sessions is in confidence. Students who barely spoke in week one are pitching in front of the cohort by week four. They learn to ask for feedback and to give it without flinching, to handle a disagreement without it becoming personal, and to structure a message so that it actually lands. The classroom contract — agree on how we listen, how we disagree, how we make space for each other — is itself part of the impact. Students carry those norms into group projects across the rest of the BSc, and several have told me they reuse them in their student associations and part-time jobs. The course also gives them a vocabulary for self-reflection: by the final session they can name what kind of communicator they are, where they struggle, and what they want to keep working on. Looking through the responsible-management lens, the impact is that students leave with the basic relational tools that make every other commitment downstream — inclusion, ethics, collaboration — actually possible in practice.



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

- ❖ Professional development opportunities
- ❖ Publication or research support
- ❖ Student-nominated teaching awards

Barriers to Innovative Curriculum

In 2025, Kühne Logistics University identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Assessment challenges
- ❖ Scalability issues
- ❖ Time constraints

Barriers to Innovative Pedagogy

In 2025, Kühne Logistics University identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Assessment rigor concerns
- ❖ Time constraints
- ❖ Resource constraints

Continue telling your story

Faculty Development for Transnational Teaching

KLU views the development of responsible leaders as inseparable from the development of responsible educators. As KLU expands its educational footprint through new international partnerships, we have invested in faculty development initiatives that promote pedagogical excellence, intercultural understanding, ethical decision-making, and collaborative knowledge exchange. A notable example is a two-day faculty development workshop delivered in Ho Chi Minh City, Vietnam, in preparation for the launch of KLU programs with local partners. The initiative was designed not as a one-way transfer of institutional practices, but as a collaborative learning experience that fostered mutual exchange among educators from different cultural and academic contexts. Faculty participants explored KLU's mission, graduate attributes, and quality assurance processes while also contributing feedback that informed ongoing educational development at KLU. This approach reflects a commitment to dialogue, partnership, and continuous improvement.

A key focus of the workshop was the promotion of student-centered and experiential learning approaches. Participants engaged in activities related to curriculum design, learning outcomes, assessment practices, case-based learning, and problem-based learning. These sessions encouraged educators to consider how teaching can equip students to navigate complex global challenges through critical thinking, collaboration, and responsible leadership. The workshop also addressed the responsible use of emerging technologies in education. Faculty explored KLU's approach to artificial intelligence (AI), including institutional guidance designed to support ethical, transparent, and appropriate use of AI in teaching and assessment. Through structured discussions and practical exercises, participants evaluated the implications of AI for academic integrity, assessment design, and student learning, strengthening their capacity to make informed and responsible pedagogical decisions. Intercultural competence and global citizenship formed another central theme. Scenario-based activities encouraged participants to reflect on cultural assumptions, communication styles, and inclusive teaching practices. By creating space for dialogue across institutions and cultures, the workshop helped build trust, empathy, and a shared commitment to high-quality education.

This initiative demonstrates KLU's commitment to transparency, partnership, and responsible internationalization. Through sustained faculty collaboration, open sharing of educational practices, and joint exploration of emerging challenges in higher education, KLU seeks to build learning communities that advance not only teaching excellence but also the values of sustainability, inclusiveness, and responsible management education.



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 vs Research for RME/Sustainable Development



Research Funding

In 2025, Kühne Logistics University was awarded funding for research that is:



Institution
Specific



Regional



National



International

Socializing Research

In 2025, Kühne Logistics University contributed research findings to:

- ❖ Public events and lectures
- ❖ Social media and digital outreach
- ❖ Industry and business networks
- ❖ Research collaborations
- ❖ Open-access platforms
- ❖ Local media
- ❖ National media
- ❖ Government and policy makers

Publications Related to RME and/or Sustainability

Applying fixed order commitment contracts in a capacitated supply chain | [DOI](#)

Authors: Christina Imdahl, Eindhoven University of Technology | Prof. Dr. Kai Hoberg, Kühne Logistics University | William Schmidt, Emory University

Date of publication: December, 2024

Department: Operations and Logistics

Demand uncertainty can lead to excess inventory holdings, capacity creation, emergency deliveries, and stock-outs. The costs of demand uncertainty may be directly borne by upstream suppliers, but can propagate downstream in the form of higher prices. To address these problems, we investigate a practical application of a fixed order commitment contract (FOCC) in which a manufacturer commits to a minimum fixed order quantity each period and receives a per unit price discount from the supplier for the commitment. We model a FOCC as a Stackelberg game in which the supplier offers a price discount anticipating the manufacturer's response, and the manufacturer subsequently decides on the optimal commitment quantity. We show that a FOCC can smooth the orders received by the supplier, mitigating the negative consequences of demand uncertainty for the supplier, the manufacturer, and the supply chain. We extend the current literature by solving for an endogenous price discount instead of treating it as an exogenous value, and validate our model insights with our research partner, a large international materials handling equipment manufacturer. Using data on 863 parts, we evaluate the relationships between the model parameters, contract parameters, and the contract effectiveness, and show the conditions under which the FOCC generates greater cost savings for both the manufacturer and supplier. Our results help operations managers better understand how to obtain the optimal contract parameters for a FOCC and the circumstances under which such a contract is most beneficial for the company and its supply chain.



Container alliance strategies, market concentration and equality | [DOI](#)

Authors: Prof. Dr. Gordon Wilmsmeier, Kühne Logistics University | Richard Borggreve, Kühne Logistics University

Date of publication: May, 2025

Department: Operations and Logistics

Global container shipping is integral to international trade, and a nuanced understanding of the role of strategic alliances and market concentration is crucial for the continuous and secure functioning of global logistics across different trades. We investigate the spatio-temporal evolution of alliance deployment and market concentration in the container shipping industry.

This study introduces an innovative methodological approach - clustering trade routes using Dynamic Time Warping (DTW) based on alliance deployment and market concentration metrics rather than relying on predefined geographic boundaries. The approach uncovers previously unexplored structural relationships between alliance strategies and market dynamics, providing a more nuanced understanding of the container shipping industry's competitive landscape and potential vulnerabilities. We address important questions on how alliance deployment, market concentration, and inequality correlate or differ across global trade lanes and the implications for a potential threat of market power or collusive behavior for international trade and market accessibility. Our findings reveal that extensive alliance deployment does not inherently lead to a heightened market concentration or inequality.

On major East-West trade routes, high levels of alliance deployment correspond with relatively low market concentration and inequality, indicating competitive environments where multiple carriers actively compete for market share. Conversely, niche exhibit markets higher market concentration and inequality, with increased potential for collusive behavior, especially where alliance deployment is minimal or absent. Our results underscore the need for regulatory bodies to foster fair competition, mitigate anti-competitive practices under a differentiated approach, and enhance market accessibility in the context of global trade flows. Finally, our research reveals the risk of power imbalances between regulators of small countries and leading global shipping lines.



Check relevance - Guiding supervisors in artificial intelligence-enabled forecasting: Understanding the impacts of salience and detail on decision-making

[DOI](#)

Authors: Naghmeh Khosrowabadi, Kühne Logistics University | Prof. Dr. Kai Hoberg, Kühne Logistics University | Yun Shin Lee, KAIST School of Management Engineering

Date of publication: May, 2026

Department: Operations and Logistics

In many real-world situations, multiple humans are involved in decision-making when interacting with machine recommendations. We investigated a setting where an artificial intelligence system creates demand forecasts that a human planner can either accept or revise, and a supervisor then makes the

final decision about which forecast to select. We designed and conducted two experimental studies to understand decision-making by a supervisor. First, we provided the improvement probabilities of adjustments at an aggregated level and found evidence for overoptimism bias and mean anchoring. Second, we provided decomposed guidance based on two adjustment attributes, direction and magnitude, to investigate the role of salience based on the distance between the improvement probabilities and level of detail in guidance effectiveness. We found no significant difference in using less and more salient guidance provided that the detail level was fixed. However, revealing more details when the guidance was more salient increased the use of guidance.



Check relevance - Tax privacy concerns hamper digitization of the Nanostore Channel

| [DOI](#)

Authors: Rafael Escamilla, W.P. Carey School of Business, Arizona State University, Tempe, Arizona, USA | Prof. Dr. Prisca Brosi, Kühne Logistics University | Jan C. Fransoo, Kühne Logistics University | Carolina Mora-Quiñones, Tecnológico de Monterrey, Monterrey, Mexico | Carolina Mejia Argueta, MIT Center for Transportation and Logistics, Cambridge, Massachusetts, USA

Date of publication: May, 2025

Department: Leadership and Management

Various entities, such as startups, suppliers and governments, face substantial difficulties in a convincing nano-store shopkeepers to adopt digital technologies. Given the informal status of nano-stores, we posit that shopkeepers experience Tax Privacy Concerns from their operational records potentially becoming transparent to the tax authorities, which hampers their inclination to digitize. Through the application of a survey and vignette experiments in the field with hundreds of shopkeepers across three cities in Latin America, we find consistent evidence for the negative role of Tax Privacy Concerns, above and beyond shopkeepers' willingness to share data with various entities, trust in the government and other entities, and general privacy concerns. Further, we show that having entities that shopkeepers trust and are willing to share data with offer technological solutions does not mitigate shopkeepers' Tax Privacy Concerns and boosts digitization. In contrast, positive word of mouth that data are unlikely to be shared with the tax authorities does mitigate Tax Privacy Concerns. Overall, our findings provide novel evidence for the existence and influence of privacy concerns for operational data among microentrepreneurs, which answers calls in the extant literature to explore privacy concerns beyond the consumer context.



Why Is the Ceiling Silver? Uncovering the Role of Potential Appraisals in the Age–Promotion Relationship

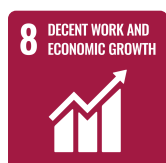
| [DOI](#)

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Date of publication: June, 2025

Department: Leadership and Management

In this research, we set out to uncover why silver ceilings exist in organizations. Drawing on systematic–heuristic processing theory and recent psychological findings, we propose that “older” workers (aged 45 or more) are less likely to receive promotions because these decisions are based on potential appraisals, which are susceptible to managers' heuristic (stereotypical) thinking. We test our hypotheses using two-wave field data (Study 1) from a large financial organization and an experiment (Study 2) in which we manipulate age while holding everything else equal. Both studies show that employee age has a negative effect on promotion likelihood and that this relationship is mediated by managers' potential appraisals. Furthermore, Study 2 also provides evidence for our theoretical rationale showing that the central effect is driven by managers' heuristic processing and work-related age stereotypes. Across both studies, our results provide consistent support for our hypothesis that appraisals of potential constitute a potent pathway via which managers' age stereotypes can affect promotion decisions in organizations. We discuss theoretical contributions to the literature on workplace aging, employee appraisals, and personnel decisions, and formulate practical recommendations to help organizations tackle silver ceilings in the workplace.



A simulation-based analysis for the road freight transport decarbonization: A case study of Colombia

| [DOI](#)

Authors: Cristiam Gil, School of Management, Universidad de los Andes, Bogota, Colombia | Ana Rey-Ladino, School of Management, Universidad de los Andes, Bogota, Colombia | Prof. Dr. Gordon Wilmsmeier, Kühne Logistics University | Ana M. Montes, School of Management, Universidad de los Andes, Bogota, Colombia | Emrah Demir, Cardiff University | Wessam Abouarghoub, Logistics and Operations Management, Cardiff Business School, Cardiff University, Wales, United Kingdom | Virginia Sanchez-Rodrigues, Cardiff University | Vasco Sanchez-Rodrigues, Logistics and Operations Management, Cardiff Business School, Cardiff University, Wales, United Kingdom

Date of publication: November, 2025

Department: Operations and Logistics

This study introduces a simulation-based analysis of the decarbonization options for the road freight transport sector. It focuses on exploring the impact of operational and management measures on fleet renewal strategies aimed at achieving net zero goals by 2050. The proposed approach integrates current and planned future policy changes, operational practices, and technology renewal into the modeling process to offer a macro-level perspective on the decarbonization challenge. Specifically, the proposed modeling approach takes into account the reduction of empty trips, the optimization of cargo consolidation, and the promotion of eco-driving practices based on national freight transport data (ie covering more than 7.99 million trips). The proposed approach examines the effect of introducing contemporary vehicle technologies, such as new diesel vehicles (EURO VI or higher), new natural gas vehicles (EURO VI or higher), electric vehicles and hydrogen vehicles, as feasible replacements for aging vehicles powered by conventional fossil fuels. The adoption of these cleaner and newer technologies demonstrates the potential for emission reductions of up to 13% (2,070,000 tons CO₂e) by 2030 and 47% (13,232,000 tons CO₂e) by 2050. In addition, the results obtained from this research can serve as an exemplary case study for other emerging economies.



CEO 's Early-life Experience of Disasters and Corporate Environmental Performance

| [DOI](#)

Authors: Shelley Liao, Kühne Logistics University | N. H. Nguyen, Auckland University of Technology | Cong Truong, Monash University

Date of publication: January, 2025

Department: Leadership and Management

We investigate the nexus between the early-life disaster experiences of chief executive officers (CEOs) and their firms' environmental performance metrics. We hypothesize that first-hand experience of the adversities of natural disasters in the formative years of a CEO can catalyze a transformation in their environmental cognizance and perspective. This transformation is postulated to have a beneficial influence on their corporations' strategic frameworks for environmental risk mitigation. Our results show that entities steered by CEOs exposed to disasters in their early life have fewer incidences of environmental issues. These findings remain consistent even when controlling for other factors or using alternative methods. We suggest that CEOs with early disaster experience have an enhanced perception of risk ramifications, which inculcates a prudent approach to decision making, potentially heightening the environmental risk profile of their enterprises.



Climate Logistics

Authors: Prof. Dr. Dr. h.c. Alan C. McKinnon, Kühne Logistics University

Date of publication: May, 2025

Department: Operations and Logistics

Provides industry insight into logistics decarbonization strategies.



Postponement for greener skies: the potential for sustainable aviation fuel on-site blending at airports

| [DOI](#)

Authors: Marvin Oetzel, Kühne Logistics University | Patricia G. Goh, Kühne Logistics University | Prof. Dr. Kai Hoberg, Kühne Logistics University

Date of publication: October, 2025

Department: Operations and Logistics

Sustainable Aviation Fuel (SAF) is crucial for aviation decarbonization, but its current pre-blending process at refineries presents challenges, including fixed blending ratios, higher transportation costs and long lead times. This study explores the potential of an innovative technology that enables on-site SAF blending at airports. By postponing blending to the point of use, this approach offers customization opportunities. However, the precise benefits and trade-offs of this concept remain

unclear. The research aims to assess the impact of on-site blending on fuel price, lead time, carbon emissions and supply chain costs. This empirical study evaluates the effects of SAF postponement using case analyses of Singapore-Seletar and Maastricht airports. The analysis incorporates cost modeling, lead time assessment and carbon impact calculations to quantify the implications of shifting blending downstream to airport sites. Data sources include industry reports, airport-specific logistics information and SAF supply chain parameters. A comparative analysis is conducted to determine optimal airport conditions for SAF postponement, highlighting key enablers and barriers to implementation. The results indicate that on-site SAF blending can create competitive advantages by reducing supply chain costs and lowering carbon emissions. The benefits are contingent on airport-specific factors, such as Hydro-processed Esters and Fatty Acids availability, logistics infrastructure and regulatory conditions. The findings suggest that certain airports, particularly those with strategic locations and favorable cost structures, are better suited for adopting SAF postponement. By shifting production downstream, airports can achieve greater flexibility in SAF blending ratios while minimizing logistical inefficiencies. To the best of the authors' knowledge, this study is among the first to empirically examine the feasibility of postponing SAF blending to the airport level. While existing literature focuses on SAF production and distribution, the concept of downstream blending has not been systematically analyzed. The research provides new insights into how mass customization principles can be applied to SAF supply chains, potentially reshaping fuel logistics in the aviation industry. By identifying critical factors for successful implementation, this study contributes to both academic discussions and practical decision-making in sustainable aviation fuel management.



Process mining in supply chain management: state-of-the-art, use cases and research outlook | [DOI](#)

Authors: Felix Oldenburg, Kühne Logistics University | Prof. Dr. Kai Hoberg, Kühne Logistics University | Prof. Dr. Henrik Leopold, Kühne Logistics University

Date of publication: December, 2024

Department: Operations and Logistics

Recent advances in process mining technology have extended its applicability beyond traditional domains such as healthcare, finance and manufacturing, making it increasingly relevant for addressing problems in supply chain management. In our research, we explore the integration of process mining techniques within the domain of supply chain management, focusing on uncovering inefficiencies, ensuring compliance, and identifying opportunities for improvement. Therefore, we first review the technological advances in process mining relevant to supply chain management and outline six relevant approaches. We then combine the identified methodologies with expert interviews

to derive and validate six specific use cases where process mining can significantly contribute to supply chain efficiency and resilience. The paper presents a detailed description of these use cases, demonstrating how process mining can provide actionable insights for a wide range of supply chain problems. We discuss the implications of our findings for practitioners, who benefit from enhanced visibility and optimization opportunities, and researchers, who are provided with a roadmap for exploration of this promising interdisciplinary field. To the best of our knowledge, this is the first work to explore potential use cases for process mining in a supply chain context, providing a comprehensive perspective on the potential benefits and challenges.



Speaking of Sustainability... The Triple Bottom Line in Firm- and User-Generated Content

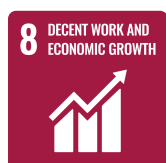
| [DOI](#)

Authors: Jonah Blits, Kühne Logistics University | Narine Yegoryan, Institute of Marketing, Humboldt University Berlin | Timo Mandler, TBS Education | Prof. Dr. Alexa Burmester, Kühne Logistics University

Date of publication: July, 2025

Department: Leadership and Management

Sustainability has become a critical concern of many societies worldwide. The need for a more sustainable mode of producing and consuming goods and services while balancing related environmental, social, and economic consequences (ie, the triple bottom line) is evident. Although research offers insights into many aspects of this necessary transformation, little is known about the extent to which firms and consumers stress environmental, social, and economic sustainability in their communication. This research addresses these questions by conceptualizing the interplay between sustainability-related firm-generated and user-generated content as a signaling phenomenon. In addition, the authors develop a custom dictionary that enables researchers and practitioners to identify and analyze sustainability-related textual data. An illustrative application based on major data sources (corporate websites, Amazon, and YouTube) indicates significant divergence in how firms and consumers communicate about sustainability. Building on this first conceptual and empirical foray into sustainability-related firm-generated and user-generated content, this research outlines open research questions and potential use cases for the provided analytical tool.



Sustainable pharmaceutical procurement: Environmental tendering criteria for better or worse?

| [DOI](#)

Authors: Prof. Dr. Marianne Jahre, Kühne Logistics University | Kim E. van Oorschot, BI Norwegian Business School | Christine Oline Årdal, Norwegian Institute of Public Health | Eirik Sverrisson, Norwegian Hospital Procurement Trust | Mikal S. Pettersen, Norwegian Hospital Procurement Trust | Andreas Wangen, Norwegian Hospital Procurement Trust

Date of publication: September, 2025

Department: Operations and Logistics

The purpose of this study is to advance knowledge of the effects of using environmental criteria in the tendering and procurement of pharmaceuticals. In cooperation with the Norwegian Hospital Procurement Trust, we conducted a longitudinal case study of how environmental criteria in the tendering of generic antibiotics were implemented. This case is one of the first attempts to use environmental criteria in generic pharmaceuticals procurement. Qualitative and quantitative data were collected based on interviews, workshops, meetings and secondary sources, followed by iterative analysis, including a case narrative and causal loop diagramming. We found that rewarding environmental criteria fulfilment at the expense of price seems to have multiple effects. Firstly, higher prices increase public spending in the short-term but also help maintain the supply base, which can reduce shortages. Secondly, this increased focus gives more transparency into supplier risks. It is this latter unexpected effect of introducing environmental tendering criteria that makes the case and our analysis particularly interesting. Additionally, in the long term, interviewees expect that increased focus on environmental criteria for specific antibiotics will have the intended effect of reducing transmission of resistant bacteria through improving suppliers' production processes. Our findings also suggest that increased focus on environmental criteria does not necessarily increase shortages of narrow-spectrum antibiotics, which could unintentionally increase transmission of resistant bacteria. Data from our case study suggest that these two effects are likely to have a positive influence on public health, thereby potentially reducing future healthcare costs.



Systems perspective on paracetamol products shortages: Resilience, adaptability, and challenges amidst the COVID-19 pandemic in Ethiopia

| [DOI](#)

Authors: Tadele Melaku, Addis Ababa University | Zelalem Mekonnen, Jimma University | Girma T. Tucho, Jimma University | Mekonnen Mecha, Jimma University | Christine Oline Årdal, Norwegian Institute of Public Health | Prof. Dr. Marianne Jahre, Kühne Logistics University

Date of publication: January, 2025

Department: Operations and Logistics

Examines healthcare supply chain resilience and access to essential medicines during crisis conditions. Directly contributes to sustainable healthcare systems by improving supply chain resilience, access to medicines, and crisis adaptability (SDG 3).



The business case for demographic diversity in strategic leadership teams: A systematic and critical review of the causal evidence

| [DOI](#)

Authors: Jost Sieweke, Vrije Universiteit Amsterdam | Prof. Dr. Tanja Hentschel, Kühne Logistics University | Prof. Dr. Brooke A. Gazdag, Kühne Logistics University | Linda Henningsen, Kühne Logistics University

Date of publication: December, 2024

Department: Leadership and Management

Critically assesses causal evidence on leadership diversity. Supports diversity and inclusion in leadership.



The Challenge of Claiming Leadership for Younger Female Managers: Exploring Differences Between Employees' Behaviors and Perceptions

| [DOI](#)

Authors: Sarah Schlamp, Kühne Logistics University | Fabiola H. Gerpott, WHU – Otto Beisheim School of Management | Prof. Dr. Tanja Hentschel, Kühne Logistics University | Lena Gierke, Kühne Logistics University | Prof. Dr. Niels Van Quaquebeke, Kühne Logistics University

Date of publication: July, 2025

Department: Leadership and Management

Leadership is critical to any enterprise, raising the question of when managerial leadership is accepted –specifically, whether managers communicate in ways that earn employee endorsement. The claiming and granting framework suggests managers can claim leadership, but employees may or may not grant it. Yet most research relies on retrospective evaluations and overlooks actual verbal behaviors. Moreover, responses to leadership claims likely depend on a manager's demographics,

particularly age and gender. While studies often examine these cues in isolation, their interplay matters. To explore this, we fine-coded 37,277 verbal behaviors from 68 manager-employee dyads during workplace meetings. Male and female managers claimed leadership equally often. However, for female managers younger than their employees, claiming leadership was linked to lower post-meeting endorsement—but not to in-meeting granting. In contrast, older female managers received the highest post-meeting endorsement across all age-gender constellations when claiming leadership. For male managers claiming leadership, age was unrelated to endorsement. These findings highlight how subtle gender and age biases shape leadership acceptance: younger female managers, in particular, may face undermined authority without overt resistance. Raising awareness of these dynamics is key to fostering equitable leadership recognition.



The role of inventory in firm resilience to the Covid-19 pandemic | [DOI](#)

Authors: Oliver Dodd, University of Auckland | Shelley Liao, Kühne Logistics University

Date of publication: February, 2025

Department: Leadership and Management

We study the role of inventory in corporate resilience to Covid-19 in 2020, which triggered exogenous shocks to consumer demand, commodity prices and supply chains. Unexpected drops in consumer demand and commodity prices increase the costs of inventory. Conversely, inventory holdings can buffer against supply disruptions. Empirically, US firms with higher inventory experienced more negative stock market responses early in the crisis due to falling consumer demand. However, since May 2020, inventory has become valuable as a hedge against supply disruptions, improving firm performance. During Covid-19, unlike other crises, inventory played a unique role as a hedge against supply disruptions.



The state of logistics and supply chain in humanitarian context in 2024

Authors: Prof. Dr. Mojtaba Salem, Kühne Logistics University | Caroline Winter, Kühne Logistics University

Date of publication: January, 2025

Department: Operations and Logistics

Profound challenges, including the ongoing conflict in Syria, Sudan, the war in Ukraine, Gaza, and Lebanon as well as severe flooding in South Asia, marked the humanitarian landscape in 2024. These crises emphasized the central role of supply chains in delivering aid to the most vulnerable populations. Annual global surveys led by CHORD—a partnership between Kühne Logistics University and HELP Logistics—have gathered nearly 2,800 expert responses since 2021—435 of which were collected in 2024. The insights gathered in this report paint a vivid picture of progress and persistent barriers in humanitarian supply chains.



The Value of Time-and Location-Commitment for Decentralized Emergency Medical Services

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Date of publication: May, 2025

Department: Operations and Logistics

Problem definition: Emergency medical services (EMS) in many low- and middle-income countries utilize decentralized platforms coordinating independent ambulance providers. However, significant operational challenges arise from uncertainty in provider time availability and unpredictable idle locations. These uncertainties hinder reliable service coverage and negatively impact patient outcomes. Using data from our partner Flare in East Africa regarding their operations in Nairobi, Kenya, we investigate the relative effectiveness of enhancing provider temporal commitment (time availability) versus spatial commitment (strategic location) to improve system coverage.

Methodology/results: We employ optimization models tailored to ambulance commitment uncertainty, a detailed case study, data-driven simulations, and a game-theoretic model. Our findings quantify a strong “cost of decentralization”: the coverage provided by Flare's 340 loosely committed ambulances could potentially be matched by fewer than 15 optimally deployed fully committed units. We find that enhancing spatial commitment typically yields substantially larger coverage gains than increasing time availability alone, and that both dimensions are strongly complementary. Simulations validate these effects under stochastic demand, simultaneous calls, and strategic relocation. A stylized free-entry model, in which time- and spatially committed providers enter until profits vanish, shows that spatial commitment dominates except at very low temporal availability and that adding spatially committed units typically yields higher marginal value by filling geographic gaps. Together, all three

approaches highlight the significant value of spatial coordination. Managerial implications: For managers of decentralized EMS platforms, the main priority should be to enhance spatial coordination. This can be achieved by deploying a small number of platform-controlled, location-flexible units or by incentivizing providers to relocate strategically, both of which are especially effective at closing the system's most critical coverage gaps. Because these benefits persist even when accounting for stochastic demand, simultaneous calls, and potential strategic behavior by independent providers, managers need not account for every contingency when evaluating interventions; focusing on closing persistent geographic gaps yields robust performance gains in resource-constrained settings.



When and how corporate social responsibility promotes innovation: A multi-level moderated mediation model

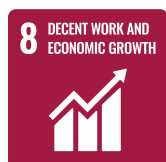
Authors: Brian Kim, Korea University | Prof. Dr. Niels Van Quaquebeke, Kühne Logistics University | Youngsoo Chang, Yonsei University | Tae-Yeol Kim, China Europe International Business School

Date of publication: December, 2024

Department: Leadership and Management

This study advances and tests a micro-foundations model that reveals when and how corporate social responsibility (CSR) will enhance organizational innovation. Challenging the prevalent assumption that CSR uniformly leads to positive outcomes, we posit that the impact of CSR on innovation is contingent upon the interplay between employee-level psychological processes and organizational-level factors. Specifically, we argue that under conditions of good internal organizational communication, CSR facilitates employees' intrinsic motivation. Then, this motivation can increase organizational-level innovation, but only if employees are also allowed to thrive, when they are psychologically empowered. We examine the multi-level model by utilizing a 4-wave, time-lagged data from one of the largest Korean commercial banks, featuring 2545 employees across 379 branches. The data consist of both survey data and centrally audited CSR data. The results of the analyses bolster our hypotheses, but also highlight unexpected backlash effects where CSR negatively affects organizational innovation. Our findings contribute to the CSR literature by unveiling the complex micro-level mechanisms and boundary conditions that shape the CSR-innovation relationship, thereby addressing the inconsistencies in previous research. Practically, our study suggests that managers should carefully align their CSR initiatives with internal communication strategies and employee empowerment practices to foster innovation. Failing to do so may inadvertently undermine the very outcomes CSR is intended to promote. These insights also speak to the ongoing debate on the role of CSR in driving

organizational competitiveness and social impact, underlining the need for a more nuanced and contextualized understanding of CSR's effects. In sum, our results facilitate the integration of previously disparate literatures, while simultaneously also underlining that CSR efforts need to be orchestrated with other improvements if any innovation benefits are to be reaped.



Adopting Additive Manufacturing in After-Sales: Developing a Typology of Corrective, Preventive, and Anticipatory Approaches

| [DOI](#)

Authors: Prof. Dr. Kai Hoberg, Kühne Logistics University | Rosa Kabelitz-Bock, Kühne Logistics University | Prof. Dr. Johannes Meuer, Kühne Logistics University

Date of publication: December, 2024

Department: Operations and Logistics

Manufacturing firms face complex after-sales challenges, including spare part shortages. While additive manufacturing (AM) offers a solution by minimizing costs and complexity, not all firms adopt AM equally, and research on differences in AM adoption in the context of spare part shortages is surprisingly scarce. To close this knowledge gap, we apply the awareness-motivation-capability (AMC) perspective. Our comparative case study of AM applications in 17 firms identifies three approaches how firms adopt AM—the corrective, preventive, and anticipatory approach. We find that the specific configuration of contextual factors related to a spare part shortage determines the approach firms follow. Using the AMC perspective, we discover and explain why firms differ in adopting AM despite suitable spare part characteristics and similar contexts. Through uniquely analyzing spare part shortages, our study contributes to AM research by challenging the assumption that economic justification is the sole driver of AM adoption and instead revealing that it is a context-dependent process, with awareness and motivation serving as critical yet underexplored antecedents.



Error Management as a Specific Strain Buffer for Cognitive Demands

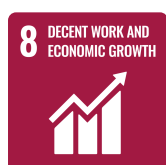
| [DOI](#)

Authors: Laura C. Ameres, affiliation not verified | Prof. Dr. Prisca Brosi, Kühne Logistics University | Theresa Erlmaier, affiliation not verified

Date of publication: July, 2025

Department: Leadership and Management

Cognitive demands are increasingly prevalent in today's complex work environments. With research having established that cognitive demands lead to strain, we introduce and test error management as a strain buffer for cognitive demands. We examined our theoretical model with two field studies. Across both studies, we found that when error management was low, cognitive demands were positively related to strain, while the relationship between cognitive demands and strain vanished when error management was high. This interaction was unique for cognitive demands, as error management did not influence strain in response to workload. Errors in cognitively demanding tasks were seen as more internal, but more controllable and less stable than errors when working with high workloads. Yet, we could not find error management influencing error attributions as we assumed to be the underlying theoretical mechanism. In sum, we suggest error management as a tangible means by which organizations and employees can mitigate the strain-inducing effect of cognitive demands, which needs further research to be better understood.



Research Barriers

In 2025, Kühne Logistics University identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Funding challenges
- ❖ Methodological limitations
- ❖ Research impact and application

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Dissemination Beyond

KLU has developed a new initiative called **Dissemination Beyond**, which reframes research impact as purposeful knowledge co-creation and transfer with business, policy, and society, rather than passive diffusion. At its core, the initiative ensures that research actively contributes to society, which aligns closely with PRME's principles of responsible management education. Guided by a clear strategic intent, KLU is pooling its efforts to systematically translate rigorous academic research into accessible, practice-oriented, and impact-driven outputs for corporations, public-sector stakeholders, and the wider community. Impact becomes apparent in practitioner and policy briefs, public engagement formats, and collaborative projects that address real-world challenges such as

sustainable operations, responsible leadership, and evidence-based policymaking. By addressing regional stakeholders alongside international reach, KLU ensures contextual relevance while contributing to broader global debates on sustainability and responsible management.

A distinctive feature of the initiative is its emphasis on long-term partnerships and co-creation, where external stakeholders help shape research agendas and implement outcomes. This approach reflects PRME values of inclusivity, dialogue, and societal impact, and fosters measurable change in organizational practices and policy environments. To institutionalize this culture, KLU has raised interdepartmental and faculty awareness, introduced governance structures, and considered respective incentive systems. With regard to incentives, KLU will present the **Dissemination Beyond Award** for the first time this year, recognizing faculty contributions that demonstrate meaningful societal or business impact.

Transparency and accountability are embedded through a robust impact measurement framework, combining quantitative outputs with qualitative evidence of engagement and outcomes, such as partnerships, policy influence, and practice adoption. Through this integrated model, KLU positions itself as a leader in responsible management education by ensuring that research is not only rigorous, but also ethical, relevant, and transformative, contributing to sustainable development and responsible leadership in line with PRME principles.



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)
- ❖ AABS (Association of African Business Schools)
- ❖ Association of Asia-Pacific Business Schools
- ❖ Business Graduates Association
- ❖ Global Business School Network
- ❖ UNAI (United Nations Academic Impact)
- ❖ CLADEA (Latin American Council of Management Schools)
- ❖ Responsible Research in Business & Management (RRBM)

Student Organization Partnerships

- ❖ PRME 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

- ❖ AI use guide
- ❖ Student Sustainability Guide

Policy Documents Related to RME and/or Sustainability

2025 KLU Student Guide to Sustainability FINAL

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KLU Saigon: Embedding Sustainability Through International Partnership and Green Infrastructure

In 2025, KLU continued its commitment to responsible management education in Southeast Asia through the development and expansion of its Saigon Campus in Ho Chi Minh City, Vietnam. Established in partnership with Ho Chi Minh City University of Technology (HCMUT), the campus extends KLU's mission of making high-quality, internationally connected education more accessible while fostering regional relevance in logistics and supply chain management. The initiative brings together students, academics, industry representatives, and public stakeholders to advance knowledge and leadership development in one of Asia's most dynamic logistics hubs.

A key feature of the campus is the creation of a shared academic and administrative space developed jointly with HCMUT. This facility was awarded the LOTUS Silver certification under the Vietnam Green Building Council's LOTUS Small Interiors standard, reflecting a deliberate effort to integrate sustainability principles into the physical learning environment. The certified space incorporates energy-efficient lighting systems, low-VOC materials, natural daylight access, green design features, and sustainable operations practices. In addition, sustainability awareness and responsible resource use are embedded through operational guidelines and training for users of the facility.

KLU's presence in Ho Chi Minh City is further supported by offices located in Deutsches Haus, one of Vietnam's leading examples of sustainable commercial real estate. The building holds internationally recognized green building certifications and incorporates energy-efficient technologies, advanced waste management systems, water-saving infrastructure, electric vehicle charging facilities, enhanced air-quality systems, and smart building management solutions designed to reduce environmental impact while supporting occupant wellbeing.

These investments demonstrate KLU's practical approach to sustainability: combining responsible campus development, international academic collaboration, and environmentally conscious infrastructure to create learning environments that reflect the principles and practices of sustainable management



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
- ❖ Student and staff volunteer programs

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
- ❖ Media and public relations channels
- ❖ Prospective and current students
- ❖ Alumni and donors
- ❖ Business and industry partners
- ❖ Chamber of commerce and local communities

Communication Barriers

Kühne Logistics University faces the following barriers in transparent communications:



**Audience
reach**



**Data privacy
regulations**



**Engagement
gaps**



Media visibility



**Transparency
hesitation**

Continue telling your story

Change Makers Dialogues Speaker series

The **Change Makers Dialogues** speaker series fosters dialogue, learning, and community around pressing sustainability challenges. Throughout 2025, the series brought together academics, practitioners, students, and community members to explore topics ranging from biodiversity and sustainable finance to ecological stewardship, conservation, and humanitarian logistics. By creating a platform for diverse perspectives and interdisciplinary exchange, the series encourages meaningful conversations about the complex transformations needed to achieve a more sustainable and equitable future. As an ongoing engagement and knowledge-sharing format, the Change Makers Dialogues showcase a wide range of sustainability-related themes and professional expertise. Participants have the opportunity to deepen their understanding of critical issues, engage in thoughtful discussions, and build connections with like-minded individuals and organizations. In doing so, the series strengthens ties between KLU's internal sustainability community and the broader ecosystem of researchers, businesses, policymakers, NGOs, and civil society actors working to drive positive change.

The Change Makers Dialogues have emerged as a distinctive forum that reflects KLU's commitment to responsible management education and societal impact. The series contributes to developing the knowledge, skills, and networks needed for future changemakers to create lasting value for both society and the environment.

KLU Das Gleiche in Grün Podcast



KLU's Center for Sustainable Logistics and Supply Chains (CSLS) produces the successful podcast series "Das Gleiche in Grün!?" (The same in Green). Produced and hosted by Timo Landener (Head of Sustainability at Swisslog) and CSLS's Moritz Petersen, the podcast features conversations with sustainability leaders in logistics and related industries. Every other week, around 1,000 logisticians tune in.



SIGNATORY

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