

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for**
Responsible Management Education

I U B H

June 2018

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PRME-Message from the Rector of the IUBH

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Dear PRME Participants, dear Stakeholders, dear Reader,

herewith we would like to present our 3rd report on the implementation of the Principles for Responsible Management Education (PRME) - a worldwide network since 2007 with more than 1000 business, civil society, and government leaders. We are proud being part of the first initiative concerning organized relationship between the United Nations and Business Schools. In this update - reflecting the time span from April 2016 to June 2018, we describe the ways we reinforce the Six Principles for Responsible Management Education within the IUBH. From faculty research, course curricula and engagement with the business community, this update will show how GSOM continues to integrate PRME into our programmes and initiatives.

The IUBH is one of Germany's leading private universities, preparing students for international careers in service management at 13 Sites in total from winter semester 2017/18 including three new Sites in Hanover, Dortmund, Nuremberg up and running in October (Dual Studies) - as well as various opportunities to combine work and studies due to our Distance Study programmes. Additionally we offer tailor made educational programmes for corporate companies.

We consistently achieve high ratings in assessment measures, including top marks in the CHE-Ranking 2014 in all relevant categories. Multiple awards, such as five FIBAA premium seals prove the excellent quality of our study programmes. We are also proud of having received top results in the categories "Overall Study Conditions" (Grade 1.6) and "International Orientation" (10/11) in the current CHE Ranking.

It is a great honor for our university being part of PRME worldwide as well as a member of the PRME D-A-CH chapter since more than 7 years. The mission of PRME is to inspire and champion responsible management education, research and thought leadership globally – this has been our mission even before becoming a signatory party and it will as well remain our mission in future. We are also proud to acknowledge that we are not only committed to offer our students high-grade study programmes and attractive university services but also to fully support the six major principles espoused by the Principles for Responsible Management Education (PRME):

As institution of higher education also involved in the development of current and future managers we declare our willingness to progress the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission.

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We are reporting and will report on progress to all our stakeholders and exchange effective practices related to the following principles with other academic institutions:

Principle 1 | Purpose:



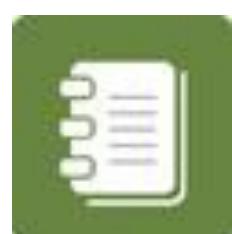
We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2 | Values:



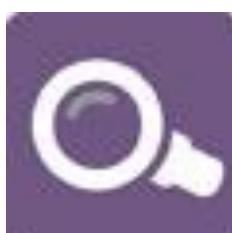
We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 | Method:



We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4 | Research:



We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5 | Partnership:



We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

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Principle 6 | Dialogue:



We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, and civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students. Therefore we continuously focus our efforts on advancing sustainability, and encouraging international collaboration, as we strive to live up to our university's vision.

Today, with more than 17.500 registered students from more than 100 countries enrolled in a large number of presence and distance learning programmes with highly qualified professors, lecturers and guest lecturers from all over the world supporting IUBH at 13 campuses, IUBH is more than just a well-known and respected private university - it is a benchmark in higher education, where business ethics, equality, equity, diversity, sustainable development and quality have been a longstanding part of our philosophy which we work off every day.

Therefore, the Principles of PRME are inspired by internationally accepted values, such as the United Nations Global Compact's, providing an engagement structure for academic institutions to advance social responsibility through incorporating universal values into curricula and research. Please find our Communication on Engagement within the United Nations Global Compact as a signatory party since December 2011:

<https://www.unglobalcompact.org/what-is-gc/participants/15352-IUBH-School-of-Business-and-Management#cop>

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students - so we continuously focus our efforts on advancing sustainability, and encouraging international collaboration, as we strive to live up to our university's vision.

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Enjoy reading!

Sincerely yours



Prof. Dr. Peter Thuy

Rector & CEO

Internationale Hochschule

International University of Applied Sciences (IUBH)

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53604 Bad Honnef

GERMANY



Principle 1 | Purpose:

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

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Principle 2 | Values:

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Covering herewith the principles 1 and 2 of the PRME, it is necessary to underline that IUBH attracts students, professors, and employees from all over the world thanks to its global network of partners and tuition programmes. Whether from the USA, Asia, Germany or other parts of the world – our professors and lecturers prepare students who are motivated and willing to work in a rapidly and continually changing multi-cultural society and who seek a future career in international services management. The profile requirements of internationally employed managers have changed dramatically in recent years. We fully recognize this and offer our attractive Bachelor's and Master's degree courses where we constantly seek to set new standards within the new generation of management.



Our programmes and curricula are all inspired by their internationalism, closeness to the industrial sector, and practice orientation. The courses offered are fully geared to meeting and exceeding the expectations of international companies. We also understand that PRME seeks to establish a process of continuous improvement among institutions of management education in order to develop in our students a new generation of business leaders. PRME's mission is to inspire and champion ethical and

responsible management education, research, and thought for global leadership we fully support and implement the above mentioned as an institution of higher education.

Due to immense growth and dynamic development in all sectors, we once again re-formulated our vision, values and strategy as follows:

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Vision 2021: IUBH is a leader in providing innovative and exceptional career-focused study and continuing study programmes for students and organizations in Europe. As a trailblazer in the digitalization of job-related learning and personal development, we improve learning success in a sustainable, efficient and measurable way. This strength and our applied research orientation set us apart.

Mission: We enable our students to achieve their best study outcomes through tailored, individual offerings and strong technical support. Our programmes are based on current research and teaching, and help students be successful in their workplace. We offer our corporate partners the best possible support to reach their goals.

Our Values:

1. Innovation: We are always seeking new ways to improve our study and research programmes and actively involve our employees in this development. We are open to suggestions for improvements and ideas from all students, colleagues and partners and see change as an opportunity. We test our offers and processes regularly.

2. Courage: We support the bold decisions of our colleagues and employees, react quickly to new challenges and are prepared to take risks to further develop our programmes. Our approach to mistakes is constructive and open, and brave decisions are made without delay.

3. Realization: We stay focused on our goals and are thorough, structured and pragmatic in implementing new ideas. We support sensible and practical initiatives from employees and colleagues.

4. Client Orientation: We deliver what clients need. As reliable and honest partners, we offer our students and corporate partners outstanding service and resolve issues as quickly as possible.

5. Cooperation: We are committed to each other and our goals, and work with a sense of passion and fun.

Our main **goals** for the time frame **2018-2019** look as following:

Innovation:

- Achieve success in our new programmes, measured by at least 100 students per programme (Dual International, Smart Entry, Dual Master, Online B2B)
- Develop at least 3 new services and offers to significantly improve the B2B and B2C digital learning experience
- Optimize our core processes, in particular through a strong digitalization and use of data
- Expand learning formats to meet the needs of various student groups and corporate partners in the best possible way
- Growth
- Increase turnover by 60% by 2019
- Expand our current online programme portfolio and add law, social and health services and IT and engineering subjects, and establish at least one additional subject area
- Open campuses in all metro regions in Germany
- Intensify development and sales. Customized corporate programmes will become a significant group growth area with growth of at least 50% per year
- Test markets beyond Germany and establish offerings in at least two of these markets
- Identify the next stage of growth potential to again double turnover

Client and quality orientation

- Involve students and corporate partners in development and quality optimization through open innovation and comparable formats
- Attain a minimum 80% recommendation rate for all our offers
- Improve our teaching and learning processes to attain at least 85% satisfaction and no C-Level courses in the course evaluations
- Demonstrate our high standards through outstanding external evaluations and accreditation outcomes
- Complete the 2019 institutional accreditation with the best possible outcome of 10 years. We will establish the appropriate research structure and will orient our processes to attain this goal

Cooperation & Organization

- Achieve at least 80% work satisfaction among employees that they would recommend us as an employer to others
- Organize in an agile and flexible way
- Respect each other and others' values
- Offer our employees an interesting workplace with opportunities for personal development and thus remain an attractive employer



Principle 3 | Method:

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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The IUBH is the center of competence for Business Administration and Service Management. Therefore, we not only promote a high ethical standard both on campus and globally but also create high standard educational frameworks, use best materials, develop sustainable processes and environments that enable effective learning experiences for responsible leadership. Our name stands for well-founded, sound scientific study and focuses particularly on promoting the work ethic and service mentality of the students. Talking about the above mentioned principle we definitely see ourselves as a good example for the implementation of such measures because of transparency of decision-making, equal rights for all, non-discrimination (socially, ethnically, physically etc To realize such important goals and missions we have a well-developed structure:

Rectorate:

- Prof. Dr. Peter Thuy (Rector)
- Prof. Dr. Patrick Geus (Prorector IUBH Campus Programmes)
- Prof. Dr. Holger Sommerfeldt (Prorector IUBH Distance Learning)
- Prof. Dr. Claudia Bornemeyer (Prorector Quality Management)
- Prof. Dr. Karsten Leibold (Prorector Teaching, Examination and Further Studies)
- Prof. Dr. Kurt Jeschke (Prorector Corporate Programmes)
- Kathrin Brüggmann (Chancellor)

The Rectorate meets on a regular basis at least every month. Every session includes inter alia operational aspects of university management, academic issues and current problems as well as initiatives for further development of the university and measures to improve ongoing processes.

The Senate is the highest-ranking body at the IUBH and has the final competence in the academic administration of the university and is responsible for issues that affect the whole university or are of great importance.

The voting members of the senate are:

- a. All the prorectors and the chancellor.
- b. As elected members:

- 3 professor representatives,
- 2 other academic personnel representatives,

- 1 non-academic personnel representative,
- 2 student body representatives.

Members are elected by the members of their respective body. Every university employee has a nomination right and a passive voting right. If there are more candidates than available seats, the composition of the senate corresponds to the number of votes for the candidates. In the event of a tie, the decision will be made by drawing lots. The elected members of the senate serve for a term of two years. Student members serve for a term of one year. The chair of the senate is one of the prorectors, selected by the senate. The vote of the chair is the deciding vote.

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Main responsibilities of the senate look as following:

- a. Dealing with basic issues of research, teaching, evaluation and cooperation.
- b. Responding to basic strategic university issues in the framework of the university development plan.
- c. Discussion of the academic report from the rector.
- d. Discussion of the evaluation report from the pro-rector Teaching Quality.
- e. Recommendations and comments on issues of research, teaching and study opportunities that impact the university or are of fundamental meaning.
- f. Advising on regulations and decisions that are to be issued.
- g. Advising on the incorporation of affiliated institutes.
- h. Confirmation of pro-rectors and chancellor on the recommendation of the rector.
- i. Appointment of honorary senators according to § 16 of the university governance.
- j. Confirmation of honorary professors according to § 17 of the university governance.
- k. Changes to the university governance with a $\frac{3}{4}$ majority.

The senate meets at least once per semester.

The newly elected - as of January 2018 - Senate of the IUBH looks as following:

Rectorate:
1. Bornemeyer Claudia, Prof. Dr., Prorector
2. Geus Patrick, Prof. Dr., Prorector and Head of Senate
3. Jeschke Kurt, Prof. Dr., Prorector
4. Leibold Karsten, Prof. Dr., Prorector
5. Sommerfeldt Holger, Prof. Dr., Prorector
6. Kathrin Brüggmann, Chancellor

Professors:	
7. Böhlich Susanne, Prof. Dr., On Campus, Bad Honnef	
8. Hummel Florian, Prof. Dr., On Campus, Berlin	
9. Richter Nicole, Prof. Dr., Dual Studies, Düsseldorf	
10. Schnorbus Linda, Prof. Dr., Dual Studies, Frankfurt	
11. Wachowiak Helmut, Prof. Dr., On Campus, Berlin	
12. Wernitz Frank, Prof. Dr., Dual Studies, Düsseldorf	
Academic personnel:	
13. Boller Ulrike, IUBH Distance Learning, Head of Academic Coordination	
14. Janson Kerstin, Dr., Research Coordinator	
15. Rempel David, Dr., Lecturer	
Non-academic personnel:	
16. Kaltenborn Tim, Head of HR	
17. Winkler Sandra, Examination Office	
18. Zellner Dominik, Head of Examination Office	
Students body:	
19. Franz Nils, Dual Studies , Düsseldorf	
20. Nöhring Tim, Dual Studies , Düsseldorf	
21. Pastoors Roman, Dual Studies , Düsseldorf	

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Advisory board

The close connection between the IUBH University of Applied Sciences and the international service sector makes a decisive contribution to keeping the contents of individual courses of study oriented to the actual needs and developments in this international area of business. Therefore, the advisory board of the IUBH University of Applied Sciences is composed of leading representatives from the tourism and transportation sector, such as tour operators, cruise lines, hotels and airlines, renowned academics as well as personalities from politics and society.

The goal of the expert advisory board and its top-level members is to use their extensive network and extraordinary pool of experience to promote the continual development of the IUBH University of Applied Sciences and to ensure that IUBH students are given the quality preparation necessary to meet the high demands of the service sector. The regular dialogue between campus and business is an essential contribution to tailoring the courses to the current needs of an increasingly globalized industry.

A full list of IUBH advisory board members can be found here:

<https://www.iubh.de/en/career-network/network/advisory-board/>

Academic Staff



The responsibilities of the university are carried out by full-time academic personnel (professors and lecturers with additional responsibilities), research assistants and other academic staff (freelance lecturers and honorary professors). The academic staff has qualifications required for this group by the state of North-Rhine Westphalia. Further qualifications (for example, professional experience) may additionally be required. Professors are employed by the rector in accordance with the requirements of the respective profession. Under the requirements of the HG NRW, university teaching staff have the following responsibilities:

- Development and continual improvement of materials used.
- Study advice in cooperation with department and subject heads.
- Participation in the qualification and selection of applicants for study programmes.
- Holding lectures and putting into action decisions of the university elements that ensure the teaching programmes.
- Module coordination, administration and invigilation of exams.
- Supervision of bachelor and master theses.
- Participation in research and development planning and the development of the study programme and further education options in agreement with the department and/or subject head.
- Participation in university self-administration.
- Providing official expertise including the necessary examinations if required by the university, without extra remuneration.

Today, we have more than 120 professors as well as over 130 guest lecturers teaching in German and English. Our world-class faculty, most of whom are also business practitioners with extensive industry



knowledge and experience, ensures that IUBH students receive an unparalleled hands-on learning experience. Strong links to industry offer students unprecedented exposure to the right industry and excellent networking opportunities, providing a strong foundation for nearly any career path. IUBH courses also give students the chance to gain practical skills, working directly with companies on projects such as:

- Google AdWords strategies for an international service provider
- Social media marketing, e.g. Facebook marketing for a start-up company
- Case studies in international marketing
- International congress management and evaluation

for the United Nations Food Programme

• Communication strategy for the Youth Climate World Summit

Reputation & Quality

Numerous certificates and awards confirm the excellent IUBH reputation. Therefore, the IUBH achieves on a regular basis top scores in evaluations. Reputable accreditations, partnerships and memberships indicate the high quality of the university and its programmes.

In 2009, as part of its institutional accreditation, the IUBH received the highest seal of quality from the German Council of Science and Humanities (Wissenschaftsrat): unconditional accreditation for 10 years. The IUBH is accredited by the Foundation of International Business Administration Accreditation (FIBAA) and received for five of its study programmes five golden FIBAA premium seals so far. Therefore IUBH is one of the leading universities in Germany to be awarded five or more premium seals. In 2012 the IUBH also received the seal of quality from the Hanseatic Certification Agency which certified IUBH study programmes as a way to obtain vocational education and training. In 2012 the IUBH was also honoured as best cooperation partner of the Association of Internet Travel Sales (Verband Internet Reisevertrieb e.V./VIR).

The IUBH is a founding member of the global network "Hotel Schools of Distinction" (formerly "Leading Hotel Schools of the World") and the only German university in the network. It is also the first and so far only German university whose double degree tourism study programmes have been certified by

the United Nations World Tourism Organisation (UNWTO). The IUBH is a member of the academic network "Global Compact" of the United Nations, the "Council for Hospitality Management Education" (CHME) and founding member of the "Quality Circle Events Studies". In the field of business administration the IUBH consistently ranks in the top group. In the current CHE Ranking the IUBH achieved top scores: in the category "overall study conditions" (grade 1.6) and in the category "practical orientation" (1.7). We regularly receive top grades in university rankings. Recognized partners and memberships guarantee the top quality of the university and our programmes:



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Focus Money DEUTSCHLAND TEST: The IUBH has been awarded the title "Top Business School" in the Focus Money DEUTSCHLAND TEST of educational providers. The award confirms the high level of student satisfaction with our university's services. A total of 116 providers from eight categories were put to the test.



CHE University Ranking: The CHE University Ranking is one of the most well-known rankings in Germany. In regular intervals the "Centre for Higher Education and Development" (CHE) rates universities according to their different specializations. In the current CHE Ranking IUBH achieved outstanding results:

- 1) Top score in the category "Overall Study Conditions" (Grade 1.6)
- 2) Top score in the category "International Orientation" (10/11)
- 3) Top score in the category "Practical Orientation" (Grade 1.7)
- 4) In direct comparison to the CHE Ranking 2014: Better ratings for "academic feasibility" (grade 1.4) and "support from professors" (grade 1.8).



Wissenschaftsrat: The German Council of Science and Humanities (Wissenschaftsrat) provides advice to the German Government on the structure and development of higher education and research. The council has granted us institutional accreditation for 10 years, the longest possible period. This is the

best evaluation the council can award, and signifies that we provide services in teaching and research that meet established academic and scientific standards.



Innovation & Excellence Award: The annually Innovation & Excellence Award, presented by Corporate LiveWire, recognises businesses and firms who are setting industry trends with creative products and innovative ideas. In 2017 and 2018 IUBH won this award. Former winners of the award include Uber, Riot Games, Microsoft and Airbnb.

FIBAA: All IUBH study programmes are of course also accredited by an independent agency, namely by the Foundation for International Business Administration Accreditation (FIBAA). Accreditation is only granted when the content and structure of a study programme meets all the quality requirements of the accrediting agency. The FIBAA thus acts as a kind of official inspector for academic education. The accreditation is renewed every four to five years - a guarantee for the quality of our teaching. The FIBAA only issues its golden premium seal in very rare cases. The IUBH recently received this award for five of its study programmes. Therefore IUBH is one of the leading universities in Germany to be awarded five or more premium seals.



The "Hotel Schools of Distinction" (formerly "Leading Hotel Schools of the World") is a global alliance of renowned universities with specialisations in the field of Hospitality Management. It currently has ten membership institutions. This includes the IUBH as a founding member. The IUBH is the only Hotel School of Distinction in

Germany.



The UNWTO.Tedqual certification is given to the world's leading tourism programmes by the United Nations' World Tourism Organisation. The IUBH was awarded the certificate as the first, and so far only, university in Germany for the study programmes International Tourism Management and Tourism and Travel Management.



Initiative Mittelstand: Since autumn 2016, IUBH is the only university in the world to offer online examinations that can be taken anywhere, at any time, without prior registration and with live supervision. For this innovation, the university was included in the top-best list of the IT-Innovation Award for medium-sized German enterprises.

Principle 4 | Research:

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

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Since 2015 the number of professors has doubled at the IUBH. Consequently, research coordination and support was professionalised. Since October 2016, the IUBH has installed a central research coordination. Successional, a research strategy and a research support structure was developed in close cooperation with the faculty. In several workshops, the university leaders discussed with all professors, their desires and needs towards a research support structure. As a result, the academic senate passed a research concept in summer 2017.

The research concept is based on the following pillars:

- **Research coordinator** – our research coordinator informs about calls for proposals, coordinates and supports all research activities.
- **Sabbatical** – every professor has the right to apply for a sabbatical semester every 8th semester.
- **Conference attendance** – every professor has his/her budget for attending as speaker at conferences. The budget is 1000 Euro for national and 1500 Euro for international conferences per academic year.
- **Budget for networking** – to improve interdisciplinary works and contacts between professors of different IUBH campus, each professor will have a budget for travel costs in order to meet with other IUBH professors.
- **Administration of research projects** – the IUBH supports application for third-party funds and overtakes the administrative part of the project
- **IUBH Discussion papers** – the IUBH has its own scientific series in order to support publications of its professors

- Reduction of teaching load – for each successfully raised projects funds of 2200 Euro the teaching load will be reduced by one credit hour.

Organisation of conferences or research meetings at IUBH campuses are financially supported by the university leadership (if necessary). Publication scholarships are offered by the university for every student who publishes his/her final thesis in a scientific magazine.

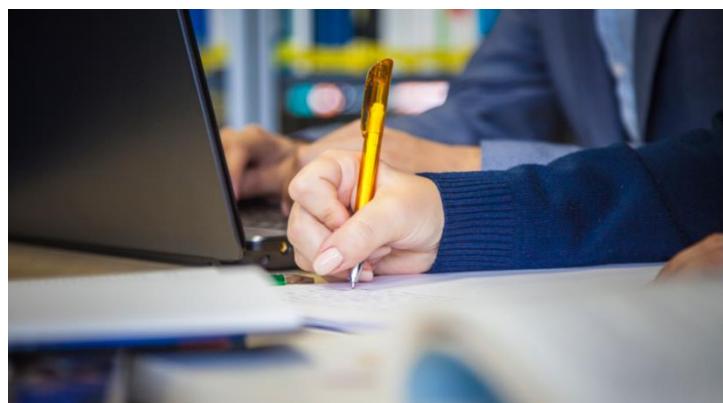
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The vice-chancellor tenders the financial support for the development and operation of a large-scale regular survey instrument with a funding up to 10.000€.

To give you an overview about the recent research activities of the faculty, please find below a list of recent papers, presentations, research projects and other research activities. As a department structure was not implemented until spring 2018, the following research activities are summarized in the following groups:

General Business Studies and its subsidiaries

- Economics
- Hospitality and Tourism
- Aviation
- Social Work and Health
- Business & Management



Publications of IUBH professors in the area of Business & Management and its subsidiaries

- | | |
|-------------------------------|---|
| Benner-Wickner, Marian (2017) | Codeless Engineering of Service Mashups – An Experience Report. In: Proceedings of the Fourteenth IEEE International Conference on Services Computing 2017 (SCC 2017), 2017, pp. 402-409. |
| Berkel, Georg (2017) | Planspiel "Solar Power". Harvard Law School. Onlinepublication: https://www.pon.harvard.edu/shop/solar-power/ . |
| Böhlich, Susanne (2017) | Generation YZ, in: Laske, Stephan und Orthey, Astrid; Schmid, Michael R. (Hrsg.): Handbuch PersonalEntwickeln. Deutscher Wirtschaftsdienst. |

Böhlich, (2017)	Susanne	Designing and Delivering a Learning & Development Strategy for the Generation Y. In: in: 7th Annual International Conference on Human Resource Management and Professional Development in the Digital Age (HRM&PD 2017) Conference Proceedings.	
Böhlich, (2017)	Susanne	Auf dem Weg in die Netzökonomie. In: energiekarriere, Karrieremagazin der Energiewirtschaft 1. Jahrgang, Ausgabe August 2017, pp. 4-6.	Page 19
Böhlich, (2017)	Susanne	Nur wer die Generationen Y und Z versteht, kann sie führen. In: Xing Klartext, 6.2.2017, Onlinepublication: https://www.xing.com/news/klartext/nur-wer-die-generationen-y-und-z-versteht-kann-sie-fuhren-1404 , date of access 19.3.2017	
Böhlich, (2016)	Susanne	Was Führung in einer komplexen Welt können muss. In: Human Resources Manager, Issue Aug./Sept. 2016, pp. 80-82.	
Böhlich, (2016)	Susanne	Generation YZ. In: Personalwirtschaft, Sonderheft 04/2016, pp. 20-21.	
Böhlich, (2016)	Susanne	XYZ - aufgelöst: Nachwuchs für die Steuerberatung. In: aspekte 02/2016, pp. 1-3.	
Böhlich, (2016)	Susanne	Jeschke, Kurt und Böhlich, Susanne: Dem Gender Gap strategisch begegnen. In: Personalwirtschaft, 7/2016, pp. 51-53.	
Böhlich, (2016)	Susanne	Wertvoll dank Wissen und Erfahrung. In: Profil, Das Bayerische Genossenschaftsblatt, 5/2016, pp. 18-19.	
Böhlich, (2016)	Susanne	Arbeiten Y.0 – Generation Y. Die neuen Herausforderungen für HR, Prof. Dr. Susanne Böhlich im Gespräch mit Tobias Grewe. In: twelve 02/2016, pp. 217-219.	
Brückmann, (2017)	Tobias	Ein bisschen Agile reicht nicht. Digitalisierung und Flexibilisierung in großen Unternehmen. In: Business Technology Magazin, Ausgabe 3/17, pp. 45-48.	
Brückmann, (2017)	Tobias	Mehr Agilität durch Agilität – Crossfunktionale Teams. In: Business Technology Magazin, Ausgabe 4/17, pp. 38-40.	
Brückmann, (2017)	Tobias	Digitale Transformation: Zweigleisig zum Ziel. In: IT daily, IT Verlag für Informationstechnik GmbH. Onlinepublication - 1. March 2017: https://www.it-daily.net/it-management/digitale-transformation/14740-digitale-transformation-zweigleisig-zum-ziel	
Brückmann, (2017)	Tobias	Flexible Learning: die digitale Zukunft des Lernens. In: IT daily, IT Verlag für Informationstechnik GmbH. Onlinepublication - 30. June 2017: https://www.it-daily.net/it-management/digitale-transformation/15931-flexible-learning-die-digitale-zukunft-des-lernens .	

Brückmann, Tobias (2017)		Ein bisschen Agile reicht nicht: Wie die digitale Transformation zur Pflicht wurde. In: JAXenter, Software & Support Media GmbH. Onlinepublication: https://jaxenter.de/ein-bisschen-agile-reicht-nicht-61863
Burger, Alexander (2017)		Prüfungstraining Kosten- und Leistungsrechnung: Aufgaben, Lösungen, Klau- suren, Schäffer Poeschel, Stuttgart.
Burger, Alexander (2016)		Burger, Alexander und Keipinger, Petra: Investitionsrechnung: Grundlagen, Bei- spiele, Übungsaufgaben mit Musterlösungen. Vahlen Verlag, München.
Burger, Alexander (2016)		Das Dean-Modell. In: Das Wirtschaftsstudium, Bd. 45 (2016), pp. 893-899.
Burger, Alexander (2016)		Statische Verfahren der Investitionsrechnung. In: Das Wirtschaftsstudium, Bd. 45 (2016), pp. 685-670.
Burger, Alexander (2016)		Vermögensendwertmaximierung. In: Das Wirtschaftsstudium, Bd. 45 (2016), S. 255-259.
Burger, Alexander (2016)		Betriebsabrechnungsbogen. In: Wirtschaftswissenschaftliches Studium, Bd. 45 (2016), pp. 279-282.
Decker, Josef (2016)		Der Blick über den Tellerrand – was Fachkräfte in der Logistik heute mitbringen müssen. In: Logistik Express, pp. 57.
Gade, Christel (2017)		Personalberaterstudie - „Excellence in Search“2016. In: IUBH Corporate Working Papers Nr. 2, Bad Honnef, 2017.
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Tourism

Third-source funded research projects of professors in the area of Tourism & Hospitality

Partnership for Applied Sciences (PASS) (2017-2021)

The project aims to strengthen the application orientation in teaching and research at the Ghanaian partner universities as well as management to increase students' and graduates' success in the labor market and to create new employment opportunities for them. Furthermore, international application oriented research will be initiated and the regional and international network of representatives from academia, the private and the public sector will be expanded and consolidated.

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PASS is funded by the Ministry of Innovation, Science and Research (MIWF) through the German Academic Exchange Service (DAAD). The funding is made available through the programme "NRW-Partnership for the promotion of Technical Universities in Ghana" in the context of the NRW-Ghana Partnership. PASS is implemented jointly by Bonn-Rhein-Sieg University of Applied Sciences (lead), Cologne University of Applied Sciences, International University of Applied Sciences Bad Honnef and Kumasi Technical University and Cape Coast Technical University. Responsible at the IUBH: Prof. Dr. Thuy and David Rempel

Tourism, Wellbeing and Ecosystem Services (TObeWELL) (2013-2018)

TObeWELL is based on bringing together principles of ecosystem services (ES), which focus on life support systems, with more non-material services such as culture, health and wellbeing through tourism. It aims to link research on wellbeing provided by ecosystems and their use via tourism, leisure and recreation activities. The underpinning issue is to produce new and collaborative research on how and in what way can tourism be a catalyst for improving human health and wellbeing, by using in a symbiotic and sustainable way natural resources and services provided by ecosystems, as well as exploring the challenges of (e)valuation of such services.

TObeWELL is a COST initiative funded by the European Union. Responsible at the IUBH: Prof. Dr. Legrand and Philip Sloan

Publications of IUBH professors in the area of Tourism & Hospitality

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Conference presentations of IUBH professors in the area of Tourism & Hospitality

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- Legrand, Willy (2017)** Sustainability without Limits: Disruption and Radical Innovations in the Hospitality Industry. Presentation: 8th Annual Cornell Sustainability Roundtable and Research summit. Cornell/Ithaca (USA), November 2017.
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Interviews with IUBH professors in the area of Tourism & Hospitality

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Aviation

Third-source funded research projects of professors in the area of Aviation

Air Transport and Regional Development (ATAR)
(2015-2019)

ATARD investigates the relationship between air transport and regional development. The benefits that may be derived from it are both scientific and societal in nature. They include a better understanding of that relationship focusing on Europe; policy recommendations on how air transport infrastructure and service improvements should be made in order to support economic competitiveness and social cohesion; and the constitution of a network of researchers dedicated to air transport and its economic, social and environmental implications aligned with Europe 2020 strategy. The project is a COST initiative funded by the European Union.
Responsible at the IUBH: Prof. Dr. Christos Evangelinos

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Publikations of IUBH professors in the area of Aviation

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Conference presentations of IUBH professors in the area of Aviation

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- Ehmer, Hans-Jochen (2017) Ist Verkehrslärm ein Problem der Nachhaltigkeit? Presentation: Deutsche Verkehrswissenschaftliche Gesellschaft (DVWG) Nordrhein, Köln, March 17.
- Ehmer, Hans-Jochen (2016) Nachhaltiger Verkehr für Bad Honnef – Optionen. Presentation: Impuls vortrag im Rahmen der Veranstaltungsreihe Nachhaltigkeit der Stadt Bad Honnef, September 16.
- Ehmer, Hans-Jochen (2016) The Handling of Aircraft Noise around Airports – is it a Problem of Sustainable Aviation?. Presentation: International Symposium on Sustainable Aviation (ISSA) 2016, Istanbul, Türkei, May/June 2016.
- Ehmer, Hans-Jochen (2016) Airports as Neighbors – the Model of Corporate Citizenship. Presentation: Passenger Terminal Conference, International Association for Sustainable Aviation (IASA)-Forum, Köln, March 2016.
- Evangelinos, Christos (2016) The Effect of airport parking fees on the tourist's airport / airline choice behavior. Presentation: Konferenz Verkehrsökonomik und –politik, Berlin, January 2016.
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- Vogel, Hans-Arthur (2016) The Evolution of Airport Privatisation. Presentation: 20th Air Transport Research Society World Conference, Rhodos, GR, June 2016.

Social Work and Health

Publications of IUBH professors in the area of Social Work and Health

- Schübel, Thomas (2017) Rezension zu: Hans Bertram (Hrsg.) (2017): Zukunft mit Kindern, Zukunft für Kinder. Der UNICEF-Bericht zur Lage der Kinder in Deutschland im europäischen Kontext. In: In: Diskurs Kindheits- und Jugendforschung, 3-2017, pp. 373-376.

- Schübel, Thomas (2016)** Gesundheit und Lebensqualität. In: Jungbauer-Gans, Monika und Kriwy; Peter (Hrsg.): Handbuch Gesundheitssoziologie. Springer Verlag für Sozialwissenschaften, Wiesbaden, pp. 1-19.
- Schübel, Thomas (2016)** Schübel, Thomas und Seebaß, Katharina: Kindheit und Gesundheit In: Jungbauer-Gans, Monika und Kriwy, Peter (Hrsg.): Handbuch Gesundheitssoziologie. Springer Verlag für Sozialwissenschaften Wiesbaden, pp. 1-24. Page | 40
- Schübel, Thomas (2016)** Schübel, Thomas und Müller, Dagmar: Schnittstellen zwischen Frühen Hilfen und Kindertagesbetreuung. In: KiTa aktuelle RECHT, Vol. 4(4), pp. 108-109.
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- Wirth, Jan (2017)** Jost, Annemarie und Wirth, Jan (Hrsg.): Mehrperspektivisches Arbeiten in der Kinder- und Jugendhilfe: "Steven M." - ein Junge mit FASD. Kohlhammer Verlag, Stuttgart.
- Zimmermann, Ingo (2017)** Coaching and Capabilities. In: in: Fowler, Gene and Nash, Sheila (Eds.): Contemporary Issues in Coaching, Nova Science Publishers, New York, pp. 87-103.
- Zimmermann, Ingo (2017)** Mechanismen psychosozialer Destruktion. Eine empirische Studie an Studierenden und Professionellen Sozialer Arbeit. In: Soziale Passagen, Journal für Empirie und Theorie Sozialer Arbeit, Heft 1, pp.1-14.
- Zimmermann, Ingo (2017)** Mediation als Befähigungsprofession. Der „Capability Approach“ in der Praxis in: Perspektive Mediation, 1/2017, pp. 31-36.
- Zimmermann, Ingo (2016)** Zimmermann, Ingo und Baumann, Kristin: Experienced Involvement (Ex-In) in: Pflegewissenschaft, 3/4 2016, pp. 201-208.
- Zimmermann, Ingo (2016)** Coaching als Befähigung. Der „Capability Approach“ als theoretische Grundlegung des Coachings. In: OSC – Organisationsberatung, Supervision, Coaching Vol. 23(4), pp. 427-438.

Conference presentations of IUBH professors in the area of Aviation

- Meyer, Nikolaus (2018)** "Alles bleibt anders!" Komparative Perspektiven auf Bewegungs- und Beharungstendenzen in der Professionalisierung pädagogischer Berufsgruppen (AG) und Erwachsenenpädagogik und Journalismus im Vergleich: Bildungsermöglichung vs. Informationsverarbeitung (presentation). Kongress der Deutschen Gesellschaft für Erziehungswissenschaften (DGfE9), Essen, March 2018.

Meyer, Nikolaus (2017) Politisierungs- und Depolitisierungsprozesse in der Erwachsenenbildung im Spannungsfeld von Professionalisierung und Deprofessionalisierung. Eine Rekonstruktion von Berufsbiographien (presentation). Jahrestagung der Sektion Biographieforschung in der Deutschen Gesellschaft für Soziologie, Frankfurt, November 2017.

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Integration of teaching and research (Research application projects)



Belonging to the type of “German Fachhochschule” all professors are required to have at least a 3-year practical work experience in business or industry additionally to their academic merits. A high number of part-time professors bringing their professional expertise into teaching reinforces this characteristic of a practical oriented education. This is particularly strong in dual study programmes where the IUBH has a high number of business co-operations. Here, most bachelor theses are written in the respective partner company dealing with a practical problem on a theoretical basis.

The IUBH and its professors have a strong network to business and organisations. Due to this network and the well-known expertise, several Application Research Projects could be conducted in cooperation with external partners as part of the regular teaching.

In an Application Research Project an organisation contacts the IUBHs in order to solve a practical problem out of its daily or strategic business. This problem will then be formulated into a research question and be solved by the students. Duration and work task vary. In some cases extensive empirical work is involved in others the project concentrates on a few days. It is a win-win-situation: The students learn more about research and its practical application as well as different professional fields. And the companies gain not only by the theoretical strength but also by the innovative and fresh perspective and ideas of the students.

Examples of Application Research Projects at the IUBHs

Aviation Willingness-to-pay for internet access during short-distance flights. Survey of 200 passengers for Lufthansa Consulting – responsible professor: Prof. Dr. Arne Schulke

Business Studies Development of a market access concept for the USA – by order of befeer Grillgeräte GmbH – responsible professor: Prof. Dr. Stephan Huxold

Business Studies	Development of an online marketing strategy – by order of Beefer GmbH – responsible professor: Prof. Dr. Stephan Huxold
Business Studies /Marketing	The contest between Brand strategy and brand experience – by order of DHBW and Black Eight – responsible professor: Prof. Dr. Patrick Geus
Business Studies	Optimising of the online marketing strategy – by order of A.R.T.E. GmbH, Agentur für Reisen – Tourismus und Exklusivität, Meerbusch – responsible professor: Prof. Dr. Stephan Huxold
Business Studies /Marketing	Optimising the social media activities – by order of Beefer Grillgeräte GmbH, Bad Honnef – responsible professor: Prof. Dr. Stephan Huxold
Business Studies	Developing a marketing concept for the target group „Schools“ for a Youth Hostel – by order of Jugendherberge DJH Düsseldorf – responsible professor: Prof. Dr. Stephan Huxold
Business Studies /Logistics	Readiness-Analysis: Digitalisation of systems and processes of logistic services. Survey in north-west Germany – responsible professor: Prof. Dr. Josef Decker
Business Studies /Logistics	SMART-Logistics concept – by order of a logistic service company – responsible professor: Prof. Dr. Josef Decker
Tourism & Hospitality	„Utilisation concept for Wilhelmsthal Castle“ – in Kooperation with Thüringer Stiftung Schlösser und Gärten, der Eisenach Wartburg Region and Thüringer Landesgesellschaft – responsible professor: Prof. Dr. Peter Neumann
Tourism & Hospitality	„Development of a target group marketing concept for Porzellanwelten Leuchtenburg“ – in cooperation with Stiftung Leuchtenburg – responsible professor: Prof. Dr. Peter Neumann
Tourism & Hospitality	Project „Thüringer Holiday apartments“ – in cooperation with Thüringer Tourism GmbH – responsible professor: Prof. Dr. Peter Neumann
Tourism & Hospitality	„Development of a brand strategy for the music town Sondershausen – in cooperation with Sondershausen town – responsible professor: Prof. Dr. Peter Neumann
Tourism & Hospitality	„Development of an event strategy for Rosengarten Bad Langensalza“ – in cooperation with Kur und Tourismus Bad Langensalza GmbH – responsible professor: Prof. Dr. Peter Neumann

Tourism & Hospitality	“Evaluation of the long distance bike path „Thüringer Städtekette“” – in cooperation with AG Radfernweg Thüringer Städtekette – – responsible professor: Prof. Dr. Peter Neumann
Tourism & Hospitality	„Development of an event strategy for Airport Weimar – responsible professor: Prof. Dr. Peter Neumann
Tourism & Hospitality	„Development of a Forest wellness-experience path Frauenwald/Thüringer Wald“ – in cooperation with the community Frauenwald, Thüringer Landgesellschaft and Thüringer Tourism GmbH – – responsible professor: Prof. Dr. Peter Neumann
Tourism & Hospitality	Organisation of the TESxIUBH Konferenz „Everyday Breakthroughs“ – – responsible professor: Prof. Dr. Astrid Mühlböck.
Tourism & Hospitality	Evaualation of the accessibility of the Nationalparkregion Eifel by order of EUROPARC Deutschland e.V. and in cooperation with NeumannConsult) - – responsible professor: Prof. Dr. Marcus Herntrei
Tourism & Hospitality	Development of a communication concept for A-Rosa Aqua - – responsible professor: Prof. Dr. Ina zur Oven_Krockhaus
Tourism & Hospitality	Destinationmarketing in cooperation with TravelMarketing Romberg TMR (Düsseldorf): Development of events - – responsible professor: Prof. Dr. Ina zur Oven_Krockhaus
Tourism & Hospitality	Recent Questions and challenges in tourism: Series of workshops with mit Burson Marsteller, alltours and TUI Infotec
Tourism & Hospitality	Recent Questions in Hospitality. Series of workshops with Bayern Tourist GmbH, DEHOGA, Bayern Tourismus GmbH und ADAC
Tourism & Hospitality	Target group analysis of visitors of cultural institution in Munich. Empirical survey of 900 visitors in 12 cultural institutions in Munich. – responsible professor: Prof. Dr. Anna Klein
Tourism & Hospitality	Development of a target group specific marketing strategy for the town of Erding in cooperation with the city council – responsible professor: Prof. Dr. Anna Klein
Tourism & Hospitality	Development of a new brand marketing strategy for the touristik destination „Bad Reichenhall“ in cooperation with BGLT (Berchtesgadener Land Tourismus GmbH) – responsible professor: Prof. Dr. Nicola Zech

Tourism & Hospitality	Development of a quality management concept for Motel One – by order of the Motel One hotel group – responsible professor: Prof. Dr. Nicola Zech
Business Studies /Marketing	Development of an Onlinemarketing strategy by order of Mavesto (UNIC AG) – responsible professor: Prof. Dr. Mischa Kolibius
Business Studies /Marketing	Development of three marketing strategies for DriveNow Carsharing – responsible professor: Prof. Dr. Mischa Kolibius
Business Studies /Marketing	Development of a Social Media Campagne for Microsoft Surface Pro and Microsoft Azure Cloud (Microsoft Deutschland) – responsible professor: Prof. Dr. Mischa Kolibius

Principle 5 | Partnership:

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6 | Dialogue:

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, and civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The IUBH is always open for new partners, fruitful cooperations and dialogue. Therefore, we interact on a regular basis with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities as a result we are very grateful for the commitment of our partners who support us in a variety of ways through grants, sponsorship, guest speakers, events, direct recruitment and more... Over time, a special relationship develops between the IUBH and its cooperation partners. The exchange between the two deepens and all sides profit from the individual cooperation, contract helps to explore jointly effective approaches to meeting these challenges. The goal of these partnerships is to support interested students and graduates and to give them the best possible chances and impressions. Concrete projects and actions ensure that the connection through a cooperation contract be more than just a written document. Our faculty has contact to all DAX 30 companies, is recognised in the international market, and well connected in a network with over 300 business partners.



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Being a renowned private university it is especially important for us to practically promote and to implement international principles on labour, upholding the freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour and particularly the elimination of discrimination in respect of employment and occupation.

As already mentioned, we offer our students practical approach teaching success in life not only in the classroom. All IUBH professors must have successful professional business experience to be appointed at the IUBH. All courses are practically orientated; restaurants are run by students and industry projects are conducted by students and professors. The IUBH provides students with the skills for exceptional international careers. After 2 years, 80% of the graduates have management responsibilities and their salary rose 22%.

The success of students after graduation not only depends on skills, education, and assistance in the job search – but also on the job situation in the particular industry, they want to work in. IUBH courses are selected in growing industries that can provide jobs for our graduates. Approximately 75% of the graduates work in an international environment. Of course, skill is necessary but not everything to

start a career: students need to be found by companies and institutions that appreciate their skills. The IUBH conducts "CEO's lectures" where leaders from business and industry hold seminars on campus and students have the opportunity to interact with them directly. IUBH Career Services provides students with recommendations for internship placements and for jobs after graduation.

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The IUBH is dedicated to top quality in its teaching, student services and placement of students in well-paying jobs. On a global level, the IUBH is one of only 10 universities recognized by Hotel Schools of Distinction (formerly Leading Hotel Schools of the World), and has also proudly received recognition by the United Nations. On the national level, official institutions have paid tribute to the IUBH's quality by granting accreditation for 10 years. Worth mentioning

Our **Career Service Department offers** access to IUBH exclusive Job Teaser:

- Internships and job offers
- Career Days on campus
- Career Preparation Workshops
- Application training

Meanwhile we have round about **2000 corporate partners** and the following numbers speak for themselves:

- **87% of IUBH graduates have a job within 3 months**
- **72% of IUBH graduates work in an international environment**
- **70% of our graduates have managerial experience in their current job**

As already mentioned, being outstandingly praxis-oriented we prepare our students not only in the academic way – we help them to be professionally competitive. Therefore, we developed a strong network of the so-called Extra Curriculum Cooperation. Here is a list of some important examples:

Aviation Management:

- Düsseldorf International
- Lufthansa Aviation Center
- Frankfurt Hahn Airport
- Köln Bonn Airport
- Fraport GmbH
- Eurocontrol
- AOPA
- EASA
- Airbus
- Bombardier Aerospace Germany GmbH
- Condor and Thomas Cook



Tourism & Event Management:

- Tourismus & Congress GmbH Bonn, Rhein-Sieg, Ahrtal
- Reed Exhibitions Deutschland GmbH
- Schloss Drachenburg gGmbH
- ECPAT (End Child Prostitution, Pornography and Trafficking)
- IMEX
- Köln Messe GmbH
- Geysir Andernach, Tourismus und Stadtmarketing.net
- Verband Internet Reisevertrieb e.V.
- ITB
- Köln-Bonn Airport
- WCCB World Congress Center Bonn
- Pro Sky AG

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International Management:



- Dr. Vogt, Berater im Versandhandel
- Bankhaus Lampe KG
- Hochtief GmbH
- SEW Eurodrive GmbH
- ABB Transformatoren
- E-Bility GmbH
- Enterprise: Rent a Car
- Gutmark, Radtke and Company
- carusing® spritspartraining
- Kühne +Nagel
- MSS GmbH – Moderne Sonnenschutz-Systeme Glasarchitektur GmbH

Hospitality & Tourism Management:

- AIDA-Reisen
- Althoff Hotels
- AROSA / A_JA Resorts
- CJD Jugenddorf Christophorus Schulen
- Deutsche Lufthansa AG
- Deutsche Post AG
- DRV e.V.

- Emirates Academy
- Ernst & Young
- Europaschule HLF Krems
- Flughafen Frankfurt Hahn
- Flughafen Köln-Bonn
- GlobeGround Berlin
- Helios Privatkliniken
- Hilton Worldwide
- Hotelschool The Hague
- IHK Bonn Rhein-Sieg
- Kempinski Hotels
- MCI Innsbruck
- Messe Berlin (ITB)
- Phoenix-Reisen
- Robinson Reise GmbH
- SAP University Competence Center
- Schloss Haagerhof
- SIXT AG
- Steigenberger Hotels
- Thomas Cook Reisen
- Zurich Global, Deutsche Herold

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And many others.



CONCLUSION

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As a conclusion, we would like to add that we are proud being part of the PRME initiative worldwide and fully recognize this responsibility. Herewith we promise to further implement its measures, initiatives and ideas, to use PRME as a framework for systemic change based on three distinctive characteristics of the initiative:

Continuous Improvement: to further carefully implement the Principles and to understand them as a long-term processes of continuous performance improvement sustainable development.

A Learning Network: to also interpret the PRME as a learning network: collecting and channeling good practices, facilitating an exchange of existing and state-of-the-art experiences within the PRME, increasing the number of our research projects around the theme of sustainability.

Report to Stakeholders: to report on a regular basis because reporting is the best way to ensure the credibility of the initiative and allows giving recognition to good performances, being open for information exchange.

Our next PRME report will be delivered in June 2020.

If you have any further questions, do not hesitate to contact us:

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