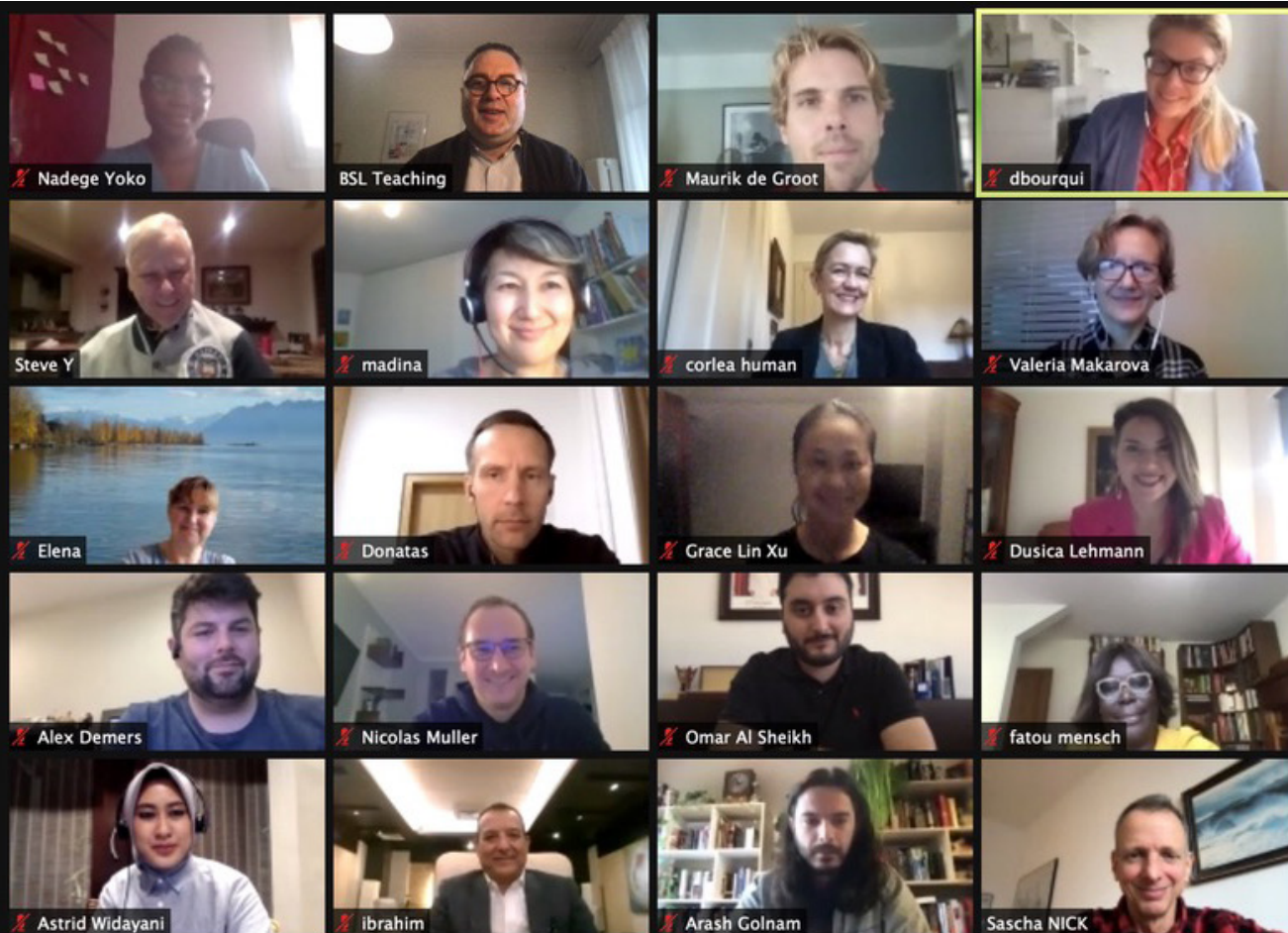


# SHARING INFORMATION ON PROGRESS REPORT

*January 2020 to March 2022*



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# INTRODUCTION

## BUSINESS SCHOOL LAUSANNE AT A GLANCE

Established in 1987, Business School Lausanne (BSL) is a leading innovator in business education and ranks #2 in Switzerland for its Masters (QS Business Masters Ranking 2019) and #4 for its MBA (QS Global MBA Ranking 2019).

Established in 1987, Business School Lausanne (BSL) is a private business school located in western Switzerland and is part of the Lemania Swiss Group of Schools. BSL was the first European business school to receive ACBSP accreditation in 1996. Today, BSL's ACBSP-accredited degree programs include BBA, Master, MBA, Executive MBA, and DBA programs. At BSL, students of sixty nationalities and diverse backgrounds join our experienced and practice-oriented faculty.

BSL ranked #2 for its Master in International Business and #4 for its MBA in the QS Global Business Masters and MBA Rankings 2019. BSL's DBA program also ranked #2 in the Global DBA Euro Rankings in 2019 and was shortlisted by CEO Magazine as part of their premier programs. BSL is a member of EFMD and a champion of the Principles of Responsible Management Education (U.N. backed PRME) and is a member of the esteemed AACSB Business Education Alliance.

### ACCREDITATION & CERTIFICATION

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- ACBSP (Accreditation Council for Business Schools and Programs) since 1996
- ISO 9001 since 2004

### BSL STAFF & FACULTY

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BSL takes a highly pragmatic approach to learning by applying theory to practice, and is supported by a multidisciplinary faculty of business professionals. BSL is the co-founder of the 50+20 initiative on Management Education for the World ([www.grli.org/initiatives/the-5020-vision](http://www.grli.org/initiatives/the-5020-vision)) in partnership with the GRLI-Globally Responsible Leadership Initiative and the PRME-Principles of Responsible Management Education (an initiative backed by the UN).



# HISTORY

OF BUSINESS SCHOOL LAUSANNE



2009 was a pivotal year for BSL as its MBA program ranked 40<sup>th</sup> among top European Business Schools

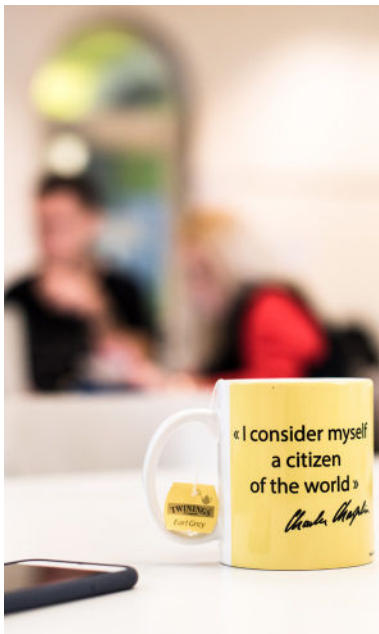
## TIMELINE

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- 1987: Founded by Dr. John Hobbs
- 1993: Appointment of Dr. Trevor J. Johnson as Dean
- 1996: Accreditation by ACBSP (Accreditation Council for Business Schools and Programs) for the BBA and MBA programs
- 1996: Launch of the Executive MBA program
- 1997: BSL becomes a member of the Lemania Swiss Group of Schools
- 2004: ISO 9001 certification
- 2006: Reaffirmation of ACBSP accreditation for BBA and MBA programs and accreditation of DBA program
- 2006: Commitment to the ten principles of the UN Global Compact
- 2008: Appointment of Dr. Katrin Muff as Dean
- 2008: Membership of Delta Mu Delta
- 2009: BSL restructures the MBA programs, begins online collaboration with Harvard Business Publishing and offers seminars for business professionals
- 2009: BSL's MBA program is ranked 40 among top European Business Schools
- 2010: BSL becomes a member of EFMD (European Foundation for Management Development)
- 2010: Launch of new Master's programs
- 2010: BSL joins PRME
- 2011: In collaboration with the University of St. Gall, BSL launches a post-graduate program for a Diploma in Sustainable Business
- 2012: Restructuring of the BBA program to include sustainability in each module

# HISTORY

OF BUSINESS SCHOOL LAUSANNE



The new DBA program at Business School Lausanne has continued to see exponential success, with more than 55 students in 2022, from more than 20 different countries.

## TIMELINE

---

- 2012: Award of accreditation by ACBSP for Master's programs
- 2014: BSL goes through the evaluation process of Gemeinwohlökonomie (Economy for the Common Good)
- 2014: BSL becomes partner of Swiss Sustainable Finance
- 2015: BSL adopts Holacracy as an advanced organizational form of distributed power and self-organization
- 2016: BSL introduces the GAPFRAME innovation weeks (four times a year)
- 2017: Reaffirmation of ACBSP accreditation for all programs
- 2018: Appointment of Dr. David Claivaz as Acting Dean
- 2018: BSL moves from Holacracy to an entrepreneurial-oriented management structure
- 2018: End of the collaboration with the University of St. Gallen
- 2019: Development of BSL Doctoral School
- 2020: BSL starts a collaboration with incubator incub&co
- 2021: Launch of the Academic Citizens' Assembly in collaboration with EPFL
- 2022: BSL starts a collaboration with UBITS



# COMMITMENT

TO THE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Business School  
Lausanne  
became the first  
business school  
in Europe to have  
its programs  
accredited by the  
Accreditation  
Council for  
Business Schools  
and Programs  
(ACBSP) in 1996.



Philippe Du Pasquier  
President of the Board, BSL

Business School Lausanne is a member of the United Nations Global Compact since 2006 and joined PRME in November 2010. We chose these two affiliations, amongst others, because BSL has always been aware of the important role education can and should play in developing future responsible leaders, in helping businesses to become more sustainable and in engaging in the public social debate.

A sustainable and responsible approach to business has been our central focus for many years. Nevertheless, in 2020, the new Acting Dean, Dr. David Claivaz, and I felt that it was necessary to redefine our Vision and Mission. We decided to add new elements to our strong focus on responsibility and sustainability to make it more aligned with the new trends appearing in business, and increase the capacity of our graduates to apply what they have learned in the real world.

We have then revised our programs by focusing on the current mega-trends (big data, AI, etc.). This allows us to give students the concrete tools and skills, necessary to be able to have a positive impact on their companies, on society and on the environment. In that way, we enhanced our commitment to sustainability by moving from a clear definition of the targets to reach to a focus on how to reach them.

As an example, our doctoral school has now a clear focus on business transformation and entrepreneurship and helps doctoral candidates to identify the means to obtain measurable results in favour of a more sustainable world.

We are determined to continue promoting business as a contributing factor for a better world, and I am pleased to thank everybody at BSL, Acting Dean, faculty, staff members and students for their active involvement in that challenging task.

# MAJOR ACHIEVEMENTS

JANUARY 2020 - MARCH 2022

In our previous report, we explained how we have restructured our curricula to align them with the new mega-trends and how we have launched our Doctoral School.

Updating programs is an ongoing process in a fast-changing world and we have added some new modules in our graduate and undergraduate programs in 2020 and 2021. The Doctoral School is successful and we have now approximately 50 DBA candidates doing research.

We had to put a lot of effort during this period to face the challenges caused by the pandemic. The situation was evolving very rapidly and the decisions taken by the Swiss government forced us to adapt regularly. The priority for us was to provide our teaching without interruption while ensuring the safest possible environment for students, faculty and employees. This resulted in the switch to synchronous online teaching over a weekend and then to the development of a dual mode of teaching when it became possible to have courses on campus again. This dual mode allows a two-way communication between the professor, the students in class and other students online.

These challenging times have increased our flexibility, allowing us to provide an interactive teaching to all our students in many different circumstances, such as travel restrictions, delays in visa processes, quarantines, etc.

It also made our collaboration with UBITS, started in 2022, possible, allowing us through this partnership to make learning units largely available free of charge to employees in Latin America.

In 2020, BSL started a collaboration with incub&co, an incubator founded by Dana Trampe, a former BSL student, and other BSL alumni. incub&co is hosted in the top floor of the BSL building and helps start-ups in their development. This is a significant addition to our career services to students.

The creation of the Academic Citizens' Assembly, in collaboration with EPFL, in 2021 allows us to increase our impact towards the local community and the political world.



## Contrast of in-person & online

Both candidates and examiners change their practices on order to complete tasks at hand.

*February 2020 & July 2020*



## Adapting to BSL's Dual Mode

Using both synchronous and asynchronous methods of teaching in the classroom.

# PRINCIPLE 1 - PURPOSE

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

## 1. FRAMING THE CONTEXT OF BSL'S EDUCATION

We have adapted the definition of our purpose in 2020 to align it with the recent trends in business and the extension of learning outside the classroom at BSL.

Here is the way we describe our activity in our webpage About BSL Lausanne: [www.bsl-lausanne.ch/about-bsl](http://www.bsl-lausanne.ch/about-bsl)

"At Business School Lausanne we approach business education differently. To build a new generation of leadership, it has become essential to create learning programs that address the fundamental changes of working in the 21st century. This includes focusing on how digital transformation, current economic trends, changes in societal structure and environmental concerns have transformed the business landscape.

Based in Switzerland, we are a truly global learning lab. Students from sixty nationalities with diverse backgrounds join our experienced faculty in a co-creative approach to learning, focusing on topics as broad as leadership, systems thinking, economics and business-driven sustainability. Our faculty is comprised of individuals who have run successful businesses and have practically applied what they teach in real world situations, ensuring our students are taught the most cutting-edge business thinking.

BSL is committed to creating a personalized and focused learning experience for each of our students. This is why we insist on keeping our classes small. So each student has the opportunity to truly participate in seeking new ideas for measuring the role and impact of business in today's society. We endeavor to create a space where all of our students, professors, staff, researchers, and stakeholders, feel free to come together to ask courageous questions and to maximize solutions through values that matter; because connection is key to tackling issues for the common good.

We teach our students big picture thinking, so they are able to develop innovative cross-sector solutions, which we believe will help them to realize their true potential in whatever avenue of business they choose to pursue."

"I believe that in order to shift the world towards greater sustainable practices, we must evolve business models as to encompass nature's fine balance."

**Nicole Watson**  
*MBA Alumna*



# PRINCIPLE 1- PURPOSE

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

## 2. EDUCATION: THE STRATEGIC GOAL

You will find the definition of our strategic goal in our current Mission Statement:

We provide Business Education up to Swiss standards to Swiss and International Future or Proven Business Professionals in Switzerland and abroad.

We foster Research-and-Practice-Informed Judgement and Ethical Behavior in Future and Proven Business Professionals.

We train Future and Proven Business Professionals as Life-Long Learners and Principled Researchers.

To develop globally responsible leaders by creating an effective learning environment based on values and empowered by critical thinking, and applied in future-relevant business practice.



# 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.

Our newly elaborated Business Education Philosophy explains the values we want to instil in our students and appears in the following page of our website:

[www.bsl-lausanne.ch/mission-and-philosophy](http://www.bsl-lausanne.ch/mission-and-philosophy)

"Our Philosophy of Business Education is centered on our Graduates. Our four-dimensional project for them is crafted on Unique Talent Advantage, Expertise, Learnings and Impact.

## **Unique Talent Advantage.**

BSL Graduates are principled doers, with a unique ability in Business Transformation.

**Expertise.** BSL Graduates excel in:

- Business Transformation
- Sustainable Business
- Entrepreneurship

**Learnings.** BSL Graduates display:

- Proven and Innovative Business Hard Skills
- A thorough knowledge of the Megatrends in Business that shape the world today
- A strong and developed Entrepreneurial Mindset

## **Impact.**

BSL Graduates are on a four-level learning journey to impact:

### **Bachelor of Business Administration (BBA) level**

Students acquire the Skills, Mindset and Understanding of the Megatrends to contribute an impact in business.

### **Master's in International Business (MIB) level**

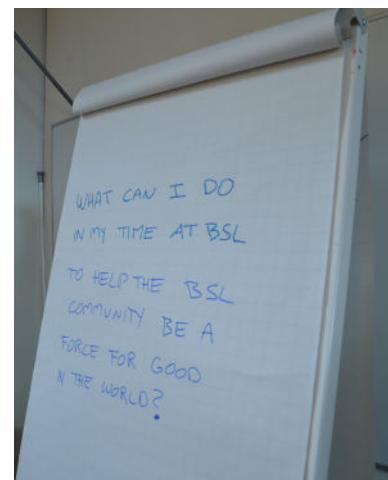
Students deepen Skills, Mindset and Understanding of the Megatrends to initiate an impact in business.

### **Master of Business Administration (E/MBA) level**

As experienced professionals, students improve and use their Skills, Mindset and Understanding of the Megatrends to transform a specific business.

### **Doctor of Business Administration (DBA) level**

As senior professionals, students create new Business Knowledge as well as Frameworks, Methods or Tools to transform an industry."



# 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.

We have largely integrated the values promoted by PRME in our different curricula, as it appears from the examples below:

At the BBA level, even if sustainability is an important part of all the modules taught, we have recently added a specific module dedicated to the SDGs: SDG Explorer.

Another module is dedicated to burning current issues in a systemic thinking perspective: Solving Big Problems.

We introduced another new module called Diversity and Inclusion, taught for the first time at BSL in the Spring Term 2022.

A module called SDG Accelerator allows students at the MIB level, to go deeper into this crucial topic.

At the E/MBA level, we have taught for a long time the module Business Transformation towards Sustainability.

We recently introduced a new course related to sustainability:

From Social to Regenerative Entrepreneurship whose description starts in the following way:

"Regenerative entrepreneurs don't just build enterprises; they create net positive impacts for people, planet and place. This course explores the emerging theories, cases, and tools of regenerative entrepreneurship – approaches that facilitate the shift towards a future in which people and nature can thrive together, and which make good business sense. It explores regenerative entrepreneurship through the lens of traditional and social entrepreneurship, but investigates what motivates a new generation of entrepreneurs to go beyond net zero approaches, to restore and regenerate systems, and help re-embed organizations in local bio-cultural regions."

Students  
deepen Skills,  
Mindset and  
Understanding  
of the  
Megatrends  
to initiate  
an impact in  
business.

# 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.

Extra-curricular activities may also have a pedagogical value and help students acquire a concern for the common good.

Switzerland has one of the highest GDP per capita in the world. Nevertheless, a significant part of the population (mainly but not exclusively immigrants) live in poverty. This became particularly obvious during the pandemic and everyone could see on TV people queuing for food in Geneva. We decided then to sensitize our students to this concrete human rights issue in Switzerland and bring our contribution to help people in difficult situations by collecting food in November for Cartons du Coeur and different items in December for women and children victims of domestic violence.

More info on these two operations is available here:

[www.bsl-lausanne.ch/blog/giving-back](http://www.bsl-lausanne.ch/blog/giving-back)

We are also collecting different items at BSL and transferring them to Ukraine since the beginning of the war.

Inspired by our values and encouraged by the school, members of the Student Council have launched different clubs, among which the Sustainability Club, launched in 2020.

Founded by students in 2020, The BSL Sustainability Club's (BSLSC) goal is to bring together the BSL community through discussion and collective intelligence on areas such as Economy, Society and the Environment. The BSLSC is actively engaged in local initiatives, partners with local universities, and hosts a variety of gatherings to discuss pressing issues in today's world, providing insight and tips on how each of us can make small changes, which in turn, collectively, can make great societal differences. The students who have joined this club are believers that we, the people, must take action and bring policies to governments, rather than wait for the inverse.

Their motto is 'Educate the students of today to construct the world of tomorrow'."

We will add some other examples of our commitment to the values of PRME and the application of our Mission and Philosophy in the following chapters of this report.



# PRINCIPLE 3 - METHOD

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

Business School Lausanne teaches many different programs:

- BBA (Bachelor of Business Administration)
- MIB (Master of International Business) with three different concentrations: Entrepreneurial Leadership, Finance or Sustainability
- Modular E/MBA in Business Transformation and Entrepreneurship
- Modular E/MBA in Sustainable Business
- DBA (Doctorate of Business Administration)
- DAS (Diploma of Advanced Studies) in Sustainable Business
- E-CAS (Executive Certificate of Advanced Studies) in Transformative Leadership, Strategic Finance, Innovative Strategy, General Management, Impactful Marketing or Sustainable Business.

Some characteristics have been common to all our programs since many years and are part of our DNA:

## **Real business learning**

Our faculty consists almost exclusively of seasoned and currently active business practitioners who bring the latest business knowledge into the classroom. As a result, learning at BSL is pragmatic, relevant and applicable. It prepares the students to tackle real-life challenges through a continuous exposure to recent examples from the business world, practical assignments, business simulations, issue-based projects, individual and group presentations, and case studies.

## **Small class sizes**

Classes at BSL consist of up to 20 students, which allows for personal attention and support from professors. The small class sizes facilitate a dynamic and interactive learning environment where students are asked to take an active part in class discussions.

## **Soft skills development**

We have designed a curriculum, which ensures that all our students develop and refine essential interpersonal skills such as effective communication, self-management, problem solving, critical thinking, teamwork, and relationship building.

BSL Lausanne is a small and future-oriented school which offers the niche education I was looking for.

**Beat Fahrni**  
*MBA Alumnus*



# PRINCIPLE 3 - METHOD

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

## Global Mega Trends

The integration of the Global Mega Trends (Sustainability and more recently Artificial Intelligence and Big Data Management) allows students to prepare for a future in which work skills will look profoundly different to those we have been equipping students so far.

## An international personal and professional network

With 60 nationalities represented in BSL's student body and faculty, BSL graduates become accustomed to work in a multicultural environment. Company visits and the regular presence of guest lecturers at BSL gives our students the best opportunities to enrich their network.

## Business Innovation Weeks (BIW)

Introduced some years ago under the name Gap Frame Weeks, the Innovation Weeks happen each term (four times a year). The students themselves, via the Student Council, organize these weeks. Diverse activities such as conferences, competitions, teamwork around projects, company visits take place during these weeks reinforcing the capacity of the students to take initiatives and set up events.

Here is an example of a recent BIW that took place online:

[www.bsl-lausanne.ch/blog/business-innovation-week-winter-2022-live-updates](http://www.bsl-lausanne.ch/blog/business-innovation-week-winter-2022-live-updates)

## Careers & Employability

The employability of our graduates is a very important aspect of our mission, and we have taken diverse initiatives in this domain.

Our Careers Office developed and launched in 2018 a complementary way to orient students across programs, in their transition from education to industry: the BSL Alumni Mentoring Program. Within the program, some seasoned BSL Alumni worldwide e-mentor our students (and where possible meet face to face) with their precious advices and professional knowledge-sharing, receiving in exchange individual Executive Education modules, in order to 'update' their BSL degree. This program received good feedback from students and Alumni and it is now available for students who want to take this opportunity, in the last phase of their studies. Here is an example:

[www.bsl-lausanne.ch/blog/success-stories-adriaan-trampe-knut-einar-wold](http://www.bsl-lausanne.ch/blog/success-stories-adriaan-trampe-knut-einar-wold)

The classes at BSL are organised to allow mutual learning and sharing. Just in the first weeks, I can see myself challenged in ways that I've needed for my interpersonal and professional development.

**Anna Chilton**  
*EMBA Alumna*

# PRINCIPLE 3 - METHOD

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

There were 21 active interns in 2020 and 27 in 2021. They worked in 42 different companies and NGOs, and 11 of them were offered a job after their internship.



A recent addition to enhance the employability of our students and graduates is our collaboration, started in 2020, with incub&co, an incubator founded by Dana Trampe, a former BSL student, and other BSL Alumni. incub&co helps start-ups in their initial development and several students or alums of BSL benefit from their expertise.

More info on the incubator can be found here: [www.incub.co](http://www.incub.co)

Another important element in the recent evolution of the school is the rapid development of digitalization. All our students have now access to the Perlego platform, which give them access to more than 700'000 books and articles. Grammarly is also at their disposal to help them enhance their writing skills.

Information is now shared with students through the BSL Portal.

The introduction of Dual Mode teaching, with students in class and others online, generated an important investment for BSL to equip all classrooms with iMac computers, large screens and central wireless microphones. As explained above, it makes us more flexible to provide our teaching to all our students in any circumstances.

I benefited as much as possible from the opportunity given by BSL in China by opening my mind to this new environment, not having expectations and being committed. Everything is possible in China with the right mind-set.

**David Vanni**  
MIB Alumnus

# 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.

The first and foremost aspect we have to take into consideration when we design the research activities in a business schools is its relevance, its capacity to transform business.

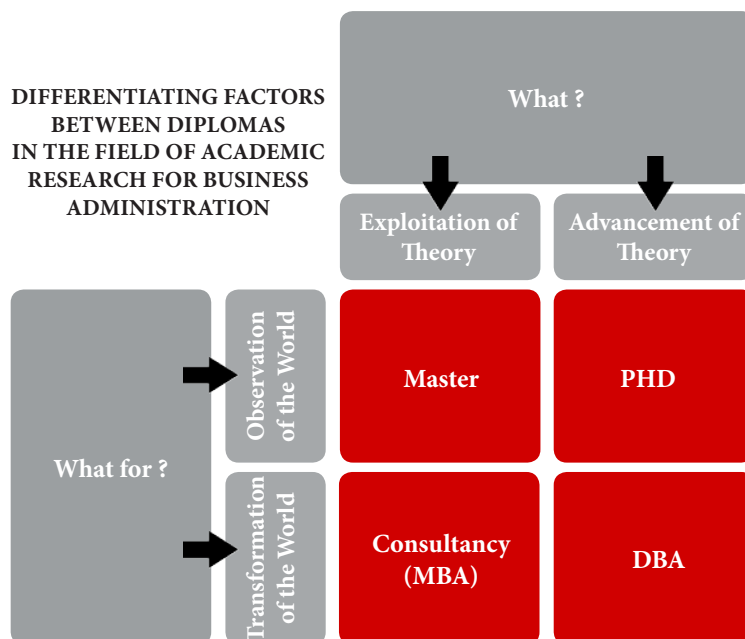
In today's VUCA (volatile, uncertain, complex and ambiguous) world where huge challenges are facing us, research must contribute to solving the most important issues around us: climate change, loss of biodiversity, poverty, child labor, gender inequality and many others.

The UN Sustainable Development Goals (SDGs) launched in 2015 are a very useful framework to help governments, companies and the academic world to prioritize their efforts towards viable solutions in favour of the common good on our planet.

At Business School Lausanne, we want to help transforming the world of business through research.

To do that we have developed a DBA program with the aim of transforming the world and at the same time of augmenting theory.

DIFFERENTIATING FACTORS  
BETWEEN DIPLOMAS  
IN THE FIELD OF ACADEMIC  
RESEARCH FOR BUSINESS  
ADMINISTRATION



Research is creating new knowledge.

**Neil Armstrong**



Google is not a synonym for research.

**Dan Brown**

# 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.

The decision we made after the change of management, which occurred in July 2018, was to develop the Doctoral School and focus our main efforts in the domain of research in this program.

BSL has shaped the Doctorate of Business Administration to look beyond the success or innovation of a specific company. Our Doctoral program provides our students with the opportunity to determine, through their Doctoral studies, how business should be framed in the future considering an entire industry and not just a single company. The DBA program combines the realism and a focus on field action with a wide spectrum and in-depth understanding that comes with Doctoral studies.

The students are expected to produce a significant Doctoral-level transdisciplinary study that advances research in the fields of business and management that is both relevant and can be applied in the real world.

The Doctoral School is composed of academics who are at the same time senior, still active and successful business practitioners.

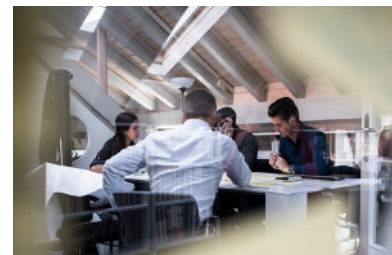
To fulfil the needs of candidates already advanced in their career path, the approach is personalized and the duration of the program is flexible (from three to six years).

DBA Acceleration Weeks are offered twice a year to our DBA candidates. They are not mandatory and offered in the DBA tuition fees. They are a unique opportunity for the students to work on their thesis in an international academic environment whilst accelerating their academic thinking skills and writing proficiency.

Here are the most recent theses defended at BSL, dedicated to business transformation, sustainability and entrepreneurship:

If we knew what it was we were doing, it would not be called research, would it?

**Albert Einstein**



# 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.

"A strategy for increasing the efficiency in biopharmaceutical and healthcare industries with a new framework under the digital transformation era" February 2021

**Kim Yongchan. Supervisor: Prof. Atukeren, Erdal, Ph.D.**

"A Study of Omnichannel Customer Purchasing Patterns with Customer Purchase Data from a Health and Lifestyle Company in South Korea" February 2021

**Jongsoo, Kang. Supervisor: Prof. Marko Majer**

"Outsourcing Development for a Company's Sustainable Competitive Advantage in a High-tech Business–Semiconductor Equipment Industry, Republic of Korea" February 2021

**Hyun-Joon Jo Supervisor: Prof. Timothy Connerton**

In addition to the theses, doctoral candidates publish articles during their studies at BSL, such as:

Park & Jang (2021). The Impact of ESG Management on Investment Decision: Institutional Investors' Perceptions of Country-Specific ESG Criteria. International Journal of Financial Studies 9: 48.

Maurik de Groot (2021). Entrepreneurs must reflect on their sales role and get into action! Especially during Covid-19, The European Business Review, available online.

Kim, Y.; Park, M.J.; Atukeren, E. (2020), 'Healthcare and Welfare Policy Efficiency in 34 Developing Countries in Asia', Int. J. Environ. Res. Public Health 2020, 17(13), 4617. Available from: <https://doi.org/10.3390/ijerph17134617>

Kim S, Lee H and Connerton TP (2020) How Psychological Safety Affects Team Performance: Mediating Role of Efficacy and Learning Behavior. Frontiers in Psychology, <https://doi.org/10.3389/fpsyg.2020.01581>

Research activities as related to principle 4 are conducted at BSL by doctoral research and research carried out by faculty members.





# 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.

The following table illustrates the diversity of nationalities of our DBA candidates:

## Nationalities

26



Research must continue to be the centerpiece of intellectual life, and our commitment to research must grow, because our problems are growing

**Ernest L. Boyer**

Their backgrounds are very different too, as well as the topics they choose. This diversity is illustrated in the following profiles:

[www.bsl-lausanne.ch/people/andiara-petterle](http://www.bsl-lausanne.ch/people/andiara-petterle)

[www.bsl-lausanne.ch/people/alioune-badara-drame](http://www.bsl-lausanne.ch/people/alioune-badara-drame)

[www.bsl-lausanne.ch/people/lilian-shaftacola](http://www.bsl-lausanne.ch/people/lilian-shaftacola)

An important research activity is also conducted at the E/MBA level, where students have to write and defend a final project.

Here are two recent examples of projects:

# 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.

## **NYOTA Hub**

*Developed by Nicole Watson (EMBA 2021 Graduate)*

"NYOTA HUB, referred throughout this report as the 'E-Hub' will act as a commercial trading hub for small rural communities and be integrated with a solar powered mini-grid system. It will function as part of a Cluster System of multiple e-Hubs servicing a larger region of small off-grid communities. The company will launch in Kenya and each E-Hub will be designed with 3 shop stalls, complete with smart-meters in each, and provide electricity access to customers in primarily a B2B model. The e-Hubs will deliver electricity through smart meters that can be monitored via cloud access and billed through mobile payments. This will allow for people still living far from the main-grid, to access electricity as well as offer a bridge to develop commercial trade, generate income and allow for communities to become more sustainable while alleviating poverty. With the e-Hubs functioning as part of a cluster system no more than 100 km from one another, we can access wide-spread areas within a region bringing electricity to various communities and promoting trade between the small villages. The hubs will function as trade centers for locals to set up businesses such as phone charging, portable battery rental, and food and goods sales and services allowing for local development. In addition, attracting NGOs and other service and product providers who seek central access points to rural communities...."



More info on Nicole Watson is available here:

[www.bsl-lausanne.ch/people/nicole-watson-humans-of-bsl](http://www.bsl-lausanne.ch/people/nicole-watson-humans-of-bsl)

## **GREEN-SCAPES OF TRANSYLVANIA – A SUSTAINABLE TOURISM DESTINATION**

*Developed by: Ramona-Valentina RUNCAN (EMBA 2021 Graduate)*

"Green-Scapes of Transylvania will be founded as a non-profit organisation dedicated to finding solutions related to tourism activities for improving the lives of disadvantaged communities in Transylvania. Leveraging the region potential and linking it to tourism activities will enable us to offer unique, authentic, and meaningful experiences to tourists, whilst raising awareness on the importance of keeping safe the environment and cultural heritage and increasing the livelihood of host communities...."



# 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.

We have developed several partnerships in the last years.

An important partnership since several years is our collaboration with aSSIST (Seoul School of Integrated Sciences & Technologies) for the DBA program. BSL and aSSIST collaborate to offer a double PhD/DBA degree to South Korean students.

[www.assist.ac.kr/English/](http://www.assist.ac.kr/English/)

More recently, we have started a collaboration with incub&co (see above: Principle 3 - Method, *page 15*), an incubator that helps BSL students and graduates in their transition from university to real-life business.

A collaboration happened in 2021 with KAOSPILOT + Berlin, a learning platform for creative leadership and meaningful entrepreneurship: [www.kaospilotplus.com](http://www.kaospilotplus.com). The Fall Business Innovation Week took place in Berlin in their premises, but due to the pandemic, only few of our students were able to travel and most of them participated online.

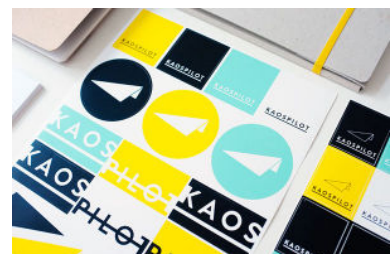
The philosophy of Kaospilot, focused on entrepreneurship, is very similar to ours. Here is the way Kaospilot main campus in Denmark explains its concept:

"The Kaospilot school was founded in Aarhus in 1991 by Uffe Elbæk. It is based on a cultural and social youth organisation called the Frontrunners (DA: Frontløberne), as a response to the emerging need for a new type of education. With roots in activism culture and with inspiration from the Danish folk high school and the Danish co-operative movement, the Bauhaus School in Berlin and the Beatnik movement in San Francisco, the school helps young people navigate the changing reality of today's society.

The intention was to create an education for action-oriented people who seek out and utilize new knowledge. And for those who understand changing needs and shift systems to fit changing cultural, social and economic realities. It was also about creating a learning environment where students could learn, lead and be enterprising – essential skills that would enable students to work towards an unknown future. This education went on to become the flagship 3-year program: The Enterprising Leadership Program".



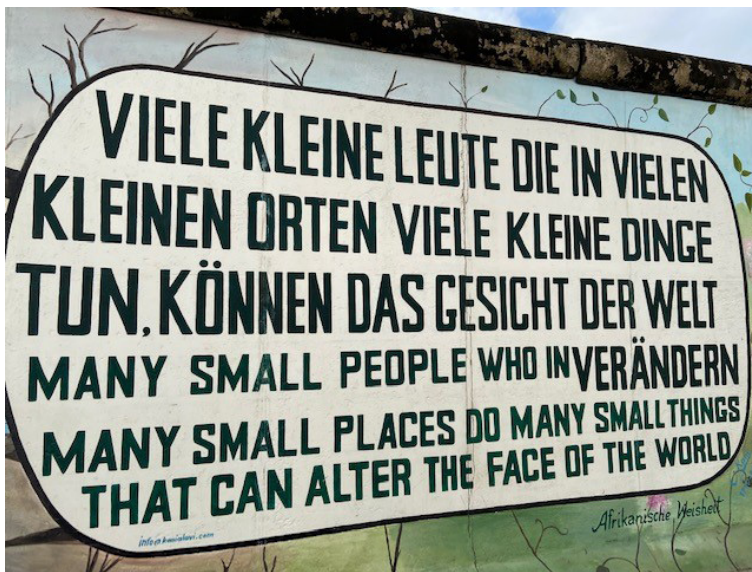
Oral Defense of aSSIST DBA candidate at Business School Lausanne - February 2020



# 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.

Here are pictures of this special Business Innovation Week:



[www.kaospilot.dk](http://www.kaospilot.dk)

Another important new partnership started between the Lemania Swiss Group of Schools ([www.lemania.ch/en/lemania-swiss-group-schools](http://www.lemania.ch/en/lemania-swiss-group-schools)) to which BSL belongs and the Swiss Edtech Collider ([www.edtech-collider.ch](http://www.edtech-collider.ch)), an incubator of start-ups developing innovative tools in the domain of education, depending from EPFL, the well-known federal polytechnics of Lausanne.



# PRINCIPLE 6 - DIALOGUE

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

We regularly conduct a dialogue with many different stakeholders in many different ways. Our website is for us an important mean, but not the only one, to share our concerns, ideas and values, mainly through our blogs.

The 50+20 Agenda Management Education for the World issued in 2012 attributes three roles to business schools:

1. Educating and developing globally responsible leaders
2. Enabling business organizations to serve the common good
3. Engaging in the transformation of business and society

We understand the third role above as the duty to advocate for the common good and a sustainable way to manage businesses and politics to a large range of stakeholders. The different activities described below are all part of this advocacy role.

## Blogs

Here are a few examples of recent posts:

[www.bsl-lausanne.ch/blog/shedding-light-on-sustainable-access-to-the-internet](http://www.bsl-lausanne.ch/blog/shedding-light-on-sustainable-access-to-the-internet)

[www.bsl-lausanne.ch/blog/ethical-challenges-in-modern-digital-marketing](http://www.bsl-lausanne.ch/blog/ethical-challenges-in-modern-digital-marketing)

You can find many other blogs on our website:

[www.bsl-lausanne.ch/blog](http://www.bsl-lausanne.ch/blog)

## Presence in media

Another way to share our vision is to be present in media. Faculty members are sometimes interviewed on topics related to sustainability. Here is an example: [www.bsl-lausanne.ch/blog/the-swiss-negative-emissions-fund](http://www.bsl-lausanne.ch/blog/the-swiss-negative-emissions-fund)

## Faculty publications

The list of books published recently by faculty members is available here: [www.bsl-lausanne.ch/bsl-authors](http://www.bsl-lausanne.ch/bsl-authors)





# PRINCIPLE 6 - DIALOGUE

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## Academic Citizens' Assembly

We have recently launched a new initiative in collaboration with EPFL: the Academic Citizens' Assembly and organized two seminars in 2020 and 2021. Each time, 60-70 researchers from Swiss Universities (Geneva, Lausanne, Fribourg and Zurich) and EPFL shared knowledge with different stakeholders. The next seminar, scheduled on Saturday, April 2, 2022, will deal with the following question "Climate action, the way forward. Building a societal consensus for 1.5°C."

Here is the vision of the Academic Citizens' Assembly:

"The Academic Citizens' Assembly is a governance process, improving direct democracy and complementary to representative democracy (parliament), focusing on the most pressing issues, building awareness, knowledge and empathy.

It is suitable for all levels of government: communal, cantonal, and national.

The process and duration depends on the issues to be decided, and could last several days, allowing time for learning in seminars and workshops (awareness and education), deliberation with like- and opposite-minded people (consolidating knowledge, building empathy), and the final anonymous vote."

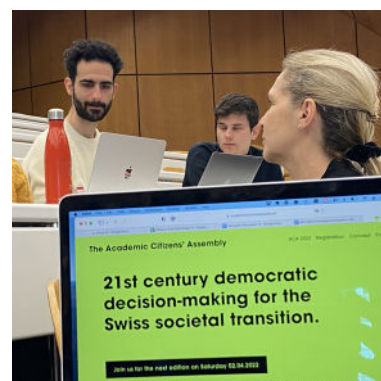
More information on the Academic Citizens' Assembly is available here: [www.academiccitizensassembly.ch](http://www.academiccitizensassembly.ch)

## Guest speakers

The presence of guest speakers at BSL, in academic courses, Business Innovation Weeks, or during company visits, is a privileged way to create contacts among a big array of stakeholders: students, alumni, faculty, BSL Career Service, companies, NGOs, etc.

In 2020 and 2021, we registered 119 guest speakers in total.

You can discover the wide variety of our guest speakers here: [www.bsl-lausanne.ch/bsl-guest-speakers](http://www.bsl-lausanne.ch/bsl-guest-speakers)



# PRINCIPLE 6 - DIALOGUE

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During the pandemic, the dual mode of teaching allowed us to have guest speakers from all over the world, as explained in the following blog written by a faculty member:

[www.bsl-lausanne.ch/blog/virtual-guest-speakers-an-element-of-my-dual-mode-teaching-experience-to-retain](http://www.bsl-lausanne.ch/blog/virtual-guest-speakers-an-element-of-my-dual-mode-teaching-experience-to-retain)

## Webinars and conferences

Directors or professors of BSL attend regularly conferences and seminars and are sometimes keynote speakers in these events.

Here is a recent example where BSL had the opportunity to share its experience in entrepreneurship and education:

[www.bsl-lausanne.ch/blog/dr-dominique-bourqui-shares-her-expertise-on-the-role-of-the-entrepreneurial-mindset-in-higher-education](http://www.bsl-lausanne.ch/blog/dr-dominique-bourqui-shares-her-expertise-on-the-role-of-the-entrepreneurial-mindset-in-higher-education)



Dr. Leonila Guglya  
BSL Professor

## Graduation Ceremonies

This important, annual event in BSL's life gives us the opportunity to share our values with many stakeholders. We select carefully our guest speakers and our Doctor HC degrees recipients.

In September 2021, our guest speaker at the Graduation Ceremony was Mrs. Christine Batruch, Strategic Sustainability Advisor to the Lundin Group.



# CONCLUSION

BUSINESS SCHOOL LAUSANNE - FURTHER DEVELOPMENT

## CONCLUSION & FURTHER DEVELOPMENT

In the previous report in 2020, we stated that our guideline for the coming years would be a stronger development of sustainable entrepreneurship.

The crises that have taken place since the spring of 2020 have underlined the importance of realization over conceptualization. Hospitals have demonstrated a wealth of creativity and flexibility in the initial phase of the pandemics. The same is true for many other key sectors, including mass retailing, and even education.

These examples are inspiring when facing the even greater challenges of climate change or SDG goals pursuit. As a higher education institution, we have privileged access to accurate knowledge. It is even more important that we envision our mission not only in the increase of this knowledge but in the concrete impact our students can start having during their studies.

This impact materializes more and more in the DBA thesis, the MBA projects, as well as other types of impact-oriented activities such as the Academic Citizens' Assembly. We believe we can increase the part of these impact-oriented activities by coupling education and practical support to organizations working towards SDG goals.







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