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## *Curriculum Vitae*

### *Kai Hockerts*

Associate Professor, Copenhagen Business School (CBS)  
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### **Academic Education**

- 2003 ***Ph.D. in Management*** (Doktor der Wirtschaftswissenschaften), University St. Gallen (CH)  
Dissertation Topic: Sustainability Innovations – Ecological and Social Entrepreneurship and the Management of Antagonistic Assets.
- 1997 ***Diploma in Business Administration*** (Diplom-Kaufmann), University Bayreuth (D)  
Topic of Diploma Thesis: Ecological Service Concepts to Increase Eco-Efficiency

### **Academic Positions and Work Experience**

- Since ***Associate Professor (tenured), Copenhagen Business School***; affiliated with the CBS  
2005 Centre for Corporate Social Responsibility (cbsCSR); teaching in the BA, MSc, MBA, and PhD programs. In June 2007 I hosted the 3<sup>rd</sup> International Social Entrepreneurship Research Conference (ISERC) ⇒ [www.cbs.dk/iserc3](http://www.cbs.dk/iserc3)
- 2000- ***Adjunct Professor*** of Strategy (since 2003) & ***Senior Research Programme Manager*** (since 2005) of ***INSEAD's*** Centre for the Management of Environmental and Social Responsibility (CMER) in Fontainebleau (F); heading a team of 8-10 Research Associates; teaching MBA electives on both the Fontainebleau and Singapore campuses. ⇒ <http://www.insead.edu/isis>
- 1999- ***Research Associate, University St. Gallen***, CH, at the Institute for Business and the Environment (IWÖ-HSG). I initiated the St. Gallen Environmental Management Forum and have been instrumental in designing and directing a two-year project on integrating sustainability in the Balanced Scorecard (BSC). ⇒ [www.iwoe.unisg.ch](http://www.iwoe.unisg.ch)
- 1997- ***Management Consultant, Ecobilan***, Paris (F); an international Life Cycle Assessment (LCA) consultancy (now part of PWC); participated in several LCAs, and co-developed a Design for Environment (DFE) methodology. ⇒ [www.ecobilan.com](http://www.ecobilan.com)
- 1995 ***Visiting Research Associate, New Economics Foundation***, London (UK); worked with Simon Zadek on "Ethical and Social Auditing". ⇒ [www.neweconomics.org](http://www.neweconomics.org)
- 1995 ***Intern, Dow Chemical Europe***, Zürich-Horgen (CH), developed a "Design Handbook for Ecologically Fit Products", and participated in the 2<sup>nd</sup> workshop on „Eco-Efficiency“ held by the World Business Council for Sustainable Development (WBCSD). ⇒ [www.dow.com](http://www.dow.com)
- 1994 ***Freelance Researcher, Wuppertal Institute*** (D); wrote a report on eco-efficient services and prepared two case studies for the EPE-Workbook. ⇒ [www.wupperinst.org](http://www.wupperinst.org)

- 1990-1993 **Project Manager, Hamburger Umweltinstitut e.V.** HUI (D); responsible for developing the methodology and carrying out the survey for a "Ranking of the Environmental Performance of the World's Top 50 Chemical Corporations", published in the Manager Magazine 1/93. In 1991 I helped set up HUI's New York office which since evolved into MBCD. ⇒ [www.hamburger-umweltinst.org](http://www.hamburger-umweltinst.org)
- 1991-1997 **Master Studies in Business Administration, University of Bayreuth.** During my studies I became co-founder of the **Bayreuther Initiative for Business Ecology**, Bayreuth (D). As it's managing director I organized a Conference on "Waste Management" with 120 participants at Castle Schney. ⇒ <http://www.oikos-bayreuth.de/>

### Visiting Scholar Activity

- 2007 **Visiting Professor, China Europe International Business School (CEIBS)** in Shanghai, China; part of the AsiaLink faculty exchange program. During my stay I taught a lecture series on Social Entrepreneurship at CEIBS as well as giving a guest lecture on Social Entrepreneurship at Zhejiang University in Hangzhou. ⇒ <http://www.ceibs.edu/>
- 2005+2006 **Visiting Professor, Ecole des Mines de Paris** in a "Mastère en Ingénierie et Gestion de l'Environnement" (Master in Engineering and Environmental Management) at the Institut Supérieur d'Ingénierie et de Gestion de l'Environnement. ⇒ [www.isige.ensmp.fr/](http://www.isige.ensmp.fr/)
- 2004 **Visiting Fellow, Yale Center for Environmental Law & Policy**, New Haven working on my eco-preneurship research during the summer of 2004. ⇒ [www.yale.edu/ycelp/](http://www.yale.edu/ycelp/)
- 2003 **Visiting Scholar, Haas Business School, Berkeley**, researching social entrepreneurship in the Bay Area during summer 2003. ⇒ [www.haas.berkeley.edu](http://www.haas.berkeley.edu)

### Awards and Honors

- 2006 "Social Entrepreneurship", edited together with J. Mair & J. Robertson: Palgrave MacMillan, 2006. Selected as one of the "**Most Promising Forthcoming Management Books**" at the European Academy of Management Conference (EURAM) 2006 in Oslo.
- 2005 **Research Award in Finance and Sustainable Development, Mention Special in the category of "Best Published Academic Paper"**: "Communicating Responsibility to Investors: the Changing Role of the Investor Relations Function," Journal of Business Ethics, no 52, 2004. ⇒ [http://www.lemonde.fr/web/recherche\\_breve/1,13-0,37-925711,0.html](http://www.lemonde.fr/web/recherche_breve/1,13-0,37-925711,0.html).
- 2004 **Runner up for the Oikos Best Case Award** for "The Fair Trade Story"; ⇒ [www.oikos-stiftung.unisg.ch/homepage/case.htm](http://www.oikos-stiftung.unisg.ch/homepage/case.htm).
- 2003 **Oikos Best Case Award** for "Mobility Car-Sharing – From Ecopreneurial Start-up to Commercial Venture"; ⇒ [www.oikos-stiftung.unisg.ch/homepage/case.htm](http://www.oikos-stiftung.unisg.ch/homepage/case.htm).
- 1996 "Kreislaufwirtschaft statt Abfallwirtschaft" (eds Kai Hockerts et al.) Universitätsverlag, Ulm, 1995, is referenced under the heading "Abfallwirtschaft" (waste management) in the **German Brockhaus Enzyklopädie**, 20<sup>th</sup> edition, 1996, Vol. 1 'A-AP', p.38). ⇒ [http://www.brockhaus.de/produkte/lexika\\_allgemein/enzyklopaedie.html](http://www.brockhaus.de/produkte/lexika_allgemein/enzyklopaedie.html)

## **Board Activity**

- since 2003 Member of the Editorial Review Board of *Business Strategy and the Environment* ⇒ <http://www3.interscience.wiley.com/cgi-bin/jabout/5329/EditorialBoard.html>
- since 2004 Member of the Advisory Council of *Axiom Venture Capital* ⇒ [www.axiomvc.com](http://www.axiomvc.com)
- since 2005 Member of the Editorial Review Board of the *Journal of Asia Entrepreneurship and Sustainability*. ⇒ [www.asiaentrepreneurshipjournal.com](http://www.asiaentrepreneurshipjournal.com)
- since 2006 Advisory Board of the *University Network for Social Entrepreneurship* organised by Ashoka and the Skoll Centre ⇒ [www.universitynetwork.org](http://www.universitynetwork.org).
- since 2006 Member of the Editorial Review Board of *Organization & Environment*. (Sage) ⇒ [www.coba.usf.edu/jermier/journal.htm](http://www.coba.usf.edu/jermier/journal.htm)
- 2004-2005 Member of the *London Business School* Judging Panel for the Global Social Venture Competition (GSVC). ⇒ <http://www.socialvc.net/>

## **Selected Teaching Activity**

*The faculty evaluation scale runs from a minimum of 1 (low) to a maximum of 5 (high).  
Students can submit their evaluations anonymously at the end of the semester.*

- Bachelor** “Social Entrepreneurship – Using Blended Value Strategies to Transform the Non-profit Sector,” 3<sup>rd</sup> year elective of the general CBS B.A. (HA Almen), Feb-Mar 2007, HE-87. (Evaluation: 4.7-4.9)
- “International Business and Management (IBM),” 3<sup>rd</sup> year core course coordinator, CBS Bachelor in Business Language and Culture (BLC), Sept-Dec 2006. (Evaluation: 4.1-4.3)
- “Global Strategic Management (GSM),” 3<sup>rd</sup> year course, CBS Bachelor in Business Language and Culture (BLC), Sept-Dec 2007. (Evaluation: not yet available from the administration)
- Master** “Global Corporate Social Responsibility (GCSR),” 2nd year CBS core course of the MSc Business Language and Culture, Mar-Apr 2007 and Mar-Apr 2006. (Overall evaluation of the course: 4,8; Faculty Evaluation: 4,6-4,9)
- “Social Entrepreneurship – Using Blended Value Strategies to Transform the Non-profit Sector,” CBS International Summer University, ISUP16, June-Aug 2006 and June-Aug 2007 (Overall evaluation of the course: 4,3; Faculty Evaluation: 4,8).
- “Sustainable Development and Competitive Advantage (SD+CA),” CBS International Summer University, MSc, ISUP55, June-Aug 2006 and June-Aug 2007 (Overall evaluation of the course: 4,2; Faculty Evaluation: 4,7).

- MBA** “Managing Communications and Political Processes (MCP)
- “Managing Communications and Political Processes (MCP)” (with Majken Schultz), CBS Full-time MBA core course, May 2006. (Evaluation: 4.4)
- “Environmental Sustainability and Competitive Advantage,” Elective Course, INSEAD Nov-Dec 2003 Fontainebleau. (Faculty Evaluation: 3,8)
- “Blended Value Strategies – Transforming the Non-profit Sector,” Elective Course, INSEAD Sept-Oct 2004 Fontainebleau and Jan-Feb 2005 Singapore. (Faculty Evaluation: 4,0)
- PhD** “Case-based Grounded Theory Building,” contribution to the CBS Doctoral program
- “Small N – Qualitative Methods,” November 2007 and May 2006.
- “Corporate Social Responsibility (CSR) Between Ethics and Profits,” (Course coordinator with Steen Vallentin and Mette Morsing), CBS, Oct 2006. (Overall evaluation of the course: 4,5; Faculty Evaluation: 4,8).

### **Presentations at Academic Conferences**

As part of his research work Kai has presented papers at numerous *conferences and academic workshops* including the Academy of Management Conference (Philadelphia 2007, New Orleans 2004, Seattle 2003), Egos (Amsterdam 2008), the European Academy of Management (Oslo 2006), the International Social Entrepreneurship Research Conference (Barcelona 2005, New York 2006, Manila 2006, Copenhagen 2007), the Conference Board (Zurich 2004), the European Academy of Business in Society (Warsaw 2005, Ghent 2004, Copenhagen 2003), the Greening of Industry Network (Göteborg 2002 and Bangkok 2001), the EPA Workshop on Capital Markets and Environmental Performance (Laguna Beach 2002), the Towards Sustainable Product Design Conference (London 2002), the Business Strategy and the Environment Conference (Leeds 2001 and 2000), the Conference on Industrial Ecology (Troyes 1999).

### **Languages and Interests**

A German national, Kai is a native speaker in German, and fluent in English and French. He enjoys outdoor activities, likes travelling and is fond of encountering new cultures.

### **Family**

Kai is married to Dr. Liana Razmerita-Hockerts, Assistant Professor in Information Systems, Copenhagen Business School. Their son Karl Constantin was born in September 2006.

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## ***List of Publications***

(Cited a total of 331 times according to [Google Scholar](#))

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### **Journal Articles** (Cited a total of 171 times according to Google Scholar)

1. "Managerial mindsets and performance measurement systems of CSR-related intangibles," *Measuring Business Excellence* 12(2): 51-67, 2008. (with Christiana Parisi)
2. "Desafiando el cambio social, Hacia una teoría evolutiva de las iniciativas emprendedoras sociales", *Iniciativa Emprendedora*. J. Mair. Edición especial, 'Iniciativa emprendedora social: la empresa al servicio de los excluidos'. No. 48: 57-68, Jul-Sept 2005.
3. "Communicating Corporate Responsibility to Investors, The Changing Role of the Investor Relations Function," *Journal of Business Ethics*, Vol 52: 85– 98, 2004. (with Lance Moir) (Cited 15 times according to [Google Scholar](#).)
4. "Beyond the Business Case for Corporate Sustainability", *Business Strategy and The Environment*, 11(2): 130-141, 2002 (with Thomas Dyllick). (Cited 140 times according to [Google Scholar](#); Third most cited article ever published by this journal.)
5. "The Sustainability Radar - A Tool for the Innovation of Sustainable Products and Services". In: *Greener Management International* (25): 29-49, 1999. (Cited 14 times according to [Google Scholar](#).)
6. "Ökologie und Wettbewerbsfähigkeit". Interview in: *Unternehmen und Umwelt*, 12, (3), 1999: 20-21. (with Thomas Dyllick).
7. "EIME - Ein neues Instrument zur Bewertung der Umweltverträglichkeit." In: *UmweltWirtschaftsForum (UWF)*, Vol. 5, No. 4, 1997, Heidelberg. (Cited 1 time according to [Google Scholar](#).)
8. "Servicekonzepte als Element einer ökologisch effizienten Kreislaufwirtschaft". In: *UmweltWirtschaftsForum*, Vol 2(7&8), 1994. (with M. Moeller, A. Petmecky, and P. Axt). (Cited 1 time according to [Google Scholar](#).)
9. "Dienstleistungen und intelligente Produkte - Kreislaufwirtschaft statt Abfallwirtschaft." In: *GAIA - Ecological Perspectives for Science and Society*, Vol. 2, No. 3, May 1993 , pp. 183-183.

### **Current Work in Progress**

10. "Property Rights as a Predictor for the Eco-Efficiency Of Product-Service Systems," cbsCSR Working Paper 01-2008, Frederiksberg: Copenhagen Business School.
11. "Managerial Perceptions of the Business Case for Corporate Social Responsibility," cbsCSR Working Paper 03-2007, Frederiksberg: Copenhagen Business School.

### **Books** (Cited a total of 45 times according to Google Scholar)

12. "International Perspectives on Social Entrepreneurship", edited together with J. Mair and J. Robertson: Palgrave MacMillan, forthcoming.

13. "Social Entrepreneurship", edited together with J. Mair and J. Robertson: Palgrave MacMillan, 2006. (Featured on EURAM Track for "Most Promising Forthcoming Management Books" at Oslo in May 2006) (Cited 10 times according to [Google Scholar](#).)
14. "Sustainability Innovations, Ecological and Social Entrepreneurship and the Management of Antagonistic Assets." Ph.D. Thesis University St. Gallen, Difo-Druck, Bamberg, 2003. (Cited 16 times according to [Google Scholar](#).)
15. "Kreislaufwirtschaft statt Abfallwirtschaft, Optimierte Nutzung und Einsparung von Ressourcen durch Öko-Leasing und Servicekonzepte." (with Arnd Petmecky, Stefan Seuring, Ralf Schweitzer, Sven Hauch, eds.) Universitätsverlag, Ulm. 2nd edition: 1995. (Zitiert als Referenzwerk unter dem Stichwort "Abfallwirtschaft" in der Brockhaus Enzyklopädie, 1<sup>ter</sup> Band A-AP, 20. Auflage, 1996, Seite 38). (Cited 17+1+1 times according to [Google Scholar](#).)

**Book Chapters** (Cited a total of 42 times according to Google Scholar)

16. "Social Entrepreneurship" and "Competitive Advantage". In: W. Visser and D. Matten (eds): *A-Z in Corporate Social Responsibility*, ICCA, Frankfurt, 2007.
17. "Mobility Car Sharing: From Ecopreneurial Start-up to Commercial Venture", in: Jost Hamschmidt (ed): *Case Studies in Sustainability Management and Strategy: The Oikos Collection*, Greenleaf Publishing, Sheffield, 2007.
18. "Investor Relations and CSR Communication, Conversing with the Forgotten Stakeholder". In: M. Morsing, & S. Beckmann (Eds.), *Strategic CSR Communication*. Copenhagen, 2006.
19. "Entrepreneurial Opportunity in Social Purpose Business Ventures". In J. Mair, J. Robertson, & K. N. Hockerts (Eds.), *Social Entrepreneurship*, Vol. 1: Palgrave MacMillan, 2006. (Cited 3 times according to [Google Scholar](#))
20. "Turning Fair Trade into a Social Entrepreneurial Success Story", In F. Perrini (Ed.), *The New Social Entrepreneurship, What Awaits Social Entrepreneurial Ventures*: Edward Elgar, 2006.
21. "Nachhaltigkeitsstrategien umsetzen mit einer Sustainability Balanced Scorecard". (with Ulrich Gminder, Thomas Bieker and Thomas Dyllick). In: Stefan Schaltegger and Thomas Dyllick (eds), *Nachhaltig managen mit der Balanced Scorecard*, Gabler, Wiesbaden, 2002. (Cited 6 times according to [Google Scholar](#))
22. "Nachhaltige Balanced Scorecard, Beispiele aus Literatur und Praxis" (with Francesco Zingales). In: Stefan Schaltegger and Thomas Dyllick (eds), *Nachhaltig managen mit der Balanced Scorecard*, Gabler, Wiesbaden, 2002. (Cited 2 times according to [Google Scholar](#))
23. "Innovation of Eco-efficient Services, Increasing Business-Ecological Efficiency of Products and Services". In: Martin Charter and Michael J. Polonsky: *Greener Marketing*, 2nd ed., Greenleaf, Sheffield, pp. 95-108, 1999. (Cited 9+15 times according to [Google Scholar](#))
24. "Vom Dienstleistungsmanagement zum Management der Verfügungsrechte." In: Ökonomie & Ökologie Team (ed.): *Arbeit und Umwelt, Gegensatz oder Partnerschaft?* P. Lang, Frankfurt, 1998. (Cited 5 times according to [Google Scholar](#))
25. „Beyond Life Cycle Assessment, An Integrative Design for Environment Approach for the Automotive Industry". In Society of Automotive Engineers (Ed.), SAE Transactions, Vol. 107: 2300-2304: SAE International, 1998. (with Adda, S., Teulon, H., Dowdell, D., Kirkpatrick, N., & Aumonier)
26. "Servicekonzepte, Wege aus der Abfallwirtschaftsmisere". In: H. Hamscher and A. Schöbel (eds.): *Nahverkehr und Abfallwirtschaft im kommunalen Umfeld*, Shaker Verlag, 1995.

27. "Environmental Communications at Henkel". In: Workbook of the European Partners for the Environment (with J. Newig, & R. Schweitzer), 1994.
28. "Servicekonzepte als Element einer öko-effizienten Kreislaufwirtschaft". In Hockerts et al. (Eds.), Kreislaufwirtschaft statt Abfallwirtschaft: 3-14. Ulm: Universitätsverlag, 1994. (with Petmecky, Hauch, & Seuring) (Cited 1 time according to [Google Scholar](#))

**Conference Papers** (Cited a total of 34 times according to Google Scholar)

29. "Perceptions of the Business Case for Corporate Social Responsibility." Academy of Management, 6-9 August 2007, Philadelphia.
30. "Advantages and Challenges of Working with the Corporate Sector." International Workshop on Social Entrepreneurship in Asia, 6-8 July 2006, Asian Institute of Management (AIM), Manila (Philippines).
31. "Understanding the Business Case for Corporate Social Responsibility." European Academy of Management (EURAM), 17-19 May 2006, Oslo.
32. "Between Not-for-profit Management and Corporate Social Responsibility: Is there a Need for Social Entrepreneurship as a New Research Field?", International Social Entrepreneurship Research Conference (ISERC), 7-8 April 2006, NYU Stern, New York.
33. "Corporate Sustainability and Competitive Advantage, An Investor Relations Perspective." 4<sup>th</sup> EABIS Colloquium, 5-6 December 2005, Warsaw.
34. "Bootstrapping Social Change, Towards an Evolutionary Theory of Social Entrepreneurship." 1<sup>st</sup> International Social Entrepreneurship Research Conference (ISERC), 22-23 April 2005, IESE, Barcelona.
35. "Social Entrepreneurship and Management." European Academy of Business in Society, 27-28 September 2004 Ghent (B).
36. "Blending Public Good and Commercial Success." Academy of Management, SIM Division, 9-11 August 2004, New Orleans (US).
37. "Social Entrepreneurship and the Management of Antagonistic Assets." Babson Kauffman Entrepreneurship Research Conference (BKERC), 3-5 June 2004, Glasgow (UK).
38. "A Process Model for Social Entrepreneurship." European Academy of Business in Society, 19-20 September 2003 Copenhagen (DK).
39. "Property Rights as a Predictor for the Eco-Efficiency of Product-Service Systems." Academy of Management, ONE Interest Group, 3-5 August 2003, Seattle (US).
40. "Managing Antagonistic Assets, Deliberate Resource Misfit as a Dynamic Capability." Academy of Management, BPS Division, 3-5 August 2003, Seattle (US).
41. "The Balanced Scorecard – A Tool to Manage Social Sustainability?" In: Proceedings of the Greening of Industry Network Conference, June 2002, Göteborg. (with A O'Rourke) (Cited 1 time according to [Google Scholar](#).)
42. "Towards a theory of sustainable product service systems—what are the dependent and independent variables?" Presented at the INSEAD-CMER Research Workshop 'Sustainable Product Service Systems, 2002. (with N Weaver) (cited 1 time according to [Google Scholar](#))
43. "Towards a Sustainability Balanced Scorecard – Linking Environmental and Social Sustainability to Business Strategy", In: Conference Proceedings of 10<sup>th</sup> Business Strategy and the Environment Conference, Leeds, 2001 (with T Bieker, T Dyllick, and CU Gminder). (Cited 10 time according to [Google Scholar](#).)

44. "A Strategic Framework for Corporate Sustainability: From Social Responsibility to Social Productivity." In: Conference Proceedings of 10<sup>th</sup> Business Strategy and the Environment Conference, Leeds, September, 2001.
45. "Towards a better understanding of the correlation between corporate environmental sustainability and financial performance." (with V. Berchicci & M. Wagner) In: Proceedings of the 10th Business Strategy and the Environment Conference, Leeds, September, 2001. (Cited 3 times according to [Google Scholar](#).)
46. "Corporate Sustainability Management — Towards Controlling Corporate Ecological and Social Sustainability", In: Proceedings of the Greening of Industry Network Conference, 21-24 January 2001, Bangkok. (Cited 7 times according to [Google Scholar](#).)
47. "What Does Corporate Sustainability Actually Mean from a Business Strategy Point of View?" Presented at the oikos Virtual Campus, 2001. (Cited 4+1+1 times according to [Google Scholar](#).)
48. Systematic Management of Corporate Resources as a Key to Successful Eco-Innovations. In: *Proceedings of the Business Strategy and the Environment Conference*, 18-19 August 2000, Leeds. (with Arnt Meyer) (Cited 1 time according to [Google Scholar](#).)
49. "Implementation of 'Design for Environment Software' in the Electronics Industry". Proceedings of the 2<sup>nd</sup> Symposium on Eco-Efficient Concepts for the Electronics Industry, 16-19 Nov '98, Vienna (with Stephanie Adda and Pascale Jean.)
50. "Report of the Second Antwerp Eco-Efficiency Workshop", March 1995, Antwerp. (With Robert U. Ayres and Peter Flückiger)
51. "Conceptualisation of Eco-efficient Services." Eco-Efficiency Workshop, Wuppertal Institut (with Ph. Axt, Sven Hauch, Arnd Petmecky), 1995. (Cited 3 times according to [Google Scholar](#).)
52. "Environmental Performance of Major Chemical Companies". Global Change Conference Proceedings, presented at the Global Change Institute on "Industrial Ecology and Global Change", RMI, Snowmass, Colorado, 20-31 July 1992 (with Michael Braungart, and Mark Brown).

**Research Reports** (Cited a total of 40 times according to Google Scholar)

53. "Understanding and Responding to Societal Demands on Corporate Social Responsibility" (RESPONSE Preliminary Findings), Fontainebleau: INSEAD, 2007.
54. "Corporate Responsibility and the Role of Investor Relations, From Switchboard to Catalyst". CSR Europe, Brussels (with Adeline Hinderer, Sunita Leng, and Anastasia O'Rourke) 2003.
55. "Balanced Scorecard and sustainability. State of the art review." Fontainebleau: Insead, Center for the management of environmental resources, 2002. (with Zingales and O'Rourke) (Cited 6 times according to [Google Scholar](#).)
56. "Management unternehmerischer Nachhaltigkeit mit einer Sustainability Balanced Scorecard - Forschungsmethodische Grundlagen und erste Konzepte," (with Bieker, Thomas; Dyllick, Thomas; and Gminder, Carl-Ulrich) , IWÖ-HSG Diskussionsbeitrag Nr. 094, St. Gallen, 2001. (Cited 10 times according to [Google Scholar](#).)
57. "Vers une meilleure compréhension de la corrélation entre performance environnementale et performance financière. (with V. Berchicci, C Gilles, & D Koehler, INSEAD, Fontainebleau, 2001) (Cited 3 times according to [Google Scholar](#).)
58. "Prozesskostenoptimierung durch integriertes Ressourcenmanagement - Umweltmanagementsoftware in der Kostenrechnung am Beispiel SAP R/3", Diskussionspapier Nr. 74, IWÖ-HSG,

- St. Gallen. (with Jost Hamschmidt and Thomas Dyllick, eds.) 1999. (Cited 1+1 time according to [Google Scholar](#).)
59. “The SusTainAbility Radar (STAR\*), A Step towards Corporate Sustainability Accounting. The New Economics Foundation, London, 1996. (Cited 6 time according to [Google Scholar](#).)
60. “Konzeptualisierung ökologischer Dienstleistungen.“ Institut für Wirtschaft und Ökologie, Diskussionspapier Nr. 29, St. Gallen, 1995. (Cited 6+4+1 times according to [Google Scholar](#).)
61. „Ökologische Dienstleistungskonzepte. Marktendogene Ansätze zur Erhöhung der wirtschaftsökologischen Effizienz“, unveröffentlichte Diplomarbeit, Uni Bayreuth, 1994. (Cited 1 time according to [Google Scholar](#).)
62. Hockerts, K., Geissler, F., Petmecky, A., & Seuring, S. 1993. Zwischenbericht zur Sommerfachtagung: Kreislaufwirtschaft statt Abfallwirtschaft - Servicekonzepte und Öko-Leasing in der Praxis. Bayreuth: Bayreuther Initiative für Wirtschaftsökologie. (Cited 1 time according to [Google Scholar](#).)

#### **Teaching Cases** (Cited a total of 2 time according to Google Scholar)

63. “Strategic Philanthropy - The Randstad/VSO Partnership,” Case A+B+C and Teaching Note, Fontainebleau: INSEAD, 2004.
64. “Mobility Car-Sharing – From Eco-preneurial Start up to Commercial Venture,” Case A+B+C+D and Teaching Note, Fontainebleau: INSEAD, 2004. (Cited 1+1 times according to [Google Scholar](#).)
65. “The Fair Trade Story,” Case A+B+C+D and teaching Note, Fontainebleau: INSEAD, 2004.

#### **Online Publications**

66. “The Nation of Social Innovation,” *KForum*, 20 February 2008, Copenhagen: Kommunikationsforum A/S. (<http://www.kommunikationsforum.dk/default.asp?id=8>)

#### **Mentioned in Newsmedia**

67. Cited in an article on CSR by Lasse Lavrsen “Verden reddes ikke af ånd eller politik - men af kapitalisme,” in the Danish daily newspaper *Information*, 9 February 2008. (<http://www.information.dk/154526>)
68. Cited in an article on humanitarian organizations by Sune Aagrad “Verdens problemer som vækstmarked,” in Danish daily newspaper *Borsen*, 9 January 2008. (<http://www.taniaellis.dk/bilag/Verdens%20problemer%20som%20vaekstmarked.pdf>)