University of St.Gallen
Institute of Technology Management

Est. 2014
Sustainability Innovation Lab
ITEM-HSG, University of St.Gallen

Welcome to the

Sustainability Innovation Lab

at the Institute of Technology Management,

University of St. Gallen

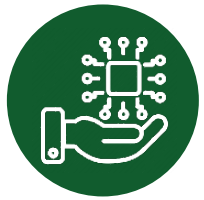
August 2025

From insight to impact.

The Sustainability Innovation Lab (SIL) tackles key challenges in today's business landscape.

Sustainable business models and **business model innovation**

Growing sustainable technologies and technology projects (**scaling** / **replication**)



Management of **public-private partnerships** and **stakeholder engagement**

Management of **platforms** and **ecosystems**

Management of digital technologies for greater sustainability (**digital sustainability**)

Why you might want to collaborate with us.

Institutional environment

SIL is embedded in a leading institute of a top European business school.

Methodological expertise

SIL uses well received methods, some of which were developed in-house (e.g., Business Model Navigator).

Track record of successful projects

Long-standing and recurring collaborations are an indicator of the value that we add for our partners.

Team

SIL consists of a highly experienced team with excellent credentials.

Large, multi-disciplinary research network

Its active involvement in massive national and international consortia provides SIL with easy access to complementary scientific knowledge.

SIL's institutional environment.

University of St. Gallen (HSG)

- Dual emphasis on **academic excellence** and **practical relevance** (impactful research)
- **#1 public university** and **#6 overall** among European Business Schools (Financial Times ranking)
- **#1 master's in management** program globally (2011-2022, 2024), (Financial Times ranking)
- **Highest percentage of third-party funding** among Swiss universities

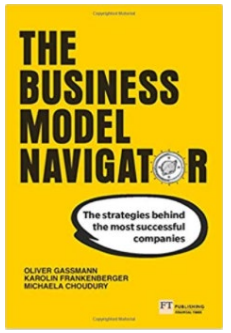
Institute of Technology Management (ITEM-HSG)

- More than **20 years of experience** (industry-induced research with strong focus on practical usability of project/ research outcomes)
- **5 divisions** (Entrepreneurship, Innovation Management, Production Management, Information Management, and Operations Management)
- **About 100 employees** (incl. 8 Professors and 30 Research Associates)
- High number of repeated collaborations indicating **high satisfaction and value-added** of working with us on the part of our partners

SIL leverages a mix of proven and innovative methods. Here are some examples.

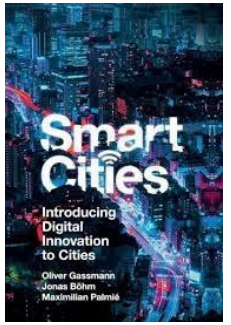
Business Model Navigator

- Originally **developed in 2012 at ITEM-HSG** under the leadership of our chairman, Prof. Dr. Oliver Gassmann, with support from the Swiss National Science Foundation
- **Management tool** for the entire business model innovation process, including ideation, business model elaboration, and validation
- Very **well received** internationally, translated into more than a dozen languages
- Successfully applied by countless companies such as BASF and Bosch



Smart City Management Model

- Provides **frame of reference** for transformation projects in cities
- Developed in collaboration with **lighthouse smart cities** such as Vienna, Munich, or Toronto



Platform Business Navigator

- Applies the proven logic of the Business Model Navigator to the **platform economy**
- Provides discernible patterns in platform business models and offers companies a **systematic approach** for developing and implementing their own platform business models

SIL is heavily engaged in prominent research and application-oriented projects (selection, 1/2).

Accelerate Positive Clean Energy Districts (ASCEND)

- Part of the Horizon Europe Program funded by the European Union
- Facilitates the implementation of Positive Energy Districts (PEDs) in eight cities across Europe
- Considers solutions related to ICT tools, energy communities, mobility and freight, refurbishment, citizen involvement, and urban development
- Timeframe: 2023 – 2027
- SIL focuses on **business models that support the financial viability of PED solutions**

ASCEND

Funded by the European Union

Co-Evolution and Coordinated Simulation of the Swiss Energy System and Swiss Society (SWEET CoSi)

- Part of the SWEET Program funded by the Swiss Federal Office of Energy
- Extends model- and simulation-based assessments of Switzerland's energy future with insights from social sciences and humanities
- Timeframe: 2023 – 2032
- SIL leads the work package "**Firms and Communities**", focusing on how the inherent resource power of organized collectives can be mobilized for a successful energy transition

sweet swiss energy research for the energy transition

CoSi

SIL is heavily engaged in prominent research and application-oriented projects (selection, 2/2).

Scaling Smart City Projects (SPICE)

- Part of the National Research Program 77 on “Digital Transformation” funded by the Swiss National Science Foundation
- Moves smart city initiatives from individual pilot projects toward replication and scaling
- Timeframe: 2020 – 2024
- SIL focuses on **business models that support scaling of smart city solutions**

77 NFP Digitale Transformation Nationales Forschungsprogramm

FNSNF Swiss National Science Foundation

Swiss Seasonal Thermal Energy Storage (SwissSTES)

- Part of the Flagship Initiative funded by the Swiss Innovation Agency (Innosuisse)
- Explores the possibility of implementing STES in Switzerland and proposes an action plan
- Timeframe: 2024 – 2027
- SIL focuses on **business models that support the financial viability of STES solutions**

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Innosuisse - Swiss Innovation Agency

In addition to publicly financed projects, SIL and ITEM-HSG successfully engage in bilateral projects with industry partners (selection).

Bosch IoT Lab

- A large research unit placed at ITEM-HSG funded by Robert Bosch GmbH
- Explores the potential of the **Internet of Things (IoT), machine learning,** and **blockchain** to develop and validate disruptive solutions in the domains of mobility, health and energy
- Timeframe: 2012 - ongoing
- SIL and its sister unit work together on a case-by-case basis

Bosch IoT Lab

Siemens

- Siemens is another recurring industry partner of ours, collaborating on several occasions with us over the last couple of years
- Projects revolve around business models for **digital industries, smart infrastructures**, and the management of **digital platforms**
- Timeframe: 2018 – ongoing

SIEMENS

Leverage our expertise on your journey to greater sustainability!

Chairman ITEM-HSG

Prof. Dr. Oliver Gassmann

Topics: Business Model Innovation, Open Innovation, Innovation Patterns, Technology Strategy

Experience: Board Member of Weidmann Holding AG, Hoffmann Neopac AG, and Zühlke Group

Director SIL

Prof. Dr. Maximilian Palmié

Topics: Commercialization of Sustainable Technologies, Digital Sustainability, Stakeholder Involvement

Experience: Lead of Sections "Firms and Communities" and "Energy, Innovation, Management" in Two National Energy Research Consortia

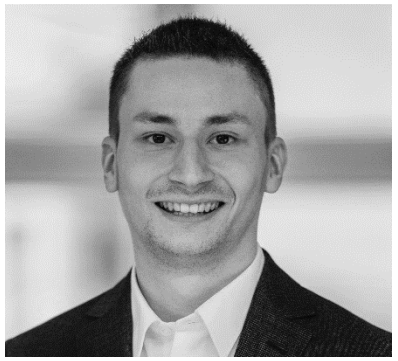
Ph.D. Candidate

Selina Lorenz

Topics: Business Model Innovation, Public-Private Collaboration, Energy Markets

Experience: Corporate Business Development Manager and Project Manager for the ASCEND Project (Horizon Europe)

Ph.D. Candidate



Philip Rodak

Topics: Business Model Innovation, Energy transition, renewable energy

Experience: Strategy consulting (Oliver Wyman and L.E.K.), Sustainability consulting (Deloitte)

Project Manager

Dr. Monica Barroso

Topics: Sustainable Business Models, Smart Cities, Decarbonization, Sustainable Leadership, Stakeholder and Ecosystems Management

Experience: Organizational, Sustainability, Multi-Stakeholder and Leadership Consulting, Executive and Team Coaching

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We are looking forward to the journey with you!

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