

IBS 3MT Competition 2026

Roundtables Programme



English for International Business Studies
Faculty of Business Administration and Economics
19th and 20th June at Paderborn University

Special thanks to
Universitätsgesellschaft Paderborn
for their sponsorship of this year's
winners and finalists prizes.

5 Jahre
IBS 3MT



VEREIN DER FREUNDE UND FÖRDERER
DER UNIVERSITÄT PADERBORN E.V.



IBS 3MT Competition 2026 Organisation: IBS English Team



Rachel Lindner



Bridgette DeCot



Amy Ziemniak

Universal password for expert submissions (3MT videos + exposés):
3MTcompetition

Roundtables Programme



Friday 19th June

Participants must join round table session rooms **TEN MINUTES** before they are due to start.

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*RT 4C runs until 16:35



Saturday 20th June

Participants must join round table session rooms **TEN MINUTES** before they are due to start.

Roundtable Sessions

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Roundtable 1A: Taxation, Accounting and Finance I

09:30 – 10:50, 19th June, Q1.101

Chairpersons
Shamsa Kanwal Sharif; Shireen Mostafa

Aleyna Senanur Günes

<https://uni-paderborn.sciebo.de/s/9DYWXtw8FNCbMDt>

Scrolling into debt: Why financial literacy fails to prevent doom spending among Generation Z

Impulse buying is on the rise on social media and serves as a coping mechanism for anxiety and emotional distress caused by “doom scrolling”—the compulsive consumption of negative social media content. This phenomenon is known as “doom spending” and is becoming increasingly prevalent, particularly among Generation Z. What makes this topic academically significant is a counterintuitive finding: doom spending also occurs among financially literate individuals when they are exposed to negative content on social media. This suggests that the problem lies not in knowledge, but in emotional conditioning. My research question is: to what extent does emotional dysregulation render financial literacy ineffective in preventing doom spending among Generation Z? My 3MT contribution will challenge the assumption that financial education alone is sufficient to protect Generation Z from emotionally driven spending and will examine the psychological conditions under which financial knowledge loses its protective effect.

Joel Elisha Kießling

<https://uni-paderborn.sciebo.de/s/62QXEgbdqKkCfXr>

Mental Accounting and online spending habits: The impact of frictionless digital payments

Imagine having a monthly budget but consistently overspending without knowing where the money went. For many consumers, this common reality is increasingly driven by the psychological effects of frictionless digital transactions rather than a simple lack of discipline. While traditional cash transactions create a tangible “pain of paying”, modern online payment methods alter the way the human mind categorizes and values wealth. My research, centered in the field of Behavioral Finance, investigates the extent to which the theory of Mental Accounting explains online spending habits. Specifically, I analyze how instant digital checkout options and “Buy Now, Pay Later” services lower cognitive barriers, distort perceptions of balance, and bypass traditional financial self-regulation. By shedding light on the subconscious processes behind online purchases, my research aims to help individuals recognize their own mental accounting biases, ultimately enabling them to make more intentional and sustainable financial choices.

Jule Seifert

<https://uni-paderborn.sciebo.de/s/4FA4ytFAWHESXRy>

Irrational decisions: The impact of loss aversion and overconfidence on retail investor behaviour in financial markets

Classical financial theory assumes that investors act rationally, yet empirical evidence consistently demonstrates otherwise. Behavioural finance, a subfield of financial economics, shows that individual investors systematically deviate from this ideal in predictable and costly ways. This is particularly significant given the growing number of non-professional individuals participating in equity markets without access to guidance or risk management tools. Two biases stand out in this context: loss aversion, the tendency to feel losses far more acutely than equivalent gains, and overconfidence, the tendency to overestimate one's own financial judgement. Together, they cause investors to retain underperforming assets for too long, sell profitable ones too soon, and trade more frequently than is financially sensible. My research investigates how the interaction between loss aversion and overconfidence shapes retail investor decision-making and affects their financial outcomes. Since these patterns affect anyone who invests, greater awareness of them could improve both financial decision-making and investor education.



Patrick Domdai

<https://uni-paderborn.sciebo.de/s/rTfQX7N3oS7zyGB>

Introducing the digital euro: A threat to German banks savings model?

My research addresses the impact of the digital Euro on German banks savings model and their customers. The idea of the digital Euro is not new, Sweden is the global leader in digital transactions and with Germany being the biggest economy in Europe, you would expect to meet digitalization everywhere. In reality, it is quite the opposite, almost 60 % of transactions, both goods and services, have been made in cash as of 2023 according to Bundesbank. Furthermore, there are still a lot of places in Germany that deny digital payments, which is contradictory to being an economic leader. I want to analyze the effects of Germany going digital regarding financial transactions and if the digital Euro will be a threat to German banks savings model, since one of their main sources of income is through interest from loans, which could be available everywhere after establishing the digital Euro in Europe's biggest economy.

Sofia Europa Descalzo Fankhauser

<https://uni-paderborn.sciebo.de/s/B24m57H24iBxTR9>

Why customers stay: The paradox of retention without trust in retail banking

Despite repeated banking scandals and fraud incidents, customer retention in retail banking often remains stable even when public trust declines. Existing research has examined customer recovery and retention after financial misconduct, yet the relationship between continued retention and restored trust remains unclear. In my research, I investigate why customers remain with banks despite diminished confidence in the institution following scandals and fraud cases. I argue that customer retention and trust restoration should be understood as distinct outcomes. Customers may remain not because trust has been rebuilt, but because of switching costs, dependence on integrated financial services and the practical difficulty of changing banks. Furthermore, banks and customers may define recovery differently, creating a disconnect between operational recovery and perceived trust repair. My research therefore challenges the assumption that stable customer retention necessarily reflects restored trust after banking scandals.

Souhaila Albagori

<https://uni-paderborn.sciebo.de/s/CHDoTJBq8QKHD2X>

The AI paradox: Why smarter banking does not mean safer banking

Commercial banks are among the most data-intensive institutions in the modern economy, making them prime targets for cybersecurity threats. Today, artificial intelligence manages much of that data on our behalf. Despite AI's promise to make financial systems smarter and safer, cybersecurity incidents and data security concerns are not declining; they are growing. My research analyses why this paradox exists, examining how AI systems built and operated in commercial banks handle massive amounts of personal and financial data in ways that create new risks existing security measures were never designed to handle. My key argument is that AI is not simply a solution to security challenges, it is an active contributor to them. In my 3MT contribution, I will discuss that security concerns are rising because AI creates a tension between the data it demands, the risks this generates, and the regulatory boundaries banks must respect, showing the audience that this tension affects not only banks, but every customer who trusts a bank with their data.



Roundtable 1B: Human Resources I

09:30 – 10:50, 19th June, room Q1.203

Chairpersons
Alisha Marie Sela Seidel; Helin Muhamad

Erika Caitlin Romero

<https://uni-paderborn.sciebo.de/s/SqMYojryNfrDokN>

The objectivity myth: Aligning AI-driven HRM with sustainable gender equity

While the implementation of AI tools in human resource management (HRM) has proven highly efficient in navigating large quantities of applications, managers must question the “black box” nature of the AI’s evaluation of candidates and be aware of potential trade-offs between efficiency and fairness. For instance, by training on historical datasets, the operating tools adopt and perpetuate gendered inequalities. This is demonstrated by disproportionately devaluing traditionally feminine-coded language and content in resumes during the applicants’ screening period. Crucially, this narrows the talent pool and undermines long-term workplace diversity. Should organisations continue to use AI without human supervision or defined accountability, they risk violating anti-discrimination standards by sustaining a discriminatory recruitment cycle that is not compatible with contemporary sensitivities and ethical frameworks. This issue is often disregarded by a widespread public trust in technological neutrality over human prejudices despite my research exposing the discrepancies in that assumption. My competition contribution examines to what extent an AI-driven HRM system can be consistent with sustainable, gender-equitable practices.

Felicia Adriana Olariu

<https://uni-paderborn.sciebo.de/s/Pry3mQtiDNmHjzZ>

Artificial intelligence in resume screening: A market failure with economic consequences

My research questions whether biased AI in Human Resources is a technical failure that ultimately harms the job market and therefore the economy. The global job market is going through a transformation at structural level driven by the insertion of AI in the job application process, which promises efficiency but risks overseeing potential. Algorithmic bias is being perceived as a social justice issue rather than a market failure. My research analyses the extent to which AI-driven resume screening misallocates human capital and negatively impacts firm-level innovation and overall labor market efficiency. My competition contribution will analyse how AI filter mechanisms based on historical data leads to false negatives for qualified candidates, thereby giving the audience insights into how diverse talent is rejected not due to a lack of skill, but due to proxy variable bias and highlighting the hidden economic costs of current algorithmic rigidity.

Lukas Maximilian Hanke

<https://uni-paderborn.sciebo.de/s/Bmw5a979WmoTbCM>

Artificial Intelligence and employee motivation: The role of autonomy and technological dependency

My research investigates the growing integration of artificial intelligence (AI) in modern work environments with a focus on its impact on employee autonomy and motivation. With the further development of AI, the tasks of employees have changed significantly, bringing both practical benefits and considerable consequences. As organizations increasingly adopt AI-powered systems to optimize efficiency and decision-making processes, concerns emerge that employees may gradually lose a sense of control over their own work and grow reliant on AI technologies. Despite AI’s capability to automate routine tasks and simplify workflows, it may also reduce the perceived significance of work and employee autonomy. This research investigates how changes in autonomy and the dependency on extrinsic systems translate into employee motivation by drawing on the Self-Determination Theory. My competition contribution centers on the evolving dynamics of AI integration within organizations and adds to the broader discourse on the relationship between technology and sustainable work design, highlighting the importance of safeguarding employee motivation.



Melisa Olgun

<https://uni-paderborn.sciebo.de/s/jkWxyebMRnQczqH>

Human and AI-generated performance feedback in technology companies: Effects on employee trust and behavioural responses

My research examines how performance feedback generated by human managers or artificial intelligence influences employee trust and behavioural responses in technology companies. As organisations increasingly rely on AI systems to assess employee performance and provide feedback, questions arise regarding how employees perceive and respond to different feedback sources. Building on research into algorithm aversion, algorithm appreciation and trust in automation, my research explores how trust develops depending on whether feedback originates from a human manager or an AI system. It also investigates how different forms of feedback, including qualitative behavioural evaluations and quantitative performance indicators, influence perceived credibility and acceptance. Focusing on technology-driven organisations where AI adoption is advanced, the research highlights that trust in performance feedback is shaped not only by accuracy, but also by perceived source and feedback characteristics. These dynamics influence how employees respond to AI-generated feedback in modern workplaces.

Mia Stelbrink

<https://uni-paderborn.sciebo.de/s/QALMeGXLLM7QiFk>

When algorithms do not explain themselves: Applicant trust in AI-based recruitment

Artificial Intelligence (AI) is increasingly adopted in hiring with organizations citing greater efficiency and reduced bias as central advantages. However, many applicants still feel that AI-based recruitment processes are unfair or untrustworthy, even though AI systems are often sold as being technically fair. Since AI mechanisms, unlike humans, rarely provide full insight into their decisions, applicants are often unable to completely understand them. This lack of transparency could negatively influence applicants' perceptions of procedural fairness, as well as their trust in both the recruitment process and potential employers. Thus, applicants' willingness to engage with or apply to an organization may be affected. My research explores to which extent the lack of transparency can affect applicants' trust in the hiring process, contributing to the discussion surrounding procedural fairness and algorithmic decision-making in AI-based recruitment. The audience should gain insight into how transparency shapes applicants' trust and perceptions of fairness in AI-driven recruitment.

Selin Yakici

<https://uni-paderborn.sciebo.de/s/2dbW9pciYqtiBEz>

Beyond translation: Human connection in AI-driven global virtual teams

Artificial Intelligence is transforming how multicultural virtual teams communicate and collaborate, especially since the COVID-19 pandemic accelerated the shift toward remote work. Organizations increasingly use AI-powered communication tools to instantly translate messages, summarize meetings, and support decision-making processes among employees from diverse cultural backgrounds. These technologies support collaboration and improve the effectiveness of global virtual team projects by enabling faster coordination. However, communication in virtual workplaces is becoming less personal as informal conversations and spontaneous social interactions are reduced. Drawing on Social Capital Theory, my research project examines whether AI-supported communication can enhance efficiency in multicultural virtual teams without undermining interpersonal relationships, team cohesion, and long-term project success. In my 3MT contribution, I examine how AI-driven communication influences intercultural understanding, team dynamics, and relationship-building in virtual teams. I argue that although AI improves digital efficiency, sustainable project success still depends on human connection, trust, and intercultural understanding.



Roundtable 1C: Consumer Ethics

09:30 – 10:50, 19th June, room Q2.101

Chairpersons
Shahd Al-Hakami; Yara Antonia Kirwald

Carolina Husemann

<https://uni-paderborn.sciebo.de/s/Ze88HConiPELDMo>

Perfectly imperfect: Factors influencing the purchase intention of suboptimal food

Imagine yourself standing in front of the vegetable section in your favourite supermarket. You have the choice between perfect carrots and blemished ones. Which one would you choose? Globally, 1.3 billion tons of food are wasted annually. A significant part of this alarming number consists of suboptimal food (SF). The responsibility lies with us, the consumers. Even though consumers are increasingly aware of food waste, they still do not act. I address this paradox in my research by investigating to what extent imperfection types and consumer risk-taking influence purchase intentions. More specifically, I focus on two forms of imperfection, abnormal appearance and nearing expiration dates, moderated by consumer risk-taking. My competition contribution explores specific reasons why we still tend to reject imperfect but edible food. By understanding these psychological barriers, my research reveals that reducing food waste may be less about enhancing awareness and more about analysing consumer mindsets.

Clair Kaiser

<https://uni-paderborn.sciebo.de/s/B7FpeSBo3oLNPCK>

The effectiveness of sustainability labels in consumer purchasing decisions

Every time you go into a grocery store, it is almost impossible not to notice sustainability labels such as “fair trade”. They are intended to encourage consumers to make more sustainable purchasing decisions, but at the same time these products tend to be more expensive than conventional alternatives, which can influence actual consumer behaviour despite many consumers’ positive attitudes towards sustainability. This became apparent to me through ordinary grocery shopping in which sustainable products seemed appealing in principle, but less convincing once the price differences became obvious. Recent research suggests that sustainability labels can positively influence consumers’ willingness to pay, while higher prices still reduce the likelihood of sustainable purchasing decisions. This raises the question of how effective sustainability labels actually are, considering consumers’ tendency to prioritise price when shopping. My contribution will therefore focus on the relationship between sustainability labels, pricing and consumer behaviour, as well as the extent to which labels can encourage more sustainable consumption in everyday purchasing situations.

Evelyn Schwarz

<https://uni-paderborn.sciebo.de/s/aNBEPHH9ydZbBw2>

Acceptance of civil drones

The usage of civil drones is increasingly being considered for parcel delivery, medical transport, and urban mobility. But whether they are socially accepted depends on more than just their technical performance. This topic raises an important question: why do some drone applications seem more acceptable to people than others? The aim of my research is to find out how behavioural and contextual factors influence public acceptance of civil drones. It specifically looks at how people view usefulness, risk, reliability, privacy, and the purpose of drone applications. In my 3MT contribution, I will show the main factors identified in acceptance research, discuss the central findings identified in the literature, and explain why acceptance can differ across use cases. My key takeaway is that societal acceptance is not a fixed reaction to drones, but rather is shaped by public expectations, concerns, and the context in which it is used.



Noah Pichler

<https://uni-paderborn.sciebo.de/s/Dj4gspyPMaJc2bt>

The influence of sustainability label credibility on consumer purchasing behaviour in the food industry

Sustainability labels are increasingly being used on food products to provide consumers with information on environmental, social and animal welfare aspects of those products. In principle, such labels can make purchasing decisions more transparent and encourage more responsible consumption. However, existing research suggests that their influence is not automatic. Consumers react not only to the presence of a label, but also to whether they understand and trust it. This is particularly relevant in the food industry, as purchasing decisions are additionally influenced by factors such as price, habits and familiarity with the product. In my research project, I examine the extent to which the credibility of sustainability labels influences consumer trust and thereby affects purchasing behaviour. My 3MT contribution explores current research on sustainability labels, consumer trust and purchasing behaviour, with a particular focus on why credibility may determine whether sustainability labels influence consumer choices in practice.

Thabea Adam

<https://uni-paderborn.sciebo.de/s/NMYJ2wpwBfDma2x>

The guilt-discount trade-off: Investigating the mechanisms of behavioural relapse in fast-fashion consumption

Impulse buying in the fast-fashion sector frequently triggers a 'shopping hangover' a psychological state of regret known as post-purchase dissonance. My research examines whether this emotional discomfort translates into lasting conscious consumption or remains a temporary reaction. I focus on the psychological conflict between ethical guilt and the immediate reward of price discounts. By applying cognitive dissonance theory, my research reveals how marketing triggers facilitate a 'behavioural relapse' that effectively overrides a consumer's moral intentions. In my 3MT contribution, I will demonstrate how these financial incentives bypass ethical self-regulation, and argue that individual guilt is an unreliable foundation for long-term sustainability. The audience will discover that emotional regret has a distinct breaking point, meaning it quickly collapses when confronted with aggressive sales tactics. This insight highlights the specific psychological barriers that prevent young adults from maintaining sustainable habits in a discount-heavy environment.

Yurtsever Engül Sariyar

<https://uni-paderborn.sciebo.de/s/ZnyZ88niEDoQacB>

Ethical flexibility in fast fashion consumption: The role of financial constraints

Fast fashion is widely criticized for its environmental damage and poor labor conditions, yet many consumers continue to buy from these brands despite being aware of such concerns. This contradiction reflects the attitude-behavior gap, where ethical beliefs do not necessarily lead to ethical purchasing behavior. While price barriers are acknowledged as one of several obstacles to ethical consumption, their specific role remains underexplored. My research examines ethical flexibility in fast fashion consumption, with a particular focus on financial constraints. It investigates to what extent financial constraints influence consumers' willingness to overlook ethical concerns when buying fast fashion. My 3MT contribution will discuss how price barriers and limited affordability can restrict access to ethical alternatives. Rather than assuming that consumers simply lack moral concern, my research explores how ethical consumption is shaped by the economic ability to choose more ethical alternatives. The audience should therefore gain insight into why ethical intentions often fail at the point of purchase.



Roundtable 2A: Taxation, Accounting and Finance II

11:05 – 12:25, 19th June, Q1.101

Chairpersons
Cora Andrea Lachmitz; Joel Elisha Kießling

Julia Dombovski

<https://uni-paderborn.sciebo.de/s/bFraCWa9TxHEoLN>

Does assurance level matter? The Effect of limited versus reasonable assurance on cost of debt

The Corporate Sustainability Reporting Directive (CSRD) has revolutionised sustainability reporting in Europe, requiring firms to report extensive ESG information. While the CSRD introduced limited assurance as a mandatory requirement, the EU Omnibus Package (2025) halted the transition to reasonable assurance and aimed reducing the administrative burden on firms. In Germany, assurance remains voluntary as the directive has not yet been transposed into national law. My research examines whether the distinction between limited and reasonable assurance affects the cost of debt of large German firms. Reasonable assurance involves more detailed testing and provides greater confidence in disclosed information than limited assurance, yet it remains unclear whether creditors price this distinction into financing decisions. In my 3MT contribution, I argue that reasonable assurance reduces creditor uncertainty in ways that limited assurance does not, offering the audience insights into how the choice of assurance level shields firms from higher debt financing costs.

Julia Radovanovic

<https://uni-paderborn.sciebo.de/s/GS4nmDNsJgenG9>

Tax-efficient retention: Challenging the strategic value of non-monetary benefits in the German labour market

Organisations currently face immense pressure to develop effective strategies that reduce turnover and maintain a stable workforce. In response, many companies have invested heavily in tax-optimised employee benefits (TOEBs), specifically vouchers, additional services or non-monetary incentives, as a cost-efficient alternative to salary increases. My research project moves beyond general job satisfaction to critically evaluate whether these specific compensation tools represent a viable strategic retention tool or an inefficient allocation of resources. Focusing on the German labour market, I examine the complex trade-off between the perceived value of such perks and actual job-switching intentions. Through my 3MT contribution, I will demonstrate that while TOEBs may boost short-term contentment, their capacity to foster long-term loyalty is often overstated and potentially fails to address deeper drivers of organisational commitment. Ultimately, I aim to show the audience where the threshold lies between a mere “nice-to-have” perk and a truly effective mechanism for sustainable organisational stability.

Maximilian Justus Hölscher

<https://uni-paderborn.sciebo.de/s/3ez8ByyHFidkDX8>

Tax contagion positive: Country-by-Country Reporting and peer effects

Corporate tax avoidance has become a major concern for governments and policymakers due to its impact on public revenues, economic fairness, and the sustainability of tax systems. While former research often explains tax avoidance through firm-specific incentives or regulatory environments, recent studies suggest that corporate tax behavior may also be influenced by peer effects, meaning that firms adapt their tax strategies in response to the behavior of competitors. This phenomenon, often referred to as tax contagion, highlights the importance of social and informational dynamics in corporate decision-making. In my 3MT contribution I will show why firms may imitate successful tax planning strategies observed among peers, particularly in environments characterized by uncertainty and competitive pressure. Additionally, transparency measures such as Country-by-Country Reporting (CbCR) may influence these dynamics by reducing information asymmetries and increasing visibility of firms' tax practices. Against this background, my research aims to examine the following question: To what extent do peer effects contribute to the spread of corporate tax avoidance across firms?



Meyssan Ludolf Genz

<https://uni-paderborn.sciebo.de/s/fHPoYeFLk6rjdbbc>

Public Country-by-Country Reporting: Transparency tool or symbolic gesture?

Competition Abstract Public Country-by-Country Reporting (CbCR) under the EU Directive 2021/2101 represents one of the most significant developments in corporate tax transparency in the European Union since the OECD's BEPS initiative in 2013. While prior research mainly focuses on the European banking sector, where public requirements became effective in 2014, the directive's broader effects on corporate behavior across non-financial industries remain contested. Existing studies suggest that transparency regulations like CbCR can reduce reported tax avoidance, but largely because firms adjust how profits and activities are allocated across jurisdictions, while the underlying tax-avoidance structures remain in place. This leads me to the central question of my research: Does Public CbCR function as a substantive constraint on corporate tax avoidance, or does it primarily serve as a tool for reputational signaling? In my 3MT contribution, I draw on a decade of banking-sector evidence to develop a critical answer.

Raicha Salou

<https://uni-paderborn.sciebo.de/s/nmXaWRaHgypPSnp>

The strategic use of ESG communication to mask aggressive tax behaviour

For decades, companies only provided financial information about their business activities. Recently, however, non-financial information related to environmental, social and governance (ESG) performance has gained significant relevance among stakeholders. While ESG reporting can be framed as a communication tool, that companies can utilize to demonstrate ethical responsibility and legitimacy, many also implement it as a strategic instrument. Specifically, firms maintain an ESG narrative while simultaneously pursuing an aggressive tax strategy, directly affecting public finances. This "masking effect" represents a critical contradiction between firms' commitment and actual tax behaviour. Taking this inconsistency as a starting point, my research investigates the following question: Does strong ESG communication effectively mask aggressive tax behaviour from stakeholders? Existing research has addressed sustainability information and tax planning separately, but their interrelationship has received limited attention. Based on the legitimacy theory, my 3MT contribution examines how ESG communication might distract from aggressive tax planning, offering a more critical lens for assessing corporate ESG narratives.



Roundtable 2B: Human Resources II

11:05 – 12:25, 19th June, room Q1.203

Chairpersons
Julius Richert; Justus Ebbesmeier

Angelika Sperlein

<https://uni-paderborn.sciebo.de/s/LJcDmQiTcLwLryB>

Attracting employees: CSR as an influencer in modern HR practices

As sustainability becomes increasingly important for businesses and society, organizations are no longer evaluated solely by their economic success, but also by their social and environmental responsibility. At the same time, companies face growing challenges in attracting qualified employees, increasing the relevance of sustainability instruments in recruitment and employer branding. My research examines how sustainability instruments influence employee attraction according to current literature. The focus lies on how sustainability initiatives, corporate social responsibility, and ethical organizational values shape job seekers' perceptions and organizational attractiveness. While sustainability is widely discussed in corporate strategy and consumer behaviour, its role in recruitment has received less systematic attention. In my contribution, I will discuss how sustainability-related practices influence recruitment outcomes and perceptions of employers. The audience will gain insight into why sustainability is becoming an increasingly influential factor in employee attraction and how organizations can use sustainability instruments to strengthen their attractiveness in competitive labour markets.

Daniela Shamoun

<https://uni-paderborn.sciebo.de/s/iaeSSL9AyJbbXJi>

Between policy incentives and corporate reality: Workplace penalties after parental leave in Germany

Germany's 2007 leap toward the Scandinavian model promised a new era of equality, but does the corporate world play along? My research investigates to what extent workplace penalties after parental leave hinder labor market participation in Germany. I analyzed how progressive policy incentives collide with employer discrimination, revealing that mothers face a staggering 63% long-run earnings penalty. Through experimental data, I found that fathers in male-dominated sectors are penalized with a 7.9% drop in callbacks for taking long leave, while returning mothers suffer "skill mismatches" that halt career progression. I argue that it is not only parental leave in general that makes it difficult to return to work, but that gender norms also play a major role in this, as the "breadwinner" archetype remains deeply entrenched. Ultimately, my contribution demonstrates that achieving true equality requires a structural shift to normalize male caregiving, as only by dismantling the "flexibility stigma" can we ensure that professional merit outweighs parental status.

Maria-Patricia Dorneanu

<https://uni-paderborn.sciebo.de/s/GjJRkzHcT3ybALt>

Germany's labour market paradox: Do firms recruit skilled migrants over local graduates?

Germany's labour shortage may be less about a lack of workers and more about which workers firms choose to hire. Yet research focuses on migration policy and integration outcomes rather than the firm-level decisions. My hypothesis is that firms systematically prioritise experienced migrants over entry-level graduates. Moreover, Germany's skilled immigration policy reinforces this preference by favouring prior work experience over graduate potential. No existing study has directly compared these two groups from the employer's perspective, which is the gap my research addresses. This matters because entry-level graduates face real consequences, despite their qualifications. In 2024, nearly 440,000 skilled positions remained unfilled, while graduates faced longer paths into employment. To understand this situation, my 3MT contribution brings together research on migration policy, firm recruitment and graduate transitions to assess whether hiring practices, not worker shortages, drive Germany's labour market paradox.



Shamsa Kanwal Sharif

<https://uni-paderborn.sciebo.de/s/9mLReKYC8CddnCd>

Navigating information asymmetry in international recruitment: Cultural differences in trust signaling

Information asymmetry is a central challenge in recruitment processes, particularly in international hiring contexts where employers must evaluate applicants with limited information. To reduce uncertainty, recruiters often rely on signals such as self-presentation, communication style, and online professional profiles to assess trustworthiness and competence. However, these signals are shaped by cultural norms and may therefore be interpreted differently across hiring contexts. My research investigates how dominant expectations surrounding competence and professionalism may disadvantage applicants from different cultural backgrounds and contribute to exclusion in international recruitment. Drawing on signaling theory and recent literature on recruitment and cross-cultural communication, my competition contribution will examine how trustworthiness is communicated, interpreted, and potentially misjudged in hiring processes. By doing so, the research aims to provide insights into the structural challenges of cross-cultural recruitment and encourage more reflective and inclusive hiring practices.

Sina Rüffert

<https://uni-paderborn.sciebo.de/s/EairLMwdxDSY7ns>

The impact of negotiation strategies on gender differences in salary outcomes: A comparison of the United States and Sweden

My research investigates how negotiation strategies shape gender differences in salary outcomes in the United States and Sweden. Despite ongoing efforts to reduce the gender pay gap, women in many industries still earn less than men. Salary negotiations are often considered one factor contributing to this inequality, as negotiation behaviour and outcomes may differ across genders and cultural contexts. The comparison between the United States and Sweden is particularly relevant because the two countries differ significantly in labour market structures and equality policies. While the United States rely more heavily on individual salary negotiations, Sweden has more regulated and transparent wage-setting systems. In my competition contribution, I will analyse relevant literature on negotiation behaviour, gender differences, and salary outcomes in both countries. By doing so, I aim to provide a more nuanced understanding of how behavioural and institutional factors interact in shaping the gender pay gap.

Sinem Uz

<https://uni-paderborn.sciebo.de/s/7eek7NNPbdzgcFG>

How company social sustainability initiatives targeting employees impact Generation Z employee retention

Generation Z enters the workforce with expectations that extend beyond salary and career progression. They value socially sustainable workplaces that support and promote employee well-being. This includes diversity and inclusion, mental health support, and fair working conditions. At the same time, companies are facing growing challenges in retaining Gen Z employees, who are often associated with higher turnover intentions. In my research, I aim to examine how company social sustainability initiatives targeting employees influence Generation Z employee retention. More specifically, I intend to identify which initiatives have the strongest impact on organisational commitment and the employees' willingness to remain with a company. My competition contribution will focus on relevant literature surrounding social sustainability, employer attractiveness, and generational differences in the workplace. By doing so, I hope to provide insights into how companies can strengthen employee loyalty and create more sustainable and people-centred working environments that better meet the expectations of the emerging workforce.



Roundtable 2C: Consumer Psychology and Behavior

11:05 – 12:25, 19th June, room Q2.101

Chairpersons
Ardiana Laha; Nika Vasilecko

Abdul Qayom Rasheed

<https://uni-paderborn.sciebo.de/s/cwfkS3XpK8tq87>

Consumer trust amidst artificial intelligence in digital marketing: An analysis of AI-generated advertising in online markets

My research analyses consumer trust toward AI-generated advertising in digital marketing, looking particularly at online shopping environments and social media platforms. As artificial intelligence takes a larger role in advertising strategies, companies are using AI-generated images, virtual influencers and personalised content to improve customer engagement and marketing efficiency. However, the growing use of AI-generated advertising also raises concerns about transparency, credibility and the authenticity of marketing practices. Taking recent research into artificial intelligence and consumer behaviour as the starting point of the analysis, I suspect that consumers will react more negatively to advertisements that appear overly artificial or misleading. My research contribution focuses on the relationship between AI-generated advertising, authenticity perceptions and consumer trust, illustrating how perceived deceptiveness alters consumer engagement thresholds and influences digital purchasing behaviour.

Celina Gorr

<https://uni-paderborn.sciebo.de/s/jsYLgtJ4HFWwPSM>

The rise of the opportunistic Shopper: How free return policies reshape consumer behavior in e-commerce

The aim of my research is to examine how free return policies in e-commerce have influenced the development of opportunistic consumer behavior and how this, in turn, has affected return-related costs over time. Free returns have become a standard competitive tool among online retailers, effectively lowering purchase risk and increasing customer satisfaction. However, this policy potentially incentivizes intentional returns, where customers place extensive orders while planning to send back most of the products from the outset. Against this background, my study investigates whether the widespread use of free return policies has unintentionally encouraged such opportunistic habits and contributed to rising logistical and operational costs for firms. In my 3MT contribution I will illustrate the shift in consumer behavior alongside its significant financial consequences for online retailers. Ultimately, the analysis seeks to provide a more balanced perspective on the growing tension between short-term customer convenience and the long-term economic sustainability of free return models in a competitive digital market.

Delphine Denise Larissa Ngono Kounou

<https://uni-paderborn.sciebo.de/s/m49LrQGSti2CM86>

To what extent is the shift in global consume attitudes towards Chinese products driven by the rise of premium Chinese brands

Historically, Chinese products have been predominantly associated with low-cost and inferior quality, reinforcing several persistent country-of-origin stereotypes within international consumer markets. Nevertheless, the rapid transformation of Chinese industries and the emergence of premium Chinese brands such as Xiaomi and BYD increasingly challenge these long-established perceptions. This topic is particularly significant as it reflects a broader reconfiguration of global competitive dynamics, whereby Chinese firms are no longer confined to low value manufacturing but are becoming influential actors within innovation-driven and technology-intensive sectors. The aim of this research is to evaluate the extent to which the shift in global consumer attitudes towards Chinese goods is driven by the rise in premium Chinese brands. The study will examine the influence of changes undergone in branding strategies, technological advancement, and quality enhancement on consumer's trust and purchase behaviour, while showing how evolving perceptions of Chinese products contribute to dissolving traditional assumptions about "made in China" goods, thereby reshaping global market competition.



Diana Farahani

<https://uni-paderborn.sciebo.de/s/bYoLFwsmL3T4NTj>

The illusion of affordability: Psychological mechanisms of Buy Now, Pay Later and consumer spending in e-commerce

Imagine buying a €200 jacket online, but instead of paying the full amount upfront, you have the option to pay in installments. Buy now, pay later (BNPL) services such as Klarna, Afterpay and PayPal allow consumers to divide payments into smaller instalments while receiving products immediately. While these services increase flexibility in e-commerce, they may also encourage impulsive purchasing and increased consumer spending. My research examines to what extent and through which mechanisms BNPL services influence consumer spending behaviour in e-commerce. I focus particularly on how instalment-based payment models shape perceptions of affordability, purchasing decisions and financial responsibility. Rather than framing BNPL services as simply beneficial or harmful, my 3MT contribution investigates the behavioural and psychological mechanisms that shape consumer spending patterns in digital commerce, showing the audience how seemingly simple payment options can influence the way consumers perceive affordability and make purchasing decisions.

Kerem Kemal Karalar

<https://uni-paderborn.sciebo.de/s/jNDaeL6eQkLHFxX>

The influence of Buy Now, Pay Later services on consumer spending behaviour in e-commerce

Online shopping platforms such as Klarna, PayPal and Amazon increasingly integrate Buy Now, Pay Later (BNPL) options directly into the checkout process. While these services are promoted as flexible and convenient payment solutions, their growing presence has raised questions about how they shape consumer spending behaviour. My interest in this topic developed from observing how installment-based payment options make purchases appear less financially significant, even when the total price remains unchanged. Existing research in behavioural economics suggests that consumers are strongly influenced by payment structures and perceived costs rather than by price alone. Studies further indicate that BNPL services can increase spending by reducing the perceived expensiveness of purchases and lowering the so-called “pain of paying.” In my research, I analyse recent literature on the psychological and behavioural effects of BNPL services in online shopping environments, focusing specifically on how payment structures shape purchase decisions and spending behaviour in e-commerce.

Louis Wegener

<https://uni-paderborn.sciebo.de/s/EwLSSMms33665HN>

Why identical discounts feel different: the influence of discount framing on online purchase decisions

Online retailers frequently use discounts to attract consumer attention and influence purchasing decisions. However, consumers do not always respond rationally to mathematically equivalent price reductions. My research examines how percentage and absolute discount framing shape purchase intentions in e-commerce environments and why certain forms of price presentation appear more persuasive than others. What interests me particularly is the contradiction between objective price value and subjective consumer perception. Existing research suggests that discount framing influences perceived savings, urgency, trust and product attractiveness, even when the financial benefit remains identical. In my 3MT contribution, I will discuss the psychological mechanisms behind these effects and examine under which conditions specific discount formats prove most persuasive. My research aims to show that the effectiveness of a discount is not merely a matter of its size, but of how it is communicated – with direct implications for how retailers design pricing strategies and how consumers can become more aware of the psychological triggers shaping their purchase decisions.

Mejsi Toluli

<https://uni-paderborn.sciebo.de/s/3cH5Trx3dGpJyN9>

Buy Now, Pay Later: How deferred payments shape young consumers’ spending behaviour

Buy now, pay later (BNPL) services have become a common feature of online shopping, particularly among younger consumers. Promoted as flexible and convenient payment options, these services may also influence how users perceive affordability, debt and financial responsibility. My research examines the impact of deferred payment systems on impulsive spending behaviour and whether postponing payments reduces the psychological “pain of paying”. Drawing on behavioural economics and consumer behaviour research, I explore how BNPL services normalise debt by separating purchases from immediate financial consequences. In my 3MT contribution, I will discuss how this payment model affects spending habits and why these effects are especially relevant for younger consumers navigating digital shopping environments. Rather than considering BNPL to be either beneficial or harmful in isolation, my research adopts a nuanced approach by exploring the mechanisms through which payment structures influence consumer decision-making and perceptions of financial risk.



Chairpersons
Ewelyn Riel; Linus Paul Fortenbacher

Roundtable 3A: Policy and Governance

13:30 – 14:50, 19th June, Q1.101

Furkan Sütçü

<https://uni-paderborn.sciebo.de/s/Pm3i8XzpDzBTyN4>

Zombie firms in Germany: A hidden consequence of the COVID-19 insolvency moratorium?

Zombie firms are financially distressed companies that continue to operate despite being unable to cover their debt-servicing costs from current profits. During the COVID-19 pandemic, the German government temporarily suspended the obligation to file for insolvency in order to prevent a wave of bankruptcies. While this policy helped stabilise firms in the short term, it may also have allowed economically weak companies to survive longer than they otherwise would have. My research examines the prevalence of zombie firms in Germany before, during and after the 2020 insolvency moratorium. Using firm-level data from the DAFNE database for the period 2017 to 2022, I will analyse whether the proportion of zombie firms changed over time and across industries. In my 3MT contribution, I will discuss whether the moratorium was only a necessary crisis measure or whether it may have had unintended longer-term consequences for productivity, competition and resource allocation in Germany.

Julius Volker Busch

<https://uni-paderborn.sciebo.de/s/qrzQETc2w9PirMr>

Targeting government support during COVID-19: Evidence from high- and low-exposure industries in Germany

The COVID-19 pandemic did not hit Germany's economy evenly. While sectors such as hospitality, tourism and aviation faced near-total revenue collapse, industries such as manufacturing and IT weathered the crisis comparatively well. Yet Germany's unprecedented support package, which included emergency grants, bridging aid, KfW loans and short-time work schemes, was distributed at speed and under considerable political pressure. In my research, I examine whether firms in high-exposure industries received systematically higher levels of government aid than those in low-exposure industries or whether factors beyond economic need, such as political visibility, also shaped distribution. To answer this, I combine a systematic literature review with a comparative analysis of publicly available sectoral data on aid allocation in Germany. In my 3MT contribution, I present evidence on how well-targeted pandemic support actually was and what the gap between economic need and aid distribution reveals for the design of future crisis policy.

Michail Imvriotis

<https://uni-paderborn.sciebo.de/s/JEWGSR5KkSrmPwk>

Shareholder Participation in virtual general meetings: A German-Greek comparison

Driven by the rapid digitalization of corporate processes and the increasing integration of European capital markets, this research is motivated by the critical need to preserve shareholder democracy within virtual environments. The study evaluates the effectiveness of the German and Greek corporate legal frameworks in safeguarding participation rights during virtual Annual General Meetings. Utilizing a functional comparative method, the research examines the practical implementation of speech, voting, and objection rights. Findings reveal that the German AktG facilitates significantly superior digital engagement through mandated two-way video communication and pre-submitted statements. In contrast, the Greek G. 4548/2018 remains notably more restrictive regarding technical transmission and voting deadlines. The research's value lies in its identification of legal divergencies that currently hinder cross-border investment. By proposing harmonized standards, it contributes to the international business discourse on EU corporate governance, providing essential strategic insights for international investors navigating digital participation in a modern globalized economy.



Sanja Lara Miksic

<https://uni-paderborn.sciebo.de/s/XHGTeorwSWtbG4T>

Cultural power dynamics in IFRS adoption: how global institutional forces influence standards in developing countries

My research examines how cultural power dynamics shape the adoption and its effectiveness of International Financial Reporting Standards (IFRS) in developing countries. The current debate over whether the harmonization of global standards truly enhances comparability and transparency is particularly relevant given the substantial differences observed across developing economies where cultural structures and practices diverge from Western-centric assumptions embedded in IFRS. However, despite these mismatches, IFRS adoption has continued to expand as emerging countries respond to pressures from Western-led institutions and standard-setting bodies, showing forms of isomorphic pressure. Therefore, my research asks to what extent these cultural power dynamics through Western institutions contribute to IFRS adoption in developing nations. In my competition contribution, I will discuss key literature showing how such institutional isomorphic pressures interact with local cultural environments, enabling the audience to better understand how these dynamics shape both IFRS adoption and its effectiveness in emerging contexts.

Volodymyr Firsov

<https://uni-paderborn.sciebo.de/s/mZDFzXMBxTxyAT4>

Why pro-natalist policies fail: Comparing fertility barriers in Germany, Norway and China

As living standards rise, fertility rates almost universally decline, intensifying population aging, shrinking workforces, and increasing pressure on pension and healthcare systems. This raises a difficult question: who will work, provide care for and finance aging societies? Surprisingly, countries with very different political and economic systems, such as Germany, Norway, and China, face similar demographic pressures despite adopting various pro-natalist policies. My research examines this puzzle: why do financial incentives have limited effects on fertility rates? By comparing these three countries, I explore how housing costs, childcare provision, labor-market expectations and policy uncertainty can reduce the impact of fertility incentives. While fertility decline is often studied within individual countries, fewer studies compare how different national barriers produce similar outcomes. I argue that financial incentives are limited when they do not address the structural conditions shaping family decisions. In my contribution, I will show why paying people to have children is rarely enough.

Vural Dagli

<https://uni-paderborn.sciebo.de/s/MsAqrzaKTa5kwoe>

The Swedish public premium pension shows a possible solution to a global crisis

The ever-growing number of pensioners compared to the steadily decreasing amount of working people is a problem every country faces. While every government tries in their own way to find a solution, nobody knows how to tackle this. One of the few countries that has seemingly found a way to overcome this is Sweden with their 'Public Premium Pension'. My research is focused on what this system makes it stand out from others, the criticism of this system, comparing it to other pension systems and find out how other countries could adapt it. Studies on this subject and official government data show that there is great benefit in this system. As a 3MT contributor, I want to discuss why apparently no other countries are using this system, and if there is possibly an even better system out there.



Chairpersons

Louis Wegener; Maria-Patricia Dorneanu

Roundtable 3B: Human Resources III

13:30 – 14:50, 19th June, room Q1.203

Berkant Sariköse

<https://uni-paderborn.sciebo.de/s/nYZMoSe9SoR6Kmm>

Regulating the right to disconnect: a formal mechanism for sustainable employment in Germany

My research project investigates the statutory formalisation of the right to disconnect as a critical protective shield within sustainable human resource management. While expanding remote work frameworks offer flexibility, the absence of clear legal boundaries leaves employees vulnerable to permanent connectivity, directly compromising mental health and workforce productivity. The significance of this study lies in exploring how labour regulation preserves the psychological integrity of workers, transforming legal mandates into drivers of organizational efficiency rather than mere compliance burdens. Specifically, my 3MT contribution examines how legislative mechanisms enhance worker efficiency by institutionalising mandatory recovery phases within the German service sector. By analysing the transition of European legal standards into domestic practice, I will demonstrate how robust regulations prevent the erosion of human capital. Ultimately, this contribution illustrates that legal safeguards are the bedrock of a sustainable labour model, showing the audience that protecting the employee's capacity to detach is a non-negotiable prerequisite for maintaining long term economic resilience.

Cora Andrea Lachmitz

<https://uni-paderborn.sciebo.de/s/skTtEmL52RBqEpD>

Is remote work truly sustainable? An analysis of employee-related outcomes

The increasing use of remote work has significantly changed how organizations manage employees and structure modern workplaces. Especially after the COVID-19 pandemic, remote and hybrid work models have become a long-term part of many organizations. While remote work is often associated with flexibility and autonomy, it may also affect employee well-being, productivity, work-life balance, and psychological stress which are important aspects of workplace sustainability. Therefore, understanding the long-term impact of remote work on employees has become increasingly important for organizations and Human Resource Management. This research project will examine whether remote work can truly be considered sustainable from an employee-related perspective. My 3MT contribution will seek to explore whether the growing reliance on remote work is creating healthier and more sustainable work environments for employees, or whether it may also have long-term effects on workplace sustainability. Since many companies continue to rely on remote and hybrid work structures, this topic remains highly relevant for the future development of sustainable and employee-oriented work environments.

Jasmin Hassen

<https://uni-paderborn.sciebo.de/s/yL8aLSaHMgnS9IZ>

Virtual workspaces and software developer attrition: The mediating role of quiet quitting

My research examines how transitioning to permanent remote work impacts organizational culture within the software development industry. While geographic flexibility initially enhances developer autonomy, the absence of a shared physical environment fundamentally alters the meso-level workplace structure. I became interested in this phenomenon after observing a trend of "quiet quitting" in virtual teams, suggesting that a lack of physical presence severely degrades the psychological contract between employer and software developer. Consequently, my research project investigates the specific extent to which this cultural decline correlates with rising employee turnover rates. In my 3MT contribution, I will demonstrate how psychological disengagement serves as a direct precursor to physical resignation in isolated technical roles. The audience will gain a critical perspective on how virtual team dynamics affect software engineer retention, showing that maintaining digital connection requires structured, non-transactional cultural initiatives rather than relying on standard corporate communication tools.



Mykhailo Teleshko

<https://uni-paderborn.sciebo.de/s/6DPywXYaqbsgaga>

The impact of shift pattern on work motivation in the railway Industry

Human and organisational factors (HOF) play a central role in the European railway safety management and form one of the main requirements for railway undertakers and infrastructure managers. As HOF also include such aspects as work rhythm, motivation and monotony, the shift patterns become particularly relevant for emergency operational units working shifts in a railway-safety-relevant function. My research therefore aims to examine the correlation between different shift patterns and shift workers' motivation amongst emergency operational units of railway industries of Germany and (eventually) Switzerland in order to find out how the selected motivation-relevant factors differ depending on the given shift pattern. By contributing to the competition through my initial research, I strive to provide my audience with a very specific insight into the HOF in operational organisations and how they can be structurally addressed by choosing an appropriate shift pattern.

Nika Vasilecko

<https://uni-paderborn.sciebo.de/s/ZeZcDbZ64QaCN4o>

Cultural gap bridging in remote vs in-person workplace communication: Differences in behavioural patterns

The same cultural misunderstanding may be resolved quickly in a meeting room but remain unclear during a video call. My research project examines to what extent cultural gap bridging behaviours differ between remote and in-person workplace communication. Cultural gap bridging refers to behaviours that facilitate mutual understanding, translate meaning, mediate misunderstandings and build trust across cultural boundaries. Although such behaviours are central to intercultural collaboration in multinational teams, remote and face-to-face collaboration are often analysed separately. This leaves limited insight into how cultural gap bridging changes when interaction depends on technology, reduced non-verbal cues and fewer informal exchanges. In my 3MT contribution, I will compare how these behaviours are enacted in both settings. I will examine whether in-person interaction enables more spontaneous and relational forms of bridging, while remote communication may require a more deliberate approach. This comparison shows how the mode of communication can affect the way cultural differences are managed in hybrid multinational teams.

Zeenab Diop Camara

<https://uni-paderborn.sciebo.de/s/SwF9FgNmbBR8zxf>

Remote job design and workplace loneliness: How work structures shape employee well-being and productivity

Digital connectivity has reshaped how people work, yet for many remote employees it has done little to resolve how isolated they feel. Despite growing evidence that remote work intensifies workplace loneliness, the role of job design remains largely overlooked in both research and organisational practice. My research examines to what extent the structural design of remote roles shapes employees' experiences of workplace loneliness and how these experiences affect their well-being and productivity. Current literature treats loneliness as a psychological condition and job design as an organisational variable, rarely examining how the two interact. Drawing on job demands-resources theory, I explore how features such as goal clarity, task autonomy, social support and resource adequacy moderate the relationship between remote work, loneliness and productive outcomes. My 3MT contribution proposes that workplace loneliness is not an inevitable personal response to physical distance but a structural outcome that organisations can, to a meaningful extent, design around.



Roundtable 3C: Visibility

13:30 – 14:50, 19th June, room Q2.101

Chairpersons
Cagla Büyüktimur, Liana Demir

Anna Reeh

<https://uni-paderborn.sciebo.de/s/NNCRCoYHCYdHiYA>

Female entrepreneurship and funding call framing: How gender and cultural background shape visibility decisions

My research examines how the framing of funding opportunities shape female entrepreneurs' decisions to make themselves visible to funders. I focus on gendered expectations in entrepreneurial finance and consider how cultural background may further influence whether women feel that they fit the image of the "ideal" entrepreneur. Public funding programmes in Germany increasingly use inclusive language and encourage female founders, including those with international backgrounds, to apply and make themselves visible. In private investment environments, however, decision making may still be shaped by preconceptions of the ideal entrepreneur as male and German. This may discourage female entrepreneurs, particularly those who do not fit the perceived investor profile, from positioning themselves visibly. In my 3MT contribution, I will show how funding call framing can either invite female entrepreneurs to step forward or make them question whether they belong in the funding space.

Celina Beckhoff

<https://uni-paderborn.sciebo.de/s/QTXscXx7acibNQ7>

Beyond the spotlight: The cognitive drivers of female entrepreneurial visibility

Driven by the persistent "think entrepreneur, think male" phenomenon, entrepreneurship remains deeply associated with masculine stereotypes, rendering female founders' achievements disproportionately invisible in the public sphere. To address this representation gap, my research provides a conceptual analysis of this visibility deficit. Since direct literature at this specific intersection is scarce, I draw on insights from the Theory of Planned Behaviour and Role Congruity Theory to investigate how the framing of public speaking invitations influences female entrepreneurs' intentions to become visible. Specifically, I hypothesise that explicit gender-based framing, in which gender is highlighted as the primary selection criterion, negatively affects participation intentions and subsequent visibility-related decisions. By synthesising these perspectives, I explore how such framing may trigger role incongruity, evoke unfavourable attitudes, and undermine perceived behavioural control. Ultimately, this work offers valuable insights into how role conflicts and cognitive decision-making processes contribute to the persistent visibility deficit experienced by female founders.

Diana Wera Bechler

<https://uni-paderborn.sciebo.de/s/BBs5Qg9zyYXiRix>

Selling vision, losing sympathy: The digital dilemma of female founders

Female founders face a persistent paradox: to secure funding, they must project a bold promotion focus centred on growth, ambition and vision. However, societal expectations often position women within a prevention focus associated with safety and risk avoidance. While existing research highlights this bias in face-to-face pitches, my research explores how this evaluative tension unfolds on the public stage of social media, where communication is asymmetric, permanent, and directed at diverse stakeholders. By combining Regulatory Focus Theory and Role Congruity Theory, I investigate how ambitious, promotion-oriented language influences the perception of female entrepreneurs online. Does projecting confidence and power trigger a social backlash that costs them sympathy and credibility? In this 3MT contribution, I analyse how female founders strategically use language to navigate conflicting gender expectations, demonstrating how hybrid communication styles may help women balance perceived competence with social acceptance.



Jasneet Kaur

<https://uni-paderborn.sciebo.de/s/kdw8q5adJH5sT5a>

Establishing legitimacy: Female founders in male-dominated entrepreneurial environments

Female founders remain underrepresented in entrepreneurial environments that are often shaped by masculine norms of credibility, leadership, and growth. Existing research has extensively examined gender bias and funding inequalities, yet less attention has been paid to how women founders actively establish visibility and legitimacy within these settings. My research therefore asks: How do female founders strategically establish visibility and legitimacy in male-dominated entrepreneurial environments? Rather than focusing solely on barriers, my project explores how female founders navigate entrepreneurial ecosystems through positioning strategies, identity work, networks, and interactions with stakeholders such as investors and mentors. I am particularly interested in how legitimacy is not simply granted within entrepreneurial ecosystems, but socially negotiated through interaction and strategic self-positioning. In my 3MT contribution, I will discuss how entrepreneurial credibility is shaped, challenged, and reinforced within male-dominated environments, and what this reveals about gender and entrepreneurship more broadly.

Natalia Lütkehaus

<https://uni-paderborn.sciebo.de/s/ko5aT3mq9EFccGk>

Breaking the mold: Do gender stereotypes rule post pitch social media posts of female entrepreneurs?

The evaluation of a startup pitch extends far beyond the stage and continues dynamically on social media where digital interactions shape public perceptions of entrepreneurial success. However, the digital lens through which we judge these entrepreneurs is rarely neutral for women and men. My research investigates how gender stereotypes influence the evaluation of entrepreneurs in their post pitch social media presence. Specifically, I examine the assertiveness bias where bold and strategic communication is rewarded in men but penalises women. By analysing how these different communication styles impact engagement from potential investors and the digital community, my 3MT contribution reveals how implicit biases directly hinder women in terms of sales and long-term support. Ultimately, my findings encourage the audience to recognize their own hidden biased perceptions due to potential stereotypes while

Reem Safarjalani

<https://uni-paderborn.sciebo.de/s/FgHtrZTQ7y46CGz>

Remote work and career advancement: The role of managerial perceptions and workplace visibility

The increasing adoption of remote work following the COVID-19 pandemic has transformed workplace interaction, and employee visibility within organizational environments. Although flexible working models are often linked to greater flexibility and improved work-life balance, less attention has been given to the way employees working remotely are perceived and evaluated within corporate settings. Existing research on remote work primarily focuses on productivity and employee satisfaction, while empirical studies increasingly suggest that visibility, interaction, and physical presence influence managerial evaluations of commitment, competence and leadership potential. My research therefore examines how managerial perceptions shape the career visibility and advancement opportunities of remote workers, particularly regarding the ways employees are evaluated despite comparable performance and qualifications. By exploring how professional presence influences managerial judgment, my competition contribution will focus on how career advancement may be shaped not only by performance but also by perceptions of employee competence within workplace culture.



Chairpersons

Maximilian Justus Hölscher; Meyssan Ludolf Genz

Roundtable 4A: Artificial Intelligence

15:05 – 16:25, 19th June, Q1.101

Angeliki Eugenia Foukas

<https://uni-paderborn.sciebo.de/s/NawmT736Qpj7NBT>

Freedom of AI usage at work: Exploring the tension between efficiency and oversight in knowledge work

Many employees no longer wait for organisations to formally introduce AI tools into the workplace. Instead, they independently integrate tools such as ChatGPT into their daily routines to search for information, structure ideas, and support work tasks. While this flexibility may improve efficiency and reduce workload, it can also shift how knowledge is shared, monitored, and controlled within organisations. My research explores what happens when employees are given greater freedom to use AI tools in their everyday work. Rather than asking whether AI use is simply beneficial or harmful, I am interested in a more specific tension: can increased efficiency come at the cost of reduced organisational oversight? In my 3MT contribution, I examine how freer AI usage may reshape workplace interactions, managerial control, and knowledge processes, offering insight into how changing work practices may transform the future of knowledge work.

Julius Richert

<https://uni-paderborn.sciebo.de/s/xMgPaRyXwor4scT>

The role of external consultancies in AI-driven production-process optimization: Understanding when human expertise adds value

Every year, companies spend millions on AI tools promising to revolutionize their production processes. Yet many of these implementations quietly fail, not because the technology is wrong, but because no one asked the right questions before switching it on. My research addresses precisely this gap. As manufacturers rush to deploy AI-driven optimization in scheduling, quality control, and resource planning, a critical tension emerges: AI systems often mirror the very biases and blind spots already embedded in existing workflows, producing confident-looking recommendations that can quietly lead firms in the wrong direction. This raises a question that is rarely asked openly: when does a company actually need an external consultancy, and when is AI alone enough? My research directly compares these two modes of support, examining how consultancy-guided implementation affects decision quality and managerial confidence relative to AI-only approaches and what this reveals about where human expertise still creates decisive value in production environments.

Maisem Rhuma

<https://uni-paderborn.sciebo.de/s/Fg8XbXbcn7wPawr>

Digital innovation in crowdfunding: The emerging role of artificial intelligence

Crowdfunding platforms increasingly rely on artificial intelligence (AI) to evaluate campaigns, detect fraud, and personalise investor recommendations. As these platforms become more data-driven, AI is not only improving operational efficiency but also reshaping how trust and decision-making function in digital financial ecosystems. In my research project, I examine how AI influences innovation in crowdfunding platforms and how algorithmic systems affect transparency, platform credibility, and user trust. Rather than presenting AI simply as beneficial or risky, my research focuses on the trade-offs created by automated decision-making, particularly regarding bias, accountability, and the balance between efficiency and fairness. By analysing recent academic literature on fintech and platform governance, I show how AI is transforming relationships between entrepreneurs, investors, and digital platforms. My contribution highlights why ethical and transparent AI systems may become central to the long-term legitimacy of crowdfunding markets.



Mohammad Kämeil Anwari

<https://uni-paderborn.sciebo.de/s/EsJ7gdpXPeGzHwB>

Explainable AI and automation bias: The limits of transparency in AI-supported decision-making

Explainable AI (XAI) is often presented as a solution to the “black box” problem of artificial intelligence (AI) by making automated decisions more transparent and understandable for users. However, recent research suggests that explainability does not necessarily reduce automation bias and may even create a false sense of security that increases user overreliance on AI systems. My research examines the tension between the promise of XAI and the risk that explanations become a shortcut for trust rather than a basis for critical evaluation. In particular, I consider whether explanations help users question automated recommendations or make these recommendations appear more reliable than they are. I also examine how user expertise shapes this effect, since users with limited or moderate knowledge may overestimate their ability to detect flawed AI outputs. My competition contribution explores when transparency supports human judgement and when it instead creates the appearance of reliability.

Ronja-Michèle Wege

<https://uni-paderborn.sciebo.de/s/kM67SM3Rgr4EB7p>

The impact of AI-assisted auditing on stakeholder expectations toward financial audits

Financial audits play an important role in creating trust in corporate reporting, yet stakeholders often expect auditors to detect fraud and provide a level of assurance that exceeds the actual scope of financial audits. The growing use of artificial intelligence (AI) in auditing may further reinforce these expectations, as AI-assisted auditing technologies might create perceptions of greater analytical accuracy and capabilities to detect fraud. While existing literature has mainly focused on the technical use of AI in auditing, its impact on stakeholder trust and understanding of the auditors’ role remains insufficiently explored. My research therefore examines how AI-assisted auditing might influence stakeholders’ impressions of auditors’ responsibilities and contribute to the audit expectation gap (AEG). In my 3MT contribution, I will discuss whether new technologies may lead stakeholders to expect more from auditors than financial audits are actually able to provide under current auditing standards.

Tina Le

<https://uni-paderborn.sciebo.de/s/GqcEZFPw7QPeAKN>

Evaluating safeguards in AI-assisted risk assessment: Maintaining professional and ethical accountability

Artificial Intelligence is increasingly used in risk assessment procedures as it enables auditors to analyze large quantities of financial data and identify anomalies more efficiently than traditional methods. Despite these advantages, the adoption of AI in auditing raises professional and ethical concerns. Current research suggests that “black-box” technologies, auditor overreliance, and accountability issues represent key challenges requiring effective safeguards. While existing literature predominantly focuses on the risks associated with AI-assisted auditing and highlights the importance of safeguards such as human oversight, explainable AI systems, and governance mechanisms, only limited attention has been paid to examining how effective these safeguards actually are. The aim of my research therefore lies in investigating whether, and to what extent, existing safeguards are capable of sufficiently mitigating professional, legal, and ethical risks linked to AI-based risk assessment. In my 3MT contribution, I provide insights into emerging AI-related concerns, current safeguard mechanisms, and their effectiveness in ensuring regulatory compliance within the auditing profession.



Chairpersons

Furkan Sütçü; Lakschman Karunanathan

Roundtable 4B: Human Resources IV

15:05 – 16:25, 19th June, room Q1.203

Hannah Victoria Giles

<https://uni-paderborn.sciebo.de/s/SsLtRY7kHF2JNYA>

Beyond salary: How non-financial motivators shape employee motivation

My research examines how non-financial motivators shape employee motivation in modern organizations. The long-term effectiveness of financial incentives is increasingly being called into question, even though they have always been regarded as a fundamental tool in human resources management. My study addresses the research question: How do non-financial motivators influence employee motivation, and are these effects consistent across different employees? It takes various factors into account, such as leadership, opportunities for personal development, autonomy and recognition. Drawing on various theories of motivation, particularly those concerning intrinsic motivation and psychological needs, my research argues that non-financial incentives are more likely to have a long-term impact on employees' sustained motivation than purely financial incentives. However, it is important to note that these incentives may vary depending on the individual and the organizational context. My research contributes to the current debate on effective long-term employee motivation strategies and highlights how companies can go beyond purely financial incentives.

Linus Paul Fortenbacher

<https://uni-paderborn.sciebo.de/s/tyA54oSqBWrXpxr>

Beyond the war for talent; Rethinking talent management in modern organisations

For decades, talent management has been shaped by the "war for talent" paradigm, which emphasizes competition for high-performing employees and the strategic acquisition of elite talent. In increasingly competitive and uncertain working environments, however, this approach is facing growing criticism. Recent literature states that traditional talent management models are often perceived as overly individualistic, or difficult to sustain, and far away from employee well-being and long-term organisational development. As a result, many organisations appear to be shifting towards more developmental, relational, and sustainable approaches to managing talent. My research examines how talent management is evolving beyond the traditional "war for talent" paradigm and whether older assumptions about talent and performance remain relevant in modern organisations. The contribution aims to provide insight into how organisations balance performance expectations with employee development and organisational sustainability, and analyses whether sustainable talent management may contribute to organisational resilience in increasingly uncertain labour markets.

Marie Wimber

<https://uni-paderborn.sciebo.de/s/jTAZai3Bf8pkazs>

Recruiting for the future: Matching employer branding with Generation Z career values

My research examines the optimization of recruitment strategies to successfully attract young people into the labor market. Currently, the German labour market is facing a significant demographic transition, resulting in many unfilled apprenticeship positions despite available job openings. This misalignment is often driven by information deficits and a lack of coordination between regional stakeholders. My research focuses on the mismatch between traditional recruitment strategies and Generation Z career values, including flexibility, meaningful work, and collaborative workplace structures. I explore how regional employers communicate career opportunities and why existing recruitment approaches fail to address the priorities of younger job seekers. In my 3MT contribution, I show how employer branding can better reflect these changing expectations and how communication between companies, schools, and regional stakeholders can support recruitment processes. My research offers the audience concrete insights into shifting values and identifies specific communication strategies to effectively link regional employers with the next generation of employees.



Nicole Barwich

<https://uni-paderborn.sciebo.de/s/9gm8Gbk78sP9oEq>

When motivation becomes exhaustion: Workload intensity and declining productivity

The ongoing public discourse on the four-day workweek, declining work morale, and rising levels of sick leave underscores the pervasive association between productivity and extended working hours, as well as constant availability. In contemporary workplaces, factors such as overtime, constant accessibility, and the capacity to function effectively under high-pressure conditions ambition, dedication, and professional accomplishment. Conversely, the notion of rest and personal life is often interpreted as signs of a lack of commitment. Concurrently, recent research has begun to interrogate the assumption that this culture of constant performance engenders an improvement in productivity over time. While motivation and work engagement have been shown to enhance employee performance initially, excessive workload intensity, deadline pressure and continuous availability have been demonstrated to gradually weaken these positive effects, eventually leading to emotional exhaustion, cognitive overload and declining productivity. My research project therefore investigates the point at which work pressure and workload intensity begin to outweigh the positive effects of employee motivation on productivity, while also critically examining how modern organizations frequently confuse visible effort with actual performance.

Sara Besic

<https://uni-paderborn.sciebo.de/s/JKPkTLrb3Radwk6>

Why corporate e-learning often fails: Understanding the role of learner motivation

Organizations invest heavily in corporate training and e-learning initiatives to improve employees' ability to apply knowledge and skills in workplace contexts. Yet despite these substantial investments, many digital training programs fail to transfer acquired knowledge into sustained workplace practice. This highlights a key challenge in corporate e-learning, as substantial organizational investment does not necessarily translate into meaningful learning outcomes. My research examines whether insufficient learner motivation contributes to this gap. Unlike face-to-face training environments, e-learning often requires learners to regulate their own engagement more independently, which may make motivation even more important for applying learning in workplace settings. Building on research on learner motivation and training transfer, my contribution examines whether motivation-oriented learning design can help explain why corporate e-learning often varies in effectiveness. This underlines the importance of considering motivational factors when designing effective corporate e-learning environments and may provide insights into how organizations can better align training investments with meaningful learning outcomes and workplace application.

Shahd Al-Hakami

<https://uni-paderborn.sciebo.de/s/wrBWLkk9LrJRfp>

KPI-based incentive systems and cognitive biases: An analysis of design, measurement, and interpretation challenges in controlling

KPI-based compensation systems measure performance and motivate employees to achieve better results. But what happens when these metrics distort decisions instead of improving them? My research examines how KPI systems reinforce cognitive biases. In modern organizations, Key Performance Indicators (KPIs) are central to performance evaluation and bonus allocation. Although intended to increase efficiency and goal achievement, behavioral economics show they often create unintended side effects, leading to misaligned incentives and dysfunctional behavior, such as optimizing individual metrics at the expense of overall organizational goals. This contribution demonstrates how design, measurement, and interpretation problems within KPI systems influence decision-making and why seemingly objective numbers do not always lead to rational outcomes. I will highlight typical dysfunctional developments and their impact on management and controlling. The audience should understand that KPIs are far more than neutral tools, as they shape behavior and thinking. Companies have to consider psychological effects when designing effective controlling systems to recognize that KPIs are often less objective.



Roundtable 4C: Sustainable Business Practices

15:05 – 16:35, 19th June, room Q2.101

Chairpersons
Dennis Philipp; Volodymyr Firsov

Alisha Marie Sela Seidel

<https://uni-paderborn.sciebo.de/s/5rB4eSL6Q4WckFT>

Is the growth in AML legislation inadvertently undermining the ethical integrity it seeks to protect?

In response to growing concerns about organised financial crime, the EU will implement a stringent anti-money laundering (AML) framework by mid 2027. Previous research indicates that legislative shifts create the “Compliance Paradox”, where regulatory adherence widens the gap between formal rules and ethical integrity. However, beyond improving detection, these procedures may reshape how employees perceive and enact ethical responsibility in their daily work. This raises the question of whether AML compliance systems reduce employees’ moral agency by shifting moral responsibility from individuals to procedures. Through a behavioural economics lens, my aim is to investigate how “ethical blindness” may emerge within financial institutions. Specifically, I analyse how monitoring systems and institutional incentives can influence employees’ moral agency and decision-making. Ultimately, the audience will gain a critical perspective on why the 2027 law may risk encouraging rule-following over ethical engagement.

Anna Lynn Walter

<https://uni-paderborn.sciebo.de/s/q66or9sjENep7zK>

When shareholder value comes at the cost of lives: A critical analysis of Boeing

In recent years, the focus on shareholder value has become a central goal for many companies and increasingly shaped corporate decision-making. As a result, maximising shareholder value increases the pressure to reduce costs and improve efficiency. However, the crashes involving the Boeing 737 MAX have raised serious concerns about the consequences of prioritising financial performance over safety. Using Boeing as a case study, my research examines whether a strong focus on shareholder value can negatively influence safety-related decisions in companies and to what extent this may have contributed to the events surrounding the 737 MAX. Particular attention is paid to how economic pressure and a shift in corporate culture led to decisions that compromised safety standards at Boeing by analysing the role of corporate governance as well as the conflict between profitability and safety. In my 3MT contribution, I will demonstrate how, in the worst-case scenario, profit-driven strategies can even cost human lives.

Bilal Abdallah Naous

<https://uni-paderborn.sciebo.de/s/HZT2R252tScrGTN>

The ESG default trap: Financial insolvency risks for Brazilian MNEs

The corporate push for sustainability poses a hidden financial risk to multinational enterprises (MNEs) in emerging economies. My research project explores this ‘ESG Paradox’, particularly how aggressive sustainability mandates transform into a ‘default trap’ for Brazilian MNEs. While environmental compliance is widely praised as a corporate value driver, I argue that the substantial capital investments needed to modernise outdated infrastructure severely threaten short-term operational liquidity. Examining resource-scarce environments and highly scrutinised sectors like mining and oil, my research isolates the precise mechanisms by which intense institutional pressure erodes corporate credit ratings and increases insolvency risks. Ultimately, my 3MT contribution challenges the universal viability of global sustainability frameworks, exposing the harsh reality that well-intentioned mandates can inadvertently accelerate the financial collapse of the very firms they are meant to save.

Eileen Sabrina Wagner

<https://uni-paderborn.sciebo.de/s/MBrXcSZHqCLMesf>

Greenwashing and ESG reporting: Assessing the gap

Environmental, Social and Governance (ESG) reporting has become a central instrument through which corporations communicate sustainability performance to investors, regulators, and consumers. However, because ESG disclosures often remain voluntary and insufficiently standardised, companies retain considerable flexibility in how environmental performance is presented. My research investigates how this flexibility contributes to greenwashing and examines whether ESG ratings accurately reflect genuine sustainability performance. I focus particularly on environmentally intensive industries, where pressure to appear sustainable is especially pronounced. Drawing on recent literature on ESG measurement and inconsistencies between rating agencies, my study explores how selective disclosure practices create a gap between corporate sustainability narratives and measurable environmental impact. In my 3MT contribution, I argue that ESG frameworks may reward strategic communication as much as substantive environmental performance, thereby weakening transparency and complicating responsible investment decisions. Ultimately, my research questions whether current ESG frameworks incentivise genuine corporate accountability or primarily function as tools of reputation management.



Jana Kasischkin

<https://uni-paderborn.sciebo.de/s/qcZYC5mdNy9Qnsi>

Artificial intelligence and greenwashing detection in ESG investment markets: The role of AI in ESG transparency and accountability

My research investigates how artificial intelligence can identify greenwashing methods in ESG investment markets by analyzing ESG reports and detecting inconsistencies between corporate sustainability claims and actual environmental performance. As sustainable investment markets grow, investors rely on ESG ratings and sustainability reports when making financial decisions. At the same time, concerns about misleading sustainability claims have increased. This raises concerns regarding how well AI systems can differentiate between actual ESG performance and corporate communication. In my research, I look at how AI-based tools can improve ESG monitoring, process ESG-related data and identify gaps between what companies claim and what they do. I also investigate the limitations of algorithmic detection, such as data quality difficulties and the possibility of reinforcing existing biases in ESG evaluation systems. My 3MT contribution will demonstrate how AI changes the way sustainability claims are monitored and why effective greenwashing detection depends not only on technological capability, but also on the quality and control of ESG data.

Justus Ebbesmeier

<https://uni-paderborn.sciebo.de/s/ZksFAGgJQH9DMbC>

EU supply chain due diligence regulations: Challenges for German SMEs in implementing sustainable practices

The European Union is tightening sustainability standards through landmark legislation such as the Corporate Sustainability Due Diligence Directive (CSDDD), targeting environmental and human rights risks across global supply chains. While these regulations formally apply to large corporations, compliance pressure increasingly cascades down to smaller suppliers, placing German SMEs at the centre of a growing regulatory burden. In my research, I investigate to what extent EU supply chain due diligence regulations create challenges for German SMEs in implementing sustainable practices. Given that SMEs form the backbone of European supply chains yet operate with limited financial, human, and technical resources, understanding how they navigate these demands is critical. In my 3MT contribution, I examine key implementation barriers faced by German SMEs. My central argument is that current regulatory design largely overlooks SME realities, leaving smaller firms caught between rising compliance expectations and insufficient institutional support.

Selina Serdengecti

<https://uni-paderborn.sciebo.de/s/3YNii33mRCCLgxP>

Women in the boardroom: Does gender diversity drive better ESG performance in German companies?

Board gender diversity has emerged as a central concern in corporate governance, accelerated by Germany's gender quota legislation (FüPoG I and II) and the EU Women on Boards Directive (2022/2381), which mandates 40% of non-executive board positions be held by the underrepresented gender by June 2026. While research suggests a positive association between female board representation and environmental, social and governance (ESG) performance, large-scale empirical evidence for Germany remains limited. My thesis examines to what extent board gender diversity is associated with ESG performance in German listed firms – asking not merely whether a correlation exists, but where and how it manifests. It investigates whether the association differs across ESG pillars and whether diversity on the management board drives a stronger association than on the supervisory board, a distinction enabled by Germany's two-tier governance structure. Using panel data and OLS regression, my research provides timely evidence, with implications for stakeholders evaluating mandatory gender quotas.

Vu Tuong Vi Tran

<https://uni-paderborn.sciebo.de/s/HkWqGHZ4P6sk9sp>

Beyond the green veil: Does accounting supervision bridge the “greenwashing gap”?

As stakeholder activism intensifies, firms are increasingly tempted to engage in “greenwashing” – using symbolic ESG disclosures to mask a lack of substantive environmental action. Grounded in Legitimacy Theory, this research examines whether rigorous internal accounting controls can effectively narrow the “greenwashing gap” between a firm's self-disclosed claims and its actual objective scores. By examining the mediating role of analyst supervision, this study explores how high-quality oversight serves as an informational filter that increases the “cost” of deception. The research utilizes a discrepancy index to quantify greenwashing, measuring the deviation between subjective rhetoric and third-party ESG ratings. Preliminary findings suggest that robust internal controls act as a critical deterrent to symbolic reporting, ensuring that ESG disclosures reflect genuine corporate accountability rather than mere impression management. This study provides vital insights for regulators and investors seeking to ensure that corporate “greening” is a substantive commitment rather than a tactical facade.



Roundtable 5A: Small and Medium-sized Enterprises

09:30 – 10:50, 20th June, Q1.101

Chairpersons
Cenk Özkaya; Marius Schwarzenberg

Assil Naser Saleh Elsubhi

<https://uni-paderborn.sciebo.de/s/FXTDgnZHtfqxjPf>

The Core Technology Fee: Unintended effects of the DMA on app developers

My research examines the Core Technology Fee (CTF) introduced by Apple in compliance with the Digital Market Act (DMA) and imposed upon app developers. The European Commission designed the DMA to reduce lock-in and empower business users through obligations such as the ban on anti-steering clauses. Nevertheless, Apple implemented the CTF as part of its compliance strategy, requiring merchants to pay €0.50 per annual install charge after 1 million downloads. While the DMA aims to create fairer digital markets within the European Union, the CTF creates significant unintended consequences, including disproportionately penalising small developers, generating direct barriers to multi-homing, and preventing consumers from benefiting from lower platform fees. My research contributes to a highly important debate on the utility of ex ante digital regulation and how the DMA can be refined in light of this experience, visibly demonstrating that pro-competition regulation can involuntarily generate outcomes that sabotage its primary objective.

Felicitas Groß

<https://uni-paderborn.sciebo.de/s/tFQcBcQimf6q4iS>

The organisational side of M&A success: Internal teams and external advisors

Mergers and acquisitions (M&A) are strategically important for corporate growth, yet many transactions fail to realise their expected synergies and performance improvements. Existing research has mainly focused on financial indicators such as stock market reactions, while the organisational side of successful transactions has received less attention. My research examines how internal M&A teams and external advisors influence M&A success and whether they act as substitutes or complements in complex transactions. I am particularly interested in how firms balance internal experience with external expertise when acquisition decisions involve uncertainty and information asymmetries. I focus on specialised M&A departments, organisational learning processes, and strategic, financial and legal advisors. In my 3MT contribution, I will discuss how these actors help structure transactions, standardise processes and support managerial decision-making. Successful M&A transactions may depend less on choosing between internal teams and external advisors than on knowing when and how to combine their expertise.

Maesalreem Shamoun

<https://uni-paderborn.sciebo.de/s/tdewnBDkPLCPy3r>

The effects of e-commerce platforms on SME market access and competition in the European Union

Digital platforms are often presented as tools that enable small and medium-sized enterprises (SMEs) within the European Union to access international markets, reduce the impact of market barriers, and expand their potential customer base. In the European Union, where SMEs play a major role in economic development, e-commerce platforms have become an important channel for small businesses to participate in global trade. However, participation in the digital market does not necessarily translate into competitive success or even visibility. Instead, e-commerce platforms apply various mechanisms, such as algorithmic ranking systems and platform governance structures, that determine which businesses are visible to customers and which are not. As a result, customers' attention is shaped by the ranking and position of these businesses in the search results, leading to unequal competitive conditions for SMEs operating in the same field. My competition contribution will focus on how e-commerce platforms have increased market access while reshaping competition for European retail SMEs through platform-controlled visibility systems.



Ranem Al Hamid

<https://uni-paderborn.sciebo.de/s/py2TC6QDS3xMAA8>

Overcoming resistance to intrapreneurship in family businesses—Design thinking as a tool for next gen leaders

To what extent can prototyping enable Next Generation leaders to overcome resistance to intrapreneurship in family businesses without disrupting established family identity? Family businesses represent a fundamental component of the global economy, yet they remain characterized by conservative decision-making structures, a firm attachment to tradition and a tendency to resist challenges that disrupt established structures and values. As leadership transitions between generations, a core tension emerges between the drive to innovate and the firm's deeply settled preference for stability. Design Thinking has gained increasing recognition as a human-centered approach to innovation, offering practical mechanisms that enable organizations to experiment without committing to large-scale change. Prototyping, in particular, allows ideas to be tested on a small scale before any real commitment is made, a quality that proves especially valuable in cultures where failure is rarely tolerated. This research examines the relationship between prototyping and resistance to intrapreneurship in family businesses during generational transition. The central argument is that resistance to change in family firms is not a fundamental barrier, but rather a structural and cultural condition that existing research has not yet fully connected to specific innovation approaches such as prototyping.

Ruben Meier

<https://uni-paderborn.sciebo.de/s/4Gn5n3nWgBAr9qi>

Social media trends and their impact on traditional businesses: A survival of the fittest

Social media trends increasingly shape consumer behaviour and influence the appearance of local high streets. Viral food products, aesthetic concepts, and trends in general often attract customers to newly emerging businesses, while long-established family-owned shops struggle to maintain visibility and relevance. My research aims to clarify to what extent social media trends and shifts in consumer behaviour endanger small family-owned businesses and how these businesses should react to them to be successful. I will explore whether successful businesses adapt to online trends, rely on distinctive products and personalised service, or create a sense of authenticity and nostalgia that cannot easily be replicated by trend-based stores. Given that almost everyone uses social media, my research not only contributes to a better understanding of how modern consumer behaviour reshapes communities, but also of how the role of traditional businesses in everyday urban life is changing, offering the audience a closer analysis of a modern phenomenon.

Shireen Mostafa

<https://uni-paderborn.sciebo.de/s/XEAyEKmrW6Pxs3A>

Influencer-initiated eWOM and consumer trust in SMEs expanding internationally through social media

When small and medium-sized enterprises (SMEs) try to enter foreign markets, they run into a basic problem. They do not have the brand recognition or the financial resources that large multinational corporations use to attract customers worldwide. Influencer-initiated electronic word-of-mouth (eWOM) has emerged as an apparently budget-friendly solution, allowing smaller businesses to borrow the credibility of popular online figures. My research investigates to what extent this strategy builds or undermines consumer trust, and what this means for the sustainability of SME international expansion. I am particularly interested in a contradiction at the heart of this approach. The moment customers recognise that an online recommendation is commercially motivated, the trust it was supposed to create collapses. Drawing on studies from Nigeria, Indonesia and Thailand, my 3MT contribution will examine the conditions under which influencer-initiated eWOM succeeds or backfires for SMEs, offering insights into what resource-limited businesses should and should not do when building credibility in new international markets.

Yara Antonia Kirwald

<https://uni-paderborn.sciebo.de/s/pqRB9CynJbsFZAP>

Artificial intelligence and operational change in self-employed craft businesses in Germany

Artificial intelligence is increasingly used to restructure operational processes in firms, yet its impact on self-employed craft businesses in Germany remains insufficiently understood. These businesses are typically characterized by a single person or very small teams who combine manual craft work with extensive administrative responsibilities such as scheduling, customer communication, and accounting. My research explores how AI technologies influence operational tasks and reshape business requirements in self-employed craft businesses in Germany, with a particular focus on how they affect the distribution of time between craft work, administrative duties and the competencies required for these roles. The contribution of my 3MT is to show how digital tools interact with the specific organizational structure of craft businesses and where their integration creates efficiency gains. For the audience, my research provides a clearer understanding of where AI can realistically support everyday craft operations and which structural limitations shape its practical use in small businesses.



Chairpersons
Abdul Qayom Rasheed; Anna Reeh

Roundtable 5B: Marketing I

09:30 – 10:50, 20th June, room Q1.203

Ardiana Laha

<https://uni-paderborn.sciebo.de/s/Qqf96re5cxMDPSD>

Performing authenticity: How informal brand communication shapes consumer trust on social media

Media consumption has increasingly shifted from traditional television to short-form content on platforms such as TikTok and Instagram. This transition has fundamentally changed the environment in which brands compete for consumer attention, as traditional channels can no longer guarantee the same reach they once did. In response, many brands have had to adapt their communication strategies, with some turning to more informal approaches by leveraging influencers or their own employees to create content that feels less like advertising and more like a genuine recommendation. This raises a critical question: can informal communication build more consumer trust than traditional marketing formats, and if so, is this authenticity genuine or strategically planned? My research investigates the relationship between informal brand communication on social media and its effect on perceived authenticity and consumer trust. In my 3MT contribution, I examine whether the authenticity we encounter online reflects genuine brand values or a carefully constructed illusion designed to influence consumer trust.

Henna Rajab

<https://uni-paderborn.sciebo.de/s/eNo697BszwqLFps>

How do psychological mechanisms surrounding influencers create an illusion of intimacy that drives impulsive consumer purchases?

My research explores how influencers shape impulsive consumer behaviour through psychological mechanisms that create an illusion of intimacy online. Rather than focusing only on advertising strategies, I examine how creators encourage followers to perceive mediated interactions as emotionally personal and trustworthy. Through authentic storytelling and repeated interaction, influencers foster feelings of familiarity that can easily weaken rational decision-making and increase impulsive buying behaviour. Therefore, the core aim of my research is to answer: Through what psychological mechanisms do digital influencers create an illusion of intimacy that drives impulsive consumer purchases? In my 3MT contribution, I will demonstrate how the success of influencer marketing depends not simply on visibility, but on this psychological perception of closeness. Specifically, I will look into the formation of trust and social identification. Ultimately, this highlights how digital relationships shape our everyday consumer behaviour in ways that feel deeply personal rather than commercial.

Lorin Görgin

<https://uni-paderborn.sciebo.de/s/5db5BFzWaeo9sXn>

The illusion of appeal: Perceived authenticity in Gen Z marketing

Many brands today do not only sell products. They also sell the feeling of being real. Their posts look casual, their captions sound personal, and their values often seem to match what Generation Z cares about. But this raises an important question: when authenticity becomes part of a marketing strategy, does it still feel authentic? This question is especially relevant in digital brand communication. Gen Z consumers are constantly surrounded by sponsored posts, influencer content and value-based campaigns. Existing research suggests that brand trust, online brand experience and perceived credibility can influence how young consumers respond to brands. Studies on influencer marketing also show that perceived authenticity can play an important role in building trust and shaping purchase intentions. However, the growing use of authentic looking marketing creates a paradox. The more deliberately brands try to appear genuine, the more their communication may risk seeming staged or performative. In my research, I will analyse literature on authenticity in marketing, Gen Z consumer behaviour and digital brand communication. I will explore how brands try to create authenticity and how young consumers may interpret these attempts. My research question is: To what extent does perceived authenticity in brand communication influence trust and engagement among Generation Z consumers? This project aims to show that authenticity is not simply a branding technique. It is a fragile perception that can strengthen consumer trust when it feels genuine, but weaken it when it appears too carefully constructed."



Madeleine Louisa Justies

<https://uni-paderborn.sciebo.de/s/YxAHoeBtsQP6eBQ>

The influence of TikTok beauty ideals on Generation Z consumers' beauty product purchases in Europe and North America

TikTok has become one of the biggest social media platforms among Generation Z, exposing its consumers to idealized and unrealistic beauty standards. These may not only shape self-image but also influence purchasing behavior in the beauty industry. Existing researchs shows a controversy. Some studies suggest that exposure to TikTok beauty ideals increases purchase intention by encouraging consumers, while other studies argue that perceived unattainability of these beauty ideals reduces purchases intention. Due to this debate, it remains unclear how beauty brands can effectively use TikTok to drive Generation Z's purchase intention. Therefore, my research examines the influence of TikTok beauty ideals on Generation Z consumers' beauty product purchases in Europe and North America. In my 3MT contribution, I will discuss TikTok's role as a marketing tool and explore why consumers may respond differently to TikTok beauty ideals depending on whether these standards are perceived as achievable or unrealistic. This will highlight what this debate means for marketing strategies in the beauty industry.

Sahar Arsalan

<https://uni-paderborn.sciebo.de/s/3BtqREi3WPcEQZH>

When culture becomes simulated: The cultural simulation paradox in AI-generated advertising

Artificial intelligence is increasingly being used to create culturally adapted advertising content that imitates local aesthetics, values, language, and emotional cues. While this form of hyper-personalized advertising may increase relatability and engagement, it also raises questions about whether cultural representation generated by AI is perceived as authentic or psychologically manipulative. Existing research on AI-generated advertising primarily focuses on consumer trust, purchase intention, or generational responses to AI content. Less attention has been paid to how consumers respond when AI attempts to simulate culture itself. My research examines the "cultural simulation paradox" in AI-generated advertising: the tension between culturally resonant personalization and perceived artificial manipulation. Drawing on literature from consumer behavior, AI marketing, and authenticity theory, I analyze when culturally adapted AI-generated advertisements strengthen perceived authenticity and when they instead evoke discomfort or distrust. My research contributes to current discussions on AI-driven advertising by exploring how consumers negotiate the boundary between cultural relatability and artificial cultural imitation in increasingly automated marketing environments.

Yaren Kilic

<https://uni-paderborn.sciebo.de/s/LAS797DDJEyAmDZ>

The authenticity paradox: How product type determines the success of AI-generated influencers

Brands are increasingly adopting AI-generated virtual influencers to reduce marketing costs and maintain complete control over their corporate messaging in competitive digital environments. While these avatars successfully endorse tech products, a critical authenticity paradox quickly emerges when they promote experience goods, such as skincare or fashion, which intrinsically require actual physical sensation and human verification. Therefore, this research systematically investigates how the specific product type, whether a search or an experience good, moderates the impact of AI influencers on consumer brand trust and purchase intention. By systematically analysing the product-endorser fit, this study will explicitly explore the limitations of artificial authenticity, pinpointing exactly where the illusion of credibility breaks down for non-human endorsers in modern marketing. Ultimately, the audience will gain strategic insights into which product categories are safe for virtual influencer campaigns and which risk a severe consumer backlash that could permanently damage the long-term reputation of international brands.



Chairpersons
Mykhailo Teleshko; Xenia Valerie Therese Neumann

Roundtable 5C: The Developing Professional

09:30 – 10:50, 20th June, room Q2.101

Aymen Tahir

<https://uni-paderborn.sciebo.de/s/C58GrdpwrnqytEY>

Short-form media and attention fragmentation in future knowledge workers

I examine how short-form video platforms such as TikTok, Instagram Reels and YouTube Shorts influence attention among university students. The focus is on attention fragmentation, meaning continuous switching between stimuli and as a result the reduced ability to concentrate for longer periods. Drawing on basic concepts from cognitive psychology, I discuss how constant exposure to fast and highly stimulating content may make it harder for students to stay focused on tasks such as reading, studying or problem-solving. I argue that the effects of watching short-form videos are more significant than often assumed, extending beyond just a hobby into deeper cognitive and behavioural changes. The key argument is that these changes in attention are relevant beyond university, and can have consequences in the future, as many jobs require sustained focus and the ability to process complex information and fulfil tasks. This raises the question of whether current media habits may affect the development of important skills for knowledge work, such as concentration, deep thinking and efficient learning.

Cara Thiedig

<https://uni-paderborn.sciebo.de/s/exXEXpjoe4dLxip>

Workplace food environments and employee behaviour: The role of organisational support in healthy eating

Employees rarely make food choices at work in isolation. Organisations increasingly introduce health programmes, as well as workplace food policies, and canteen initiatives to encourage healthier eating habits. Yet some workplace environments appear to support healthy choices more effectively than others. In my research project, I explore how organisational support and workplace practices influence the healthy eating behaviour of employees. I am particularly interested in understanding whether workplace food choices are driven mainly by individual responsibility or shaped by organisational and social environments. My research aims to examine how workplace structures and social influences affect the eating behaviour of employees and what this means for organisations. In my 3MT contribution, I will discuss how workplace environments influence everyday food decisions from a business perspective. I want the audience to reconsider how strongly organisations shape behaviours that are often perceived as personal choices.

Kerim Yüksel Keskin

<https://uni-paderborn.sciebo.de/s/PoDR9dZ32connLo>

Language training in German workplaces: Supporting the integration of international skilled workers

Germany increasingly relies on international skilled workers to address labour shortages across key industries. However, successful workplace integration remains difficult, particularly when employees lack the professional language skills required for daily communication. Although many international workers possess the necessary technical expertise, difficulties often arise in understanding job-specific terminology, participating in workplace interactions, and integrating into teams. My research investigates to what extent workplace language training supports the integration of international skilled workers in Germany. I focus specifically on how company-based language programmes address professional communication needs and whether they improve collaboration, workplace participation, and workforce stability. Drawing on recent academic literature, my 3MT contribution examines how language support influences employees' confidence and sense of inclusion within professional environments. It further explores why workplace-based language learning may be more effective than general language courses for long-term workplace integration.



Lina Mohr

<https://uni-paderborn.sciebo.de/s/pQDa8ocAwmWTCpB>

Breaking the cycle: The role of intentional fitness in preventing burnout recurrence

Approximately one in every three to four people in the workforce already has experienced burnout, highlighting the significance and relevance of this crisis. This not only degrades work output but also severely impacts general mental health. While standard exercise can be helpful, recurrence is highly likely once a professional returns to a high-stress environment. In my 3MT contribution, I investigate whether the moderating effect of "Intentional Fitness" can break this cycle of repeated exhaustion. Specifically, I focus on how viewing fitness from an intrinsic perspective, rather than a prescribed task, increases the psychological detachment and mastery for long-term resilience. The audience should understand that physical activity is not just another "to-do" task, but a tool that gains its preventive power when intentionally structured as a qualitative recovery strategy. Ultimately, these insights demonstrate how "Intentional Fitness" builds the necessary resilience to permanently halt the downward spiral of occupational stress and recurring exhaustion.

Lola Amonov

<https://uni-paderborn.sciebo.de/s/xSSd3GHNJwQPjSg>

Self-directed learning in vocational education: The role of organisational conditions between empowerment and overload

My research investigates how organisational conditions shape the implementation of self-directed learning (SDL) in vocational education. While SDL concepts are designed to promote flexibility, autonomy, and personal responsibility, trainees are often expected to manage complex learning processes independently with limited institutional support. This raises the question of when productive autonomy becomes psychological overload. Drawing on the Job Demands-Resources model and Self-Determination Theory, my research explores how insufficient support structures, unclear guidance, and limited tutoring can significantly contribute to stress, frustration, and burnout among trainees. In my 3MT contribution, I discuss key theoretical approaches and current debates surrounding SDL in vocational education, particularly the role of organisational support in balancing independent learning with psychological well-being. My research highlights that successful SDL depends not only on learner responsibility, but also on the organisational conditions and support structures created to sustain effective learning environments.

Tamara Durkovic

<https://uni-paderborn.sciebo.de/s/MWa8ppAM3bKaLmo>

Exam-related stress and resilience: How first-year academic stress may shape resilience in future professional environments

Starting university can be particularly stressful for first-year business students, who must adapt to independent learning, new academic expectations, and increasing exam pressure. My research explores how exam-related stress influences academic adjustment, performance and resilience during this transition phase. I am particularly interested in whether early academic stress influences the ability of future business professionals to manage pressure, maintain performance, and develop resilience in demanding work environments. In my 3MT contribution, I discuss how stress affects students' concentration, motivation, well-being, and ability to adapt to university demands. Rather than viewing academic stress only as a short-term educational issue, my research also considers how these experiences may prepare business students for future working environments. Through this discussion, the audience should gain a clearer understanding of how the first year of university may influence not only academic success, but also students' longer-term professional development.



Chairpersons

Jonas Abd-El-Wahab Kamel; Sayhan Kütük

Roundtable 6A: Entrepreneurial Foundations

11:05 – 12:25, 20th June, Q1.101

Dennis Philipp

<https://uni-paderborn.sciebo.de/s/nLrpJk5Pn8moZ7f>

Born or built? – Assessing the impact of social environments on aspirations for international entrepreneurship

Entrepreneurship is often seen as a natural talent, but social environments strongly influence self employment as realistic career path. As innovation plays a crucial role in economic growth and international competitiveness, understanding the origins of entrepreneurial ambition has become increasingly important. Cultural values, education systems, and especially family models shape entrepreneurial thinking and attitudes toward innovation and risk-taking. In societies that value independence and creativity, young people are more likely to develop entrepreneurial aspirations. My project examines to what extent macro-, meso-, and micro-level social environments influence entrepreneurial ambitions on an international level. In particular, I will discuss how family background, schools, and social role models affect entrepreneurial self-confidence and willingness to take risks. Furthermore, the project focuses on the “entrepreneurial gap,” meaning the disconnect between individual potential and socially conditioned career expectations – highlighting how social influences shape entrepreneurial mindsets and opportunities for future innovation and economic growth.

Faruk Ucarsu

<https://uni-paderborn.sciebo.de/s/2MKgiN8HYELXrHf>

Teaching judgement or outsourcing it: Generative AI and opportunity-evaluation skills in entrepreneurship education

Generative AI tools are increasingly adopted by entrepreneurship students to generate and screen business ideas. However, this is the work through which the ability to judge which opportunities are worth pursuing is meant to develop. The European Entrepreneurship Competence Framework (EntreComp) treats this evaluative judgement as a learnable competence, and educational research emphasises that it develops only through hands-on, value-creating experience. Nevertheless, recent studies report that AI in the classroom mainly raises students' confidence and intention to start a venture, while a parallel body of research finds that relying on AI for the same judgement negatively affects it. My research investigates whether integrating generative AI into entrepreneurship education develops this evaluative judgement, or whether it raises students' confidence while displacing the experience that builds it. In my 3MT contribution I bring these two conflicting literatures together, arguing that those who design such courses should not mistake rising confidence for competence.

Florian Grocholl

<https://uni-paderborn.sciebo.de/s/jJFHj6fQNW37k4e>

Digital maturity as a prerequisite for successful internationalization: Coordination challenges in early-stage SaaS startups

My research explores the role of digital maturity in the internationalization of early-stage SaaS startups, with a particular focus on coordination challenges during premature international expansion. In this context, digital maturity refers to the capability to effectively coordinate and manage digitally scaled global operations. Many startups internationalize at an early stage due to the scalability of digital business models and reduced barriers to foreign market entry. However, recent research suggests that accelerated cross-border expansion can expose firms to significant strategic risks when the digital capabilities required to coordinate internationally dispersed activities are insufficiently developed. My 3MT contribution examines how limited digital maturity can increase coordination-related risks during premature internationalization in SaaS startups. Drawing on internationalization theory and current research on digital business models, my analysis highlights digital maturity as a critical prerequisite for sustainable transnational growth. The audience



Helin Muhamad

<https://uni-paderborn.sciebo.de/s/ZL4LxQwQYKzmWr6>

Fear of failure and entrepreneurial intentions: A study of business students in Germany

While Germany is recognized for its technical excellence, the "stigma of failure" remains a significant cultural barrier to new venture creation. In my 3MT contribution, I investigate the specific mechanisms through which social and psychological fear of failure inhibits the entrepreneurial intentions of business students in Germany. Rather than merely listing obstacles, my research project examines the trade-off between acquired business competencies and the perceived risks of social judgment or financial loss. I aim to show how these specific psychological thresholds create a gap between students' theoretical interest in startups and their actual willingness to take action. By identifying these internal and external barriers, my research offers insights into how academic environments can better address risk aversion among future graduates. My research highlights the necessity of shifting toward a more proactive startup culture, ensuring that innovative ideas within the faculty are not lost to the fear of professional setbacks.

Marius Schwarzenberg

<https://uni-paderborn.sciebo.de/s/pWr4H33aXBj3W6k>

Between confidence and illusion: The influence of confirming and critical AI feedback in entrepreneurial evaluation

Artificial intelligence is beginning to shape more than the decisions people make. It is becoming a central element in how individuals form trust in their own judgement. This development is increasingly reflected in entrepreneurship, where ideas are developed under uncertainty and where confidence often determines whether opportunities are pursued or abandoned. Generated feedback may therefore not only transform entrepreneurial decision making but also change how ideas with wider social or economic significance are developed and justified. My research specifically focuses on how different AI feedback styles may contribute to inflated confidence in entrepreneurial evaluations, potentially reinforcing confidence even when evaluation quality remains unchanged. This will in turn provide insights into how growing reliance on algorithmic input can reshape independent thinking in entrepreneurial decision making. The aim of my competition contribution is to encourage the audience to critically reflect on how AI feedback influences their own ideas and judgements.



Chairpersons
Jasneet Kaur; Lorin Görgin

Roundtable 6B: Marketing II

11:05 – 12:25, 20th June, room Q1.203

Lennart Klassen

<https://uni-paderborn.sciebo.de/s/EwzogLDwd8kTbRp>

How social influence shapes car buying decisions: A generational perspective on the customer journey

Buying a car is usually not a decision people make completely on their own. Before visiting a dealership, many customers read online reviews, watch videos, compare models and talk to friends or family. My research looks at how this social influence affects the car-buying journey and whether different age groups rely on different sources of advice. I am especially interested in the connection between online touchpoints, such as reviews and social media, and offline touchpoints, such as personal recommendations, dealership conversations and test drives. In my 3MT contribution, I discuss how younger and older consumers may differ in the way they build trust before making a purchase decision. This matters because car manufacturers and dealerships need to understand not only which channels customers use, but also whose opinions they trust during the buying process and how this trust influences the final decision.

Liana Demir

<https://uni-paderborn.sciebo.de/s/7XYmw69LPDCRAsP>

Buying belonging: “Treat yourself” culture and luxury brand consumption among Gen Z consumers

Luxury consumption has become increasingly embedded in everyday digital culture. For many Generation Z consumers, buying luxury products is no longer only about exclusivity or product quality, but also about feeling connected to certain lifestyles, trends, and social groups. Constant exposure to curated online content and emotionally driven marketing shapes consumer behavior and encourages forms of consumption linked to self-image and the desire to belong. My research explores how “treat yourself” culture shapes luxury brand consumption among Gen Z consumers and why this form of aspirational spending has become normalized in online environments. In my 3MT contribution, I discuss how digital consumer culture influences emotionally driven purchasing behavior and how luxury brands become desirable through the social meanings attached to them. The aim of my research is to examine why luxury consumption has become so closely connected to the desire for belonging among Generation Z consumers.

Marie Paula Heinrichs

<https://uni-paderborn.sciebo.de/s/a33sMM6DDnbpQD6>

The impact of social media content on brand perception and consumer responses in the automotive industry

Social media has become a central communication channel in modern marketing, significantly influencing how consumers perceive brands. This is particularly relevant in the automotive industry, as cars are high-involvement products and consumers often spend a long time comparing online information before making a purchase decision. My study examines how different types of social media content affect brand perception and consumer responses. Customers increasingly rely on online reviews, influencer content and social media discussions when evaluating automotive brands because external digital voices are often perceived as more authentic and trustworthy. Perceptions are therefore shaped not only by firm-generated content (FGC), but also by user-generated content (UGC) and professional-generated content (PGC). My research aims to analyse the extent to which these content types influence consumer trust, engagement and purchase intention in the automotive sector. In my 3MT contribution, I will provide insights into how consumers interpret digital information sources and how automotive companies can improve marketing strategies.



Melina Sölter

<https://uni-paderborn.sciebo.de/s/ceXGnzFzWM5aiRH>

From online engagement to long-term loyalty: The role of real-time user-generated content in event marketing

My research examines the extent to which real-time user-generated content during corporate events contributes to long-term customer loyalty. Despite increasing investments in social media and event marketing, many companies still struggle to transform short-term online engagement into sustainable customer relationships, often generating visibility without creating lasting brand value. Through my work as a working student in social media marketing, I have observed that companies frequently prioritise engagement metrics without fully understanding how real-time consumer participation influences customer perception and loyalty. My 3MT contribution therefore focuses on how live user-generated content, such as Instagram stories, posts, and shared event experiences, may strengthen emotional engagement, authenticity, and consumer identification with a brand during events. Drawing on recent literature on customer engagement and interactive marketing, the key takeaway of my research is that real-time user participation may represent an underestimated driver of sustainable customer loyalty and long-term brand value.

Violetta Fischer

<https://uni-paderborn.sciebo.de/s/fDiqbtjN7Qka2Ne>

Scent marketing: How fragrance shapes consumer behavior in luxury brands

My research investigates the effects of fragrance on emotional and memory-related consumer behavior within luxury brands. Scents can affect consumers by evoking emotions and memories, as these are processed by the brain's limbic system, which is directly linked to the sense of smell. Luxury boutiques often use signature fragrances to create a pleasant atmosphere, encouraging customers to spend more time in stores, and thereby increasing purchase intentions. In my 3MT contribution I will examine how scents can subconsciously influence consumer behavior and brand perceptions within luxury contexts, using Dior as an illustrative example. More precisely, I will discuss the importance of selecting the right scent to prevent negative consumer responses while strengthening positive ones. The audience should understand that while pleasant scents may increase shopping duration and spending, the wrong choice of scent might negatively affect consumers. Moreover, they should gain insights into how the brand Dior uses fragrance in its luxury boutiques to affect customers' emotions and memories.

Melisa Carolina Tatar

<https://uni-paderborn.sciebo.de/s/gbTSaRM8B5tzBTm>

How TikTok Algorithm Shapes Impulse Buying Through Personalised Content and Influencer Marketing?

Social media platforms have become an integral part of everyday life and increasingly influence how consumers discover products and make purchasing decisions. Among consumers aged 18–29, TikTok has emerged as one of the most influential digital platforms due to its highly personalised content recommendations and strong integration of influencer marketing. By continuously adapting content to users' interests and interactions, TikTok creates a user experience in which entertainment, advertising, and consumption are closely connected. This development raises important questions about the extent to which digital platforms shape consumer behaviour and encourage impulse buying. The aim of this research is to examine how personalised content and influencer-driven recommendations on TikTok influence impulse buying behaviour among consumers aged 18–29. In particular, the study explores how repeated exposure, influencer credibility, and emotional engagement contribute to unplanned purchasing decisions. This research contributes to a better understanding of how social media platforms shape modern consumer behaviour and highlights the growing influence of digital marketing strategies on purchasing decisions in the digital economy.



Roundtable 6C: Culture and Communication

11:05 – 12:25, 20th June, room Q2.101

Chairpersons

Leonid Viktorovic Borisov; Sanja Lara Miksic

Judy Naffissa

<https://uni-paderborn.sciebo.de/s/PCPeE29R6Nbnq2K>

Lost in translation: why a common language does not guarantee understanding in global teams

My research investigates why communication failures persist in global virtual teams (GVTs) even when English serves as the shared corporate language. The assumption that linguistic standardisation ensures mutual understanding is widespread in multinational organisations, yet it is increasingly contested. I argue that intercultural competence, rather than language proficiency alone, is the decisive factor shaping trust, participation and knowledge sharing across culturally diverse teams. Drawing on literature from international business and cross-cultural communication, my research examines how cultural communication styles, pragmatic misunderstandings and language-related power asymmetries undermine collaboration in practice. My 3MT contribution challenges the notion that a common language is sufficient for effective global teamwork and demonstrates that linguistic diversity, when actively managed, can become a strategic advantage rather than an obstacle. The key takeaway for practitioners and researchers alike is that intercultural competence is not a soft skill, it is a structural necessity.

Karina Ernst

<https://uni-paderborn.sciebo.de/s/4RExfiwLYbmi7Rx>

Speaking while female: competence-questioning communication in the workplace and its effects on women's professional participation

Despite decades of progress toward gender equality, women continue to face subtle yet damaging forms of bias in professional environments. One particularly prevalent manifestation is competence-questioning communication, a cluster of behaviors including condescending explanation, voice nonrecognition, and interruption, which signals to women that their knowledge and contributions are considered less valuable than those of their male colleagues. My 3MT contribution investigates how mansplaining and related phenomena function as mechanisms of professional exclusion, eroding women's self-efficacy and systematically discouraging their professional voice. My central research question is: how does mansplaining operate as a form of gendered incivility that restricts women's long-term participation in organizational life? Drawing on research from organizational psychology and communication studies, I examine why these behaviors disproportionately target women, why women respond to them more negatively than men, and what measurable consequences this holds for their professional trajectories.

Kübra Sengel

<https://uni-paderborn.sciebo.de/s/q3CXTjkSBxmoM9H>

Culture Clash or Competitive Advantage? Collaboration between Germany and Japan in the Automotive Industry

This research examines the extent to which cultural differences between Germany and Japan create both challenges and opportunities for collaboration in the automotive industry. As two of the world's leading automotive nations, Germany and Japan are internationally associated with innovation, engineering excellence and high-quality manufacturing. However, they are shaped by different business cultures, management structures and production philosophies. Drawing on research from intercultural communication, international business and automotive studies, the project explores how differences in communication, hierarchy, decision-making and approaches to automation influence cooperation between firms. Particular attention is given to current challenges such as digitalisation, sustainability and global supply-chain pressure in an increasingly competitive international market. The study also considers the historical and economic context of German-Japanese automotive relations and industrial cooperation. The findings suggest that cultural differences do not necessarily function as barriers, but may instead create complementary strengths that enhance innovation, adaptability and long-term competitiveness.



Monika Botic

<https://uni-paderborn.sciebo.de/s/krFRyGXtZgg3s7Y>

Attributing communication problems in multicultural teams: The overemphasis on culture and the neglect of organizational factors

Communication problems in multicultural teams are often attributed to cultural differences, making culture a visible and convenient explanation for misunderstandings in international organizations. However, this interpretation may oversimplify more complex underlying issues. While existing research on cross-cultural communication mainly focuses on how cultural differences affect communication, less attention has been given to how and why communication problems become interpreted as cultural in the first place. Research suggests that stereotypes, cultural assumptions, and attribution bias shape how individuals perceive and interpret others' behavior, causing communication difficulties to be explained through culture rather than through organizational factors. As a result, factors such as leadership, team structure, hierarchy, and situational pressures may receive less attention. Therefore, I examine how and why communication problems in multicultural teams become misattributed to cultural differences and how this contributes to the neglect of organizational factors.

Nare Stepanyan

<https://uni-paderborn.sciebo.de/s/zwzdcim4pZboBdf>

High-context and low-context communication: Trust-building in virtual international teams

Misunderstandings in virtual international teams often start before a task is even discussed: they stem from different expectations of what good communication looks like. My research asks how high- and low-context communication styles shape early trust-building in virtual international teams. Drawing on academic literature and my own X-Culture experience, I focus on the tension between direct, task-oriented messages and more indirect, relationship-oriented communication. In online collaboration, where informal contact, tone, and non-verbal cues are limited, team members may struggle to judge competence, reliability, and goodwill, particularly at the beginning of a project. In my 3MT contribution, I will show how the same message can be read as efficient, cold, vague, or respectful, depending on cultural expectations. For students, teachers, and future international team members, the key takeaway is clear: trust in virtual teams depends not only on doing good work, but also on making communication expectations explicit.

Xenia Metzler

<https://uni-paderborn.sciebo.de/s/ii4JQcCqbdPYLdy>

Same performance, different evaluation? The effect of perceived cultural background on competence evaluations

If two employees perform equally, are they evaluated equally? My project examines whether perceived cultural background influences competence judgements despite identical workplace performance. We often assume that hiring, promotion and leadership decisions are based on merit alone. Yet research in social psychology shows that stereotypes and implicit bias can still shape professional evaluations. I ask whether culturally associated cues, such as those conveyed through a person's name, influence perceptions of competence, leadership potential and professional ability in workplace contexts. If identical performance leads to different evaluations, this suggests that bias may continue to shape opportunities, recognition and career progression in ways that often remain unnoticed. My contribution explores whether such hidden mechanisms persist in modern workplaces that explicitly value fairness, diversity and merit-based decision-making. By examining whether equal performance truly results in equal judgement, I aim to encourage reflection on how objective workplace evaluations really are.

Xenia Valerie Therese Neumann

<https://uni-paderborn.sciebo.de/s/YoLLrNPJWcGktgG>

Communication (over-)accommodation and academic belonging in German higher education

International students at German universities regularly navigate multilingual and intercultural communication. While accommodation strategies are often intended to support non-native speakers, some forms of communication may instead be experienced as patronising or exclusionary. My research examines how communication overaccommodation influences international students' sense of academic belonging in German higher education. Drawing on Communication Accommodation Theory, I focus on behaviours such as exaggerated slow speech, unnecessary language simplification, and speech mimicry, and investigate how these practices shape students' feelings of acceptance in academic settings. Existing research has primarily examined accommodation from the perspective of native-speaking accommodators, while the experiences of international students remain underexplored. In my 3MT contribution, I discuss key literature on overaccommodation and intercultural communication alongside the experimental design of my planned study. My research contributes to current discussions on inclusive communication practices and student integration in international higher education.



Chairpersons
Felicitas Groß; Nare Stepanyan

Roundtable 7A: Leadership I

13:30 – 14:50, 20th June, Q1.101

Anna-Lena Albrecht

<https://uni-paderborn.sciebo.de/s/MoAt77jGPSPRmb3>

Women in Leadership: Confidence Gaps, Double Binds, and Self-Selection Challenges

Despite increasing awareness of gender equality in the workplace, women remain underrepresented in leadership positions across many industries worldwide. While structural barriers remain important, individual-level challenges also play a significant role in limiting career advancement. My research explores how confidence gaps, self-selection out of leadership opportunities, and “double bind” expectations influence women’s professional development and leadership ambitions. Women are often expected to balance assertiveness with warmth, yet displaying either trait too strongly can lead to criticism or negative judgement. The project examines how these pressures affect decision-making, workplace behaviour, and professional identity. The contribution will discuss psychological and social factors shaping women’s leadership experiences and analyse how organisational cultures may reinforce these patterns. The audience will gain insight into why highly qualified women may hesitate to pursue leadership roles and how gendered expectations continue to influence perceptions of effective leadership in modern organisations today.

Julia Nesterow

<https://uni-paderborn.sciebo.de/s/JZdekKcPtIKr3Ka>

AI is not immune to stereotypes: The under-representation of women in corporate leadership positions

Although women historically have overcome a great deal of discrimination, both inside and outside the workplace, echoes of these gender stereotypes are still rather present today. Globally, approximately 65% of leadership positions are occupied by men (International Labour Organization, 2025). Meanwhile, studies indicate that female leaders, particularly female CEOs, are more likely to foster innovation and promote environmentally sustainable business practices, proving women to be competent leaders and vital assets for any company. With the rapid integration of AI into organizational decision-making and leadership functions, AI systems play an increasingly significant role for managers. However, because AI is trained on historical data, its algorithms reflect existing biases and can preserve male-default leadership narratives. Since these echoes of discrimination within AI may be subtle to the unaware ear, my research focus lies in raising awareness about how AI can reinforce the societal barriers for women to occupy leadership positions and being recognized as legitimate leaders, as a fault confessed is half redressed.

Tobias Promise Oluwademilade Alafe

<https://uni-paderborn.sciebo.de/s/HzJKaKeLneNams4>

Black leadership in western luxury fashion: An Analysis of Leadership

My research examines how Black leadership representation influences brand perception within the luxury fashion industry, focusing on the appointment of Pharrell Williams at Louis Vuitton. While diversity and inclusion have become increasingly important and relevant in management research, limited attention has been given specifically to Black leadership in highly visible position within luxury brands. My research explores how leadership representation shapes consumer perceptions regarding authenticity, cultural relevance and emotional connection to luxury brands and consumer trust. Nevertheless, existing research often addresses diversity broadly rather than focusing specifically on Black leadership representation. My contribution examines how visible Black leadership in important positions may strengthen brand relevance, consumer engagement and cultural positioning within contemporary luxury fashion branding, particularly among younger and more diverse consumer groups who increasingly value authenticity, representation and cultural connection in global luxury markets and modern brand communication strategies.



Vibhuti Singh

<https://uni-paderborn.sciebo.de/s/dQZBPwdD6XqNF7H>

From disadvantage to social impact: How social entrepreneurs from lower socioeconomic backgrounds narratively construct their commitment to social change

People who experience hardship often respond in different ways. While some focus on stability and security, others are motivated to create positive change for people facing similar struggles. Existing research has examined difficult life experiences, entrepreneurial identity, and opportunity recognition separately, but less attention has been given to how individuals narratively connect these experiences to motivations for social entrepreneurship. Therefore, my research investigates how social entrepreneurs from lower socio-economic backgrounds interpret and narratively construct meaning from their difficult life experiences in ways that connect to social change. Using qualitative interviews, my study explores how individuals connect past struggles and turning points to motivations for social entrepreneurial action. The findings may help entrepreneurship support programs better understand how difficult life experiences shape motivations for social change.

Viktoria Schott

<https://uni-paderborn.sciebo.de/s/KNWb9XtM6yx8zD4>

Female leadership representation: Perceptions of workplace equality

This study examines how female leadership representation influences the perception of workplace equality within organisations. Despite increased visibility of women in senior management positions, many organisations remain predominantly male-dominated in their leadership structures. This gap between visible representation and actual leadership composition displays persistent issues related to workplace equality and representation. My research examines how female leadership representation influences perceptions of workplace equality within organisations by exploring how visible representation in senior leadership positions is interpreted in relation to equality and inclusion at the workplace. It explores how visible representation in senior leadership positions is interpreted in relation to equality and inclusion in the workplaces. My study also considers the role of symbolic representation and tokenism in shaping these interpretations, particularly in contexts where leadership structures remain predominantly male. My competition contribution focuses on the influence of female representation in leadership positions, showing the audience that visible diversity does not necessarily correspond to deeper structural equality within organizations.



Chairpersons
Maisem Rhuma; Selin Yakici

Roundtable 7B: Marketing III

13:30 – 14:50, 20th June, room Q1.203

Bibi Rabia Sadat

<https://uni-paderborn.sciebo.de/s/EM52b3Q6wxZXjdW>

The Authenticity Crisis of Beauty Influencers: How Overcommercialization Affects Gen Z

Consumer Trust and Purchase Intention on TikTok Influencer marketing has become one of the most powerful advertising strategies in the digital beauty industry, especially on TikTok, where Gen Z consumers increasingly discover and evaluate products through influencer content. However, as beauty influencers promote more sponsored products and commercial partnerships, audiences may begin to question their authenticity and credibility. This research examines how perceived overcommercialization among beauty influencers affects consumer trust and purchase intention among Gen Z users on TikTok. The study focuses on authenticity, transparency, parasocial relationships, and growing consumer skepticism toward sponsored beauty content. It also discusses recent trends such as influencer fatigue and “de influencing,” where users actively reject overconsumption and overly promotional recommendations. The contribution aims to provide insight into how influencer marketing is evolving and why authenticity may become more important than visibility for brands seeking to build long term trust with younger digital consumers.

Cagla Büyüktimur

<https://uni-paderborn.sciebo.de/s/2AiAq3nEXf5kH7K>

When luxury becomes too accessible: The impact of excessive influencer promotion on parasocial relationships

Luxury fashion brands increasingly rely on influencers on social media platforms such as Instagram and TikTok to engage with Generation Z consumers. Influencers often create parasocial relationships with followers by fostering emotional closeness, trust, and relatability. These one-sided emotional bonds can strengthen brand perception and increase purchase intention. However, recent research also suggests that excessive influencer promotion may negatively affect perceptions of authenticity, exclusivity, and credibility in luxury fashion marketing. As influencers become increasingly commercialised and associated with multiple brand collaborations, followers may begin to question the sincerity of influencer recommendations and the exclusivity traditionally associated with luxury brands. My research therefore explores to what extent excessive influencer promotion in luxury marketing reduces the effectiveness of parasocial relationships. By analysing recent studies on parasocial engagement, influencer credibility, and luxury consumer behaviour, I aim to contribute to the discussion surrounding authenticity, emotional attachment, and digital luxury brand communication in

Lea Aydin

<https://uni-paderborn.sciebo.de/s/bBGLj6TW9brwZzC>

Shifting trust in digital influence: Gen Z responses to influence fatigue and de-influencing content

Influencer marketing has become one of the most powerful forms of digital advertising, particularly among Gen Z users on platforms such as TikTok and Instagram. However, recent trends such as de-influencing and influencer fatigue suggest that young consumers are becoming increasingly sceptical of highly commercialised content. This research project examines how over-commercialisation, declining authenticity, and de-influencing content influence Gen Z users' trust in influencer recommendations. The central research question is: To what extent do influencer fatigue, over-commercialisation, and de-influencing content shift Gen Z users' trust away from influencer recommendations and toward peer-based validation? In my competition contribution, I will discuss the growing tension between influencer marketing and consumer resistance, focusing on authenticity, trust, and peer reviews in digital culture. The audience should gain insight into why Gen Z consumers may increasingly reject influencer authority and rely more on authentic, peer-generated opinions when making purchasing decisions.



Manal Mainida

<https://uni-paderborn.sciebo.de/s/4zwBGnEMRysHaRH>

The industrialisation of influencer marketing: how overexposure and repetitive mass promotion undermine authenticity, consumer trust, and long-term effectiveness

This research examines the repetitive promotion of low-cost products by influencers and how it ruins the authenticity of said-products. This study touches on how consumer trust for these marketing tactics of repetitive, overly produced content is in a significant decline as this new trend of short promotional content fosters criticism and skepticism and can lead to deliberate decay in interest, while brands argue that short-term profit is far more worth the investment than a long-term legacy of success, to the point of accepting waste and unsold inventory as part of their business model. This study offers a broader perspective about how the ecological responsibilities and the lack of ethics tied to these practices, as well as the industrialisation of digital influences and whether or not it can continue to persistently survive in the productive industry. By analysing customer responses and connecting them with these industry practices, the study highlights the tension between immediate revenue and sustainable brand trust. The findings aim to provide insights into how overexposure and the mass promotion of cheap goods can ultimately undermine the very authenticity and consumer loyalty that influencer marketing seeks to cultivate.

Rajana Jakueva

<https://uni-paderborn.sciebo.de/s/bRmmzKt2CLKp2T9>

The impact of cancel culture on TikTok on brand trust among Generation Z consumers

Social media platforms increasingly influence how consumers perceive brands and respond to corporate behavior. In particular, TikTok has become a space where public criticism can spread rapidly and significantly affect brand reputation. Recent discussions surrounding cancel culture suggest that Generation Z consumers place growing importance on corporate values, authenticity, and ethical behavior. As a result, brands are increasingly exposed to online backlash and public criticism when their actions are viewed as controversial or inconsistent with consumer expectations. However, existing research shows mixed findings regarding whether cancel culture creates long-term damage to consumer trust or whether brands can recover through effective communication and crisis management strategies. In my research, I examine how cancel culture on TikTok influences brand trust among Generation Z consumers and whether brand responses can reduce reputational damage after online criticism. My contribution highlights how social media activism increasingly shapes consumer expectations and public perception of brands.



Roundtable 7C: Global Vulnerabilities

13:30 – 15:00, 20th June, room Q2.101

Chairpersons
Judy Naffissa; Zeenab Diop Camara

Aleksandr Fomushkin

<https://uni-paderborn.sciebo.de/s/XHoTGdRFEwdCzNn>

Fuel exposure and electricity price volatility across selected countries

Energy price shocks since 2020 have shown that electricity markets are controlled not only by demand, but also by the structure of national energy systems. The main goal of my research is to understand how different combinations of nuclear energy, natural gas, liquefied natural gas (LNG), hydropower and renewable sources influence electricity price volatility across reviewed countries between 2020 and 2025. My 3MT contribution compares France, Germany, Norway and Japan to show how import dependence can reflect global fuel-price shocks into domestic electricity markets, while nuclear power and hydropower can support more stable generation costs. It also considers the limits of wind and solar power. Although they reduce operating costs, the stabilizing effect depends on storage, backup generation and grid flexibility. The key insight is that electricity price resilience depends less on choosing only one-best source than on reducing fuel exposure while preserving system flexibility.

Ewelyn Riel

<https://uni-paderborn.sciebo.de/s/nNyQCbWbCsGLMPg>

Caught between global players: Supply chain adaptation of German industrial firms amid US-China trade tensions

My research examines how German industrial companies adapt their supply chains and business strategies in response to rising global trade tensions between the US and China. German industrial firms are particularly vulnerable since Germany is an export-driven economy that depends heavily on both markets. Ever since 2018, the trade conflict between the US and China has intensified after higher tariffs were imposed on a variety of Chinese goods. Which has led to heightened uncertainty in global markets and increasing geopolitical risks. The aim of my research is to analyze how German companies are adjusting their sourcing, production and supplier networks in response to these trade disruptions to maintain competitiveness and reduce their dependency on unstable markets. My 3MT contribution highlights how trade conflicts disrupt dynamics for German industry. It shows why regionalization is becoming a key resilience strategy. Ultimately, my research offers insights into how German firms can remain competitive in an increasingly fragmented global economy.

Hilal Kalayci

<https://uni-paderborn.sciebo.de/s/CmMFFYBJENxesbJ>

Reducing Europe's dependence on China in the electric vehicle battery supply chain

Electric vehicles are central to Europe's green transition and to the competitiveness of its automotive industry. However, their batteries rely on global supply chains in which China holds a strong position across critical raw materials, components and processing stages. This concentration may make Europe vulnerable because of geopolitical tensions, trade restrictions or price volatility that disrupt access to key inputs. My research examines the extent to which Europe's dependence on China in the electric vehicle battery supply chain creates economic vulnerability. In my 3MT contribution, I focus on the risks of concentrated supply chains and evaluate whether diversification and circular economy strategies, especially battery recycling, can reduce this dependence. This analysis shows that Europe's dependence on China is not only a supply chain issue but also a source of economic vulnerability. Reducing this vulnerability is therefore central to making Europe's electric vehicle battery supply chain more resilient against future disruption.

Kati Junge

<https://uni-paderborn.sciebo.de/s/mPx24Zz8R8F53ga>

Midstream Processing: A Hidden Driver of China's Position in Global Supply Chains

My research examines midstream processing as a key factor sustaining global dependencies on China. While globalization has fragmented production across countries, it has also created complex supply chains in which midstream activities play a crucial but often overlooked role. Industries such as renewable energy, electronics and electric vehicles depend heavily on processed inputs including rare earth elements and battery materials. Through its extensive processing capacity and advanced industrial infrastructure, China has established a dominant position in these sectors. My competition contribution investigates how Chinese firms secured their strategic role in global supply chains and highlights China's strength in refining and processing key materials at scale. My research contributes to ongoing debates about how this concentration can create supply chain vulnerabilities and geopolitical leverage. The key takeaway is that China's position in midstream processing functions as a strategic control point within global supply chains, reinforcing asymmetric power structures within global trade.



Lakschman Karunanathan

<https://uni-paderborn.sciebo.de/s/rFp2r5PCgsbm3BJ>

The impact of money supply stabilization on inflation: Exemplified by the West German oil crisis of 1973

My economic research examines the monetary policy of the West German Central bank in response to negative supply shocks. In particular, my work is going to explore the counteracting effect of money supply stabilization on inflation caused by oil supply shocks. Consequently, I am going to focus on the Yom Kippur War in 1973, which affected the global oil market. In response to support for Israel, Arab OPEC countries imposed global oil embargos. At that time, West Germany was heavily dependent on oil imports, which led to rising inflation. In contrast to the U.S. Federal Reserve System (FED), the Deutsche Bundesbank pursued a different monetary policy. Therefore, as my 3MT contribution, I am going to answer the question, to what extent the Deutsche Bundesbank (between 1973-1977) was able to mitigate inflation caused by OPEC oil embargos through monetary stabilization? In my analysis, I will be reviewing academic and financial literature that reviews this topic. My goal is to make monetary policy more accessible. AI usage statement: AI-generated content and summaries were not used in the composition of this text or treated as academic sources. Furthermore, no original arguments, analytical reasoning or conclusions were produced by AI. All cited literature was independently identified, accessed (e.g. in peer-reviewed journals), evaluated and verified by the author. The author takes full responsibility for all ideas, interpretations, and final written content.

Leonid Viktorovic Borisov

<https://uni-paderborn.sciebo.de/s/wwwgD5Hr5H6JoKXg>

When efficiency is not enough: Supply chain disruptions in the electronics industry and the role of AI-driven demand

The electronics industry is confronting a structural paradox: the same drive for efficiency that enabled decades of growth is now generating vulnerability. As geopolitical tensions and rising energy costs destabilise global trade, the rapid expansion of artificial intelligence is simultaneously accelerating demand for critical components such as DDR5 memory, pushing already strained supply chains toward their limits. My research argues that the underlying issue is not disruption itself, but the speed resilience tradeoff that companies have long neglected in favour of cost optimisation. I investigate how this imbalance manifests in the electronics sector and why a structural reorientation is necessary for companies operating in volatile global environments. Drawing on supply chain management literature and industrial economics, examine how AI induced demand shifts amplify existing weaknesses and what this reveals about the fragility of efficiency driven supply chain models. My 3MT contribution examines how this structural imbalance develops and what it suggests about the conditions under which supply chain resilience becomes a strategic necessity rather than an optional investment.

Shabnam Adel

<https://uni-paderborn.sciebo.de/s/mJiFFpbCKtcJGJr>

The US legacy in Afghanistan: From constructing aid dependency to triggering economic collapse through asset freezes and sanctions

This research examines the extent to which U.S. policies contributed to Afghanistan's economic crisis after the Taliban's return to power in 2021. During the two decades of U.S. intervention, Afghanistan became highly dependent on foreign aid, imported expertise, and externally managed financial structures, creating a fragile economy with limited domestic resilience and weak institutional independence. Following the U.S. withdrawal, the freezing of Afghan central bank assets, financial sanctions, and the suspension of international assistance intensified this vulnerability and accelerated economic collapse. My contribution explores how these two phases - the construction of aid dependency and the later restriction of financial access - interacted to deepen Afghanistan's humanitarian and economic crisis. Drawing on research from international political economy and post-conflict state-building, I argue that U.S. policies should be understood not merely as background conditions, but as significant drivers of Afghanistan's post-2021 economic breakdown and humanitarian instability.

Simon Dürdoth

<https://uni-paderborn.sciebo.de/s/ADT2JHPbdKmN2Jz>

Lack of competitiveness of European farmers: The effects of the EU-Mercosur Deal on the agricultural sector

My research analyses multiple aspects of the EU-Mercosur deal affecting both agricultural sectors, the mechanisms behind it and their impact on the involved economies and the environment. Farmers from Europe tend to lack competitiveness compared to their South American counterparts in most aspects, raising concerns for Europe's agricultural sector as they would need subventions in order to compete or even survive among the incoming competition from Mercosur. My work aims to provide important information regarding a topic relevant for every citizen of Europe's Customs Union due to the current aim for economic independence and the human's basic need to consume food. While the imminent agricultural danger of this multinational deal is known, the extent of it is rarely discussed. My competition contribution will focus on the question if European farmers can sustainably stay competitive after implementation. And thus I want my audience to gain consciousness about the extent of the impact of this trade deal.



Chairpersons

Assil Naser Saleh Elsuhi; Tobias Promise Oluwademilade Alafe

Roundtable 8A: Leadership II

15:15 – 16:35, 20th June, Q1.101

Chaima Razzouki Mohamed

<https://uni-paderborn.sciebo.de/s/44EXMTGCgLaRfYR>

Leading from a Distance: The Role of Emotional Intelligence in Remote Leadership

Hybrid work has changed what effective leadership looks like. Managers are expected to maintain trust, engagement and collaboration even when communication is filtered through screens and spontaneous interpersonal interaction is limited. My research examines to what extent emotional intelligence influences leadership effectiveness in hybrid work environments, focusing on communication, psychological safety and team cohesion. In my 3MT contribution, I will question whether emotional intelligence is truly a strategic leadership advantage in hybrid organisations or whether its impact depends on contextual factors such as communication structures, workplace culture and organisational expectations. This question matters because hybrid work has become a long-term organisational reality rather than a temporary adjustment. For students, educators and future professionals, understanding which leadership competencies genuinely improve team performance and employee well-being offers practical insight into how workplace relationships and leadership expectations are evolving. More specifically, my contribution explores whether emotional intelligence can compensate for reduced emotional cues in digital communication or whether effective hybrid leadership requires broader organisational adaptation.

Ediz Moumin

<https://uni-paderborn.sciebo.de/s/a673tHmTSHkadiQ>

The silent control of charismatic leaders over human behaviour

Political movements, consumer behaviour and even collective responses to climate change are often influenced by leaders who rely more on communication than on formal authority. Many people still associate charisma with confidence, extroversion or an innate ability to attract others. In practice, influential leaders create emotional closeness, communicate shared values and make people feel part of a larger collective. Charisma therefore functions less as a personality trait and more as a conscious way of shaping behaviour through communication. Charismatic leaders use symbolic and emotionally loaded language to present complex issues in ways that feel immediate and personally meaningful. This is especially visible in sustainability debates, where scientific facts alone rarely lead to lasting social change. Charismatic leaders often manage to turn personal concern into collective responsibility. Charisma therefore emerges not simply as natural charm or manipulation, but as a leadership skill that shapes perception, attention and collective behaviour.

Hendrik Fornefeld

<https://uni-paderborn.sciebo.de/s/Nrq5Q9MKZawgynb>

Silent under pressure: Why employees do not speak up against toxic leaders

Toxic leadership is more than ineffective management; it can create fear, mistrust and emotional pressure in the workplace. In modern organisations, where innovation, feedback and early problemsolving are essential, employee silence can become a serious risk. My research examines why employees often remain silent when they experience or observe toxic leadership, even when speaking up could prevent further harm. The central focus is the extent to which toxic leadership reduces employees' willingness to voice concerns by damaging psychological safety. This 3MT contribution discusses how abusive, manipulative or fear-based leadership behaviour can discourage feedback, hide organisational problems and strengthen harmful power structures. The audience should gain insight into why silence is not simply passivity, but often a self-protection strategy. Understanding this relationship may help organisations recognise toxic leadership earlier and create safer conditions for employee voice.



Lara Kranzmann

<https://uni-paderborn.sciebo.de/s/LsqbPfYasgRqYAZ>

From shared hobbies to stronger workplace relationships: A moderated mediation model of leadership interaction

Shared hobbies between leaders and employees may influence workplace relationships in ways that exceed formal communication and professional competence. While leadership research has traditionally focused on leadership styles and workplace behaviour, informal social similarities such as shared interests outside the workplace have received far less attention. Conversations about football, gaming, fitness, or other hobbies may appear unrelated to organisational performance, yet they can shape interpersonal trust and everyday collaboration within teams. Drawing on Leader-Member Exchange (LMX) Theory, Similarity-Attraction Theory, and Social Exchange Theory, my research examines whether shared hobbies improve leader-follower relationship quality through increased trust and whether frequent communication strengthens this effect. In my 3MT contribution, I focus on how informal social connections influence leadership interaction and team relationships. By highlighting the role of everyday interpersonal similarities, this research offers a more differentiated understanding of how trust develops between leaders and employees and why informal interactions may matter in organisational settings.

Sayhan Kütük

<https://uni-paderborn.sciebo.de/s/zrdZseTBkrLPdAH>

Generation Z as emerging leaders: reshaping leadership styles and hence workplace culture

As Generation Z increasingly enters managerial positions, organisations may experience significant changes in leadership styles and workplace culture. While this generation is frequently discussed in relation to changing employee expectations and workplace behaviour, far less attention is given to the way Generation Z may influence organisations as future leaders and decision-makers. My research examines how emerging Generation Z managers may reshape leadership approaches and hence transform workplace culture within modern organisations. In particular, I investigate whether younger leaders are likely to move away from traditional hierarchical management structures towards more transparent, collaborative and employee-centred forms of leadership. Furthermore, my research explores how changing attitudes towards authority, communication and work-life balance may influence organisational hierarchies and managerial expectations in the future. Through my 3MT contribution, I want to discuss whether the growing presence of Generation Z leaders represents not only a generational shift in management, but also a broader change in how authority, leadership and workplace culture are understood in contemporary organisations.

Stella Kohrs

<https://uni-paderborn.sciebo.de/s/FbRGYK25rtxktSR>

Transformational Leadership: Navigating Employees' Work-Life-Balances

My research analyses the issue of employees struggling with the blurring of their work-life balances, and how possible solutions may be applied. More recent developments in work contexts show a rapid shift towards remote or hybrid work settings. This specific research aims to uncover the psychological mechanism of task switching, meaning the cognitive process of moving between different roles and responsibilities of personal and professional lives, and to answer the question of how this issue can be solved. Remote work settings often lack clear boundaries, increasing interruptions and making psychological detachment from work more difficult, making employees feel depleted and unable to complete workloads effectively. My research has led me to the concept of transformational leadership (TLS), which may help maintain psychological boundaries and support healthier transitions between work and personal life through clear goals and positive recognition. My competition contribution will therefore focus on literature surrounding transformational leadership, informing the audience about a possible solution to improve psychological boundaries and work-life balance.



Chairpersons
Kübra Sengel; Marie Paula Heinrichs

Roundtable 8B: Marketing IV

15:15 – 16:35, 20th June, room Q1.203

Cenk Özkaya

<https://uni-paderborn.sciebo.de/s/P498z5ankEFnAMB>

A comparative analysis of TikTok content creators and traditional advertising on Generation Z buying behaviour

TikTok has become a influential platform for shaping consumer behavior. It has created new opportunities to influence purchasing decisions through authentic content creators that were difficult through traditional advertising. For companies today, content creators are an essential channel for attracting Generation Z as a target audience. Unlike traditional advertisements, TikTok creators build stronger emotional connections, authenticity and trust with their audiences, which gives them a significant impact on consumer purchasing decisions. My research examines how authenticity and social identification explain why TikTok creators may have a stronger influence on Generation Z consumers than traditional advertising and why this emerging field also raises risks regarding abuse of trust, covert advertising, and deceptive authenticity. When consumers identify with a content creator, this may increase their willingness to purchase products promoted by them and trust the content creator rather than the manufacturer when it comes to the quality. My contribution highlights the psychological mechanisms that make TikTok creators more persuasive than traditional advertising.

Jonas Abd-El-Wahab Kamel

<https://uni-paderborn.sciebo.de/s/dPYaHPArtrwip8F>

Personalised Instagram advertising: balancing relevance, trust and intrusiveness among young adults

AI and consumer data are now being used by social media platforms for advertising that is supposed to bring a highly personalized experience to the consumer, hence making it more relevant and interesting for him. However, young adults, particularly Instagram users, may feel the dilemma between the helpfulness of the process and their feeling of being violated and tracked. For this purpose, the project seeks to explore at what point personalized Instagram ads become relevant and trustworthy, and at what point they turn out to be too much. Relying on recent literature about AI-generated personalization processes, young adults' attitudes towards data-driven advertising and concerns regarding privacy risks communicated through recommendation labels, the project will analyze consumers' reactions to data usage, transparency, and privacy risk perception (Papageorgiou and Milioris, 2026; Shin, Kim and Huh, 2025; Lv et al., 2025). During the 3MT talk, I will examine both relevance and negative consequences associated with excessive personalization.

Kaan Demirer

<https://uni-paderborn.sciebo.de/s/4FGZpf5dggxFMY6>

Social media's hidden odds: How Premier League clubs shape young adults' betting intentions

My research examines how Premier League football clubs' social media marketing influences young adults' intentions to place bets on match outcomes. I focus on the way clubs use Instagram, TikTok, and X to turn match excitement into subtle commercial pressure, especially through player highlights, fan polls, and sponsor content linked to betting partnerships. This matters because young adults are not just exposed to sports content; they are repeatedly drawn into a marketing environment where entertainment and gambling become closely connected. My 3MT contribution explores when this influence becomes strong enough to affect betting intentions and why that matters for fans, clubs, and regulators. Rather than treating social media promotion as simple fan engagement, I show how it can normalise betting among a highly exposed audience. The key contribution of my research is to identify the ethical threshold at which sports marketing stops being harmless promotion and starts becoming targeted persuasion.



Riham Tahiri

<https://uni-paderborn.sciebo.de/s/2oxFsRsHQthcLiq>

Influence of TikTok influencers on Gen Z's trust in beauty and skincare brands

My research investigates how TikTok influencers shape Gen Z's trust in beauty and skincare brands. Influencer marketing has become highly influential in the beauty industry, particularly on TikTok, where consumers are constantly exposed to product recommendations and sponsored content. However, it remains unclear why some influencers are perceived as trustworthy while others are not. Drawing on literature about influencer credibility and consumer trust, I explore how factors such as relatability, authenticity and trustworthiness influence Gen Z consumers' perceptions of beauty-related content on TikTok. I hypothesise that TikTok influencers shape consumer trust more strongly than traditional advertising because they are perceived as more authentic and relatable. In my 3MT contribution, I discuss how influencer credibility affects trust formation and why this relationship has become increasingly important for beauty marketing aimed at younger consumers.

Sabrina Völker

<https://uni-paderborn.sciebo.de/s/55re2RFgmGgfwF4>

Impulse buying triggered by short-form videos

Short-form videos have become one of the most influential advertising formats on social-media platforms. Their fast pacing, emotional intensity and visually engaging design make them particularly effective at capturing attention and encouraging spontaneous reactions. In my research project, I explore how short-form video content influences consumers' impulse buying behaviour. I am especially interested in understanding which visual and emotional features, such as rapid editing, expressive imagery or brief influencer endorsements, most strongly trigger unplanned purchases. My aim is to examine whether impulsive buying decisions in these environments are driven primarily by individual tendencies or shaped by persuasive design strategies embedded in the videos. In my 3MT contribution, I will discuss how short-form videos create conditions that favour impulsive decisions and what this means for consumers and digital marketing practices. I want the audience to reconsider how strongly platform-specific formats shape behaviours often perceived as personal choices.