

Thesis proposal

Measuring and managing impact: A systematic analysis and an application to the apparel Industry

Despite the importance of impact creation to impact entrepreneurship (incl. environmental, social and sustainable entrepreneurship) and impact entrepreneurship research, standards for measuring and managing organization's impact are underdeveloped on both theoretical and practical grounds (Rawhouser et al., 2019). Recent reviews and categorization approaches emphasize the fragmented nature of the field and the lack of a common definition of impact (Maas & Liket, 2011; Rawhouser et al., 2019). This makes it especially difficult for managers of impact enterprises to choose an appropriate impact measurement method (Maas & Liket, 2011).

Therefore, the goal of this thesis is twofold. First, the thesis aims to systematically analyse contemporary impact measurement tools (e.g. the B Impact Assessment (B Lab, 2021), the "Gemeinwohlbilanz" (Gemeinwohlökonomie, 2021), the Social Reporting Standard (Social Reporting Initiative, 2020), the Impact Measurement & Management System IRIS+ (GIIN, 2021), the Social Return on Investment ((Social Value UK, 2012)), the Life Satisfaction measure of Kröger and Weber (2014), the Impact Navigator (Phineo, 2016) and other forms of theory based approaches (Weiss, 1995)) to identify how the approaches define impact and what dimensions of impact the approaches measure. Second, the thesis aims to develop a process that allows managers within the apparel industry to choose from and combine the tools to build an impact measurement practice that is valid and useful (Molecke & Pinkse, 2017). Therefore, the Leuphana Yunus Centre Fellow *KAYA&KATO* serves as a case study and sparring partner.

KAYA&KATO is the first label for fully sustainable workwear. Since 2015, the Cologne-based company has been producing workwear from innovative fabrics, combining chic design with high quality and consistent sustainability. The products are made from organic cotton or a blend using recycled plastic waste from the sea. *KAYA&KATO* offers a transparent insight into the complex supply chain of the textile industry. The production takes place exclusively in Europe. *KAYA&KATO* knows its suppliers personally in order to manufacture high-quality products and guarantee fair working conditions.

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Second supervisor: Dr. Stefan Rennie (Co-founder *KAYA&KATO*)

In case of interest, please send your CV and your transcript with a short motivational letter to penz@leuphana.de.

Relevant literature

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