

Curriculum Vitae

Katrin MUFF Ph.D.

Address Alpenquai 22, 6005 Lucerne
Contact & info +41 (79) 310 0392, katrin.muff@theibs.net
Date of birth September 6, 1969
Nationality Swiss Citizen
Marital status Married
Languages Fluent in English, German, French and Swiss-German, conversational in Dutch



Professional Experience

LUISS BUSINESS SCHOOL (part of Luiss University) Rome, Italy

2019 – current **Professor of Practice in Business Sustainability and Transformation**

- Author of [The Positive Impact Mindset](#) (2023) and [Five Superpowers for Co-creators](#) (2019)
- Publication list available [here](#)

THE INSTITUTE FOR BUSINESS SUSTAINABILITY Luzern, Switzerland

2018 – current **Director**

- Co-Director of [Sustainability Leadership Executive Programs](#)
- Joint research on [True Business Sustainability](#) with Thomas Dyllick, University of St. Gallen
- President of the [Positive Impact Rating](#), a global Business School rating initiative, endorsed by WWF, Oxfam, WBCSD, UN PRME, oikos & AIESEC
- Keynote speaker and panelist for business, NGO and government-initiated events
- Facilitator of a 2-year change project (a cross-sector recycling initiative involving Unilever, Tetrapak, Nestlé, Aldi, Elopak and many others)
- Lead-consultant of the [SDGX.org](#) approach together with Barbara Dubach, engageability.
- Adviser to Swiss cross-sector projects ([sustainabilitytoday.com](#), [focusedreporting.ch](#))
- Jury member of sustainability-related projects (Green Brands Switzerland)

BUSINESS SCHOOL LAUSANNE (owned by Lemania Group of Schools) Switzerland

2012 – 2018 **Professor in Business Sustainability & Responsibility**

- Developed the Competencies Assessment of Responsible Leadership ([CARL](#))
- Developed the [Collaboratory](#) methodology, a multi-year, EU-funded research collaboration ([Leadership-for-Transition.eu](#)) based on the 50+20 project ([50plus20.org](#))
- Founding member of the [Responsible Research in Business & Management](#) initiative
- Kicked-off and led global engagement project developing a new vision for business schools in the 21st century, launched at the PRME Global Forum at Rio+20 in 2012 ([50+20 - Management Education for the World](#)) including a book (English & Chinese), an Agenda, an award-winning video, a documentary, an interview series, a pop-up b-school installation with benches upcycled by artists, a series of pop-up events at RIO+20

2008 – 2015 **Dean**

- Responsible for strategy, financials, reporting, governance, HR and academic programs
- Enabled the transformation of the governance from a hierarchy to a self-organized structure
- Initiated the stakeholder co-creation process for a new school-wide vision and mission based on the three pillars of sustainability, responsibility and entrepreneurship

2008 – 2018 **Program Director for the E/MBA, the Diploma in Sustainable Business, and the DBA**

- Revision of the existing DBA program into a GRLI prototype doctoral program in Sustainable and Responsible Business (long-distance program with participants from around the world)
- Fundamentally revised the E/MBA programs based on CEO & HR Director interviews to focus education around required skills, competencies, and attitudes

YUPANGO – Start-up Consulting & Coaching (Co-founder) The Netherlands / Switzerland

- 2006 – 2007 **External consultant for the Plant Science Center start-up at the University of Zurich (CH)**
- Developed and implemented a strategic plan for how to interest, engage and integrate 21 professors across seven institutes of the University Zurich, University Basel and the ETHZ
 - Developed & taught a doctoral program for all PhD students in leadership & management
- 2004 - 2006 **Consultant, Trainer and Leadership Coach, Baar & Pully (CH)**
- Training workshops in leadership, coaching competences, team building and management
 - Mental golf coaching approach in collaboration with Ind. Association of Swiss Golfer (ASGI)
- 2000 – 2003 **Co-Founder & Managing Partner, Yupango BV, Breda (NL) and Zurich (CH)**
- Evaluated investments and led deal negotiations between companies and co-investors.
 - Supervised, coached and trained management teams throughout their start-up phase.

IAMS PET FOOD INTERNATIONAL (owned by Procter & Gamble) The Netherlands

- 1999 – 2000 **Director, Strategic Planning EMEA, IAMS EUROPE, Eindhoven (NL)**
- Coordinated process for 20 country managers to develop a shared vision for Europe
 - Extensive indirect leadership exposure due to business development role for EMEA

ALUMINUM COMPANY OF AMERICA (ALCOA) Switzerland / USA / Russia

- 1995 – 1997 **General Manager, Building Systems International (100% ALCOA), Moscow (RU)**
- Successful start-up management of a local building products assembly plant
 - Responsible for strategy, financials, HR, operations, EHS, incl. reporting to the Alcoa CEO
 - Developed the initial start-up business plan, leading an international team of experts
- 1994 – 1995 **Industry Analyst – Global Mergers & Acquisitions, ALCOA, Pittsburgh (US)**
- Second-negotiator in international acquisitions of the Hungarian and Spanish national aluminum industries, including plant-level operational due-diligence and financial projections
- 1991 – 1994 **Business Analyst Europe, ALCOA, Lausanne (CH)**
- Competitive analysis and business development (M&A opportunities) for Alcoa in Eastern and Western Europe, including close collaboration with sales forces across several countries
- 1989 – 1990 **Credit and Collection Administrator, ALCOA, Lausanne (CH)**

SCHINDLER LIFTS Switzerland / Australia

- 1989 **Managed a national inventory system project, SCHINDLER LIFTS, Sydney (AU)**
- 1985 – 1988 **Commercial Apprenticeship, SCHINDLER AUFZÜGE AG, Ebikon (CH)**

Board & Editorial Activities

- 2015 – current Member of the International Advisory Board of Maastricht University (NL)
- 2015 – 2018 Member of the Board of Nice Future (Lausanne) (CH), www.nicefuture.com
- 2014 Appointed Fellow at the International Academy of Management (www.theiaom.org)
- 2013 – 2019 Member of the Board of the Globally Responsible Leadership Initiative (GRLI, AACSB & EFMD)
- 2013 – 2016 Member of the Board of Kedge Business School Foundation, Marseille (FR)
- 2013 - 2016 Editor of the 'Building Sustainable Legacies' Journal, Greenleaf Publishing, Sheffield (UK)
- 2005 – 2007 Member of the Board of "Fairplay Foundation – für eine zukunftsfähige Wirtschaft", Basel (CH)
- 2000 – 2003 Member of the Board of Yupango BV, Breda (NL), (international investors group)

Academic Qualifications

- 2015 Ph.D. in Management (cumulative), University of Exeter, UK: "The common transformative space of responsibility and sustainability". Supervisors: Jonathan Gosling and Sally Jeanrenaud
- 2008 Doctorate in Business Administration, Business School Lausanne, CH: "Performance Management: Golf, a valid option to improve personal effectiveness in management"
- 1994 Master of Business Administration, Business School Lausanne, CH "summa cum laude"
- 1992 Bachelor of Business Administration, Business School Lausanne, CH "summa cum laude"
- 1988 Professional Maturity at the Higher Commercial School of Lucerne, Switzerland