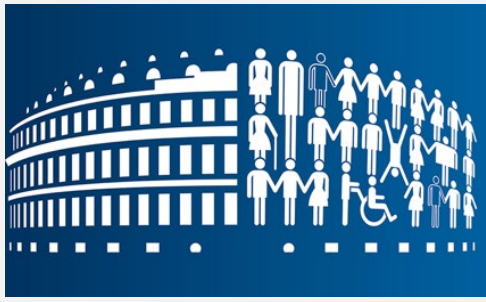


Sustainability Dimension

# Diversity



Strategic Diversity Management (SDIM)  
Compulsory Elective Module Bachelor  
ZHAW



70% of respondents from large companies state that their company has a diversity strategy. In contrast 13% of respondents from SMEs with less than 50 employees and 40% of medium-sized companies (50-499 employees) state that their company does have a diversity strategy.\*



*Sandro Singer*  
Head of Sponsorship Project  
Women's Football, AXA

“For us at AXA Switzerland, diversity and inclusion are topics that are important to us by conviction and we therefore take them very seriously. The ZHAW students' case studies have given us fresh ideas and different perspectives for our daily work. I would support such a collaboration again in a heartbeat.”

*Stefan Gal*  
Co-Lead Diversity  
Swisscom

“Diversity, Equity & Inclusion is essential for Swisscom. Thanks to the ZHAW students' case studies, we get a very interesting outside perspective and additional ideas and input on our current DEI topics. We very much appreciate this collaboration with the ZHAW and the students, which is a WIN WIN situation.”

*Michelle Weber*  
Student SDIM

“In the Strategic Diversity Management module at ZHAW, I had the opportunity to collaborate with my group on a real business case for Special Olympics Switzerland. This experience provided me with practical insights and also made me aware of the positive impact that well-executed diversity management can have on a company.”

Contact Details:

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\* Frau, D., Krauskopf P., & Costa V. (2023). Altersdiversitätspraktiken in Unternehmen der Schweiz. Eine explorative Studie. ZHAW School of Management & Law. Winterthur.

# Poster Session Teaching and Learning for Change: Sustainability in Higher Education

Case Strategic Diversity Management Compulsory Elective Module Bachelor



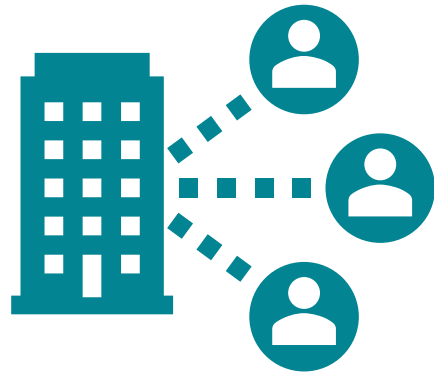
**Building Competence. Crossing Borders.**

# Compulsory Elective Module Strategic Diversity Management



# Performance Record Based on a Diversity Case from Practice

Student project work  
during one semester



Companies or NGOs  
formulate questions  
for students



ScientificWork



# Companies/NGOs



# Module Content



# Strategic Diversity Human Capital (Employee Perspective)



Diversity  
Human Capital  
(Employees)

- Introduction to strategic diversity management and diversity concepts
- Introduction and deepening of selected diversity dimensions and intersectionality (e.g. gender, LGBTIQ+, age, disability, BIPOC, social background, compatibility, etc.)
- Establishment of diversity KPIs and evaluation of diversity practices in companies
- Importance of unconscious bias in recruitment, selection, performance appraisal and leadership
- Establishing diversity roles and diversity communities in the organization
- The role of leadership in the successful implementation of diversity management

# Strategic Diversity Marketing ( Stakeholder Perspective)



Diversity  
Marketing  
(Stakeholder)

- Introduction to Diversity Marketing
- Introduction to the importance of authentic diversity communication, definition of purpose, its impact on corporate reputation and brand positioning
- Importance of gender roles in marketing and how they have changed historically and hermeneutically
- Importance of diversity issues in advertising campaigns
- Use of gender-neutral (virtual) avatars in customer advisory service
- Counter-movements and their impact on marketing



# Cooperation



# Cooperation Form - Companies/NGOs and Lecturers



## Organization Representatives...

- formulate a D&I question and prepare a presentation (in consultation with the module leader)
- present the question to the students
- provide access to information or contact person for interviews within the organization
- make themselves available for two coaching sessions with the project group (online or physically)
- take part in the final presentation of the project



## Lecturers...

- support organization's representatives in formulating the research question (narrowing it down)
- put together a student project group for the organization
- make themselves available for 2 coaching sessions with the project group (online or physical)
- Coordination with organization's representatives and evaluation of the performance record (project work, final presentation, and blog).

# Cooperation Form – Students Responsibilities



- Students work in groups on the company/organization's diversity case during the semester
- The teams provide evidence of achievement in the form of a written group work, a presentation and a blog/LinkedIn post
- Each team is assigned a coach from the ZHAW and a coach from the organization

# Cases



# Cases – Diversity Marketing Perspective



Diversity  
Marketing  
(Stakeholders)



How is the use of social media branding measures perceived by companies?  
How is it perceived by the Swiss LGBTIQ+ community during Pride Month?



What can AXA do to ensure that women's football in general receives more attention?  
What are the advantages of a partnership?



How can employer branding and the recruitment process be designed to attract young talents with a war-related background (e.g. Ukraine conflict) for an apprenticeship?

# Cases – HR Diversity Perspective



Diversity  
Human Capital  
(HRM)



## Dimension: Handicap

For the Special Olympics World Winter Games 2029, a strategic inclusion and diversity advisory board is needed. What should the purpose of this advisory board be and what are the tasks of its members?

## Dimension: Gender

How can it be achieved that gender equality commitment of managers gets noticeable? What measures should be taken?

## Unconscious Bias

How can unconscious biases be avoided when analyzing CVs? What are the recommendations for action?

# Testimonials

# Testimonials

"Diversity, Equity & Inclusion is essential for Swisscom to ensure that all employees are treated equally and have the same opportunities to contribute to the company's success and feel included, visible, heard and considered. Thanks to the ZHAW students' case studies, we get a very interesting outside perspective and additional ideas and input on our current DEI topics. We very much appreciate this collaboration with the ZHAW and the students, which is a WIN WIN situation."

*Stefan Gal, Co-Lead Diversity Swisscom*

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# Testimonials

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*Michelle Weber, Student SDIM*

# Contact

# Contact ZHAW SML



Diversity  
Human Capital  
(Employees)



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**Strategic Diversity Management Module  
Responsibility/ Coach**



Diversity  
Marketing  
(Stakeholders)



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**Strategic Diversity Management  
Teacher/ Coach**



Diversity as  
strategic  
field of action