SUSTAINABLE INTERNATIONAL BUSINESS
GLOBAL POSTER COMPETITION

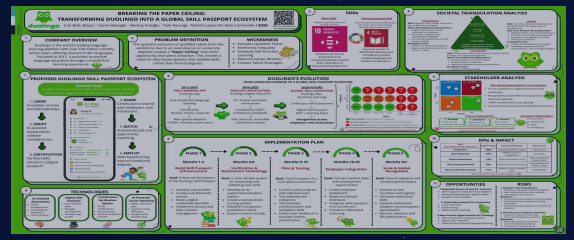
Awarded Posters 2026

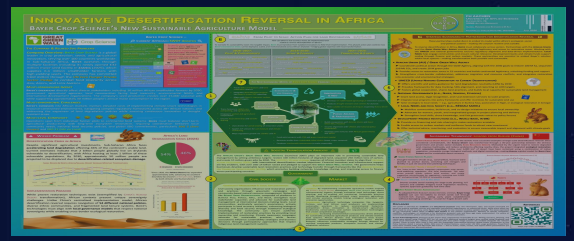
Fourth round | Ten posters, seven awards, three levels of study

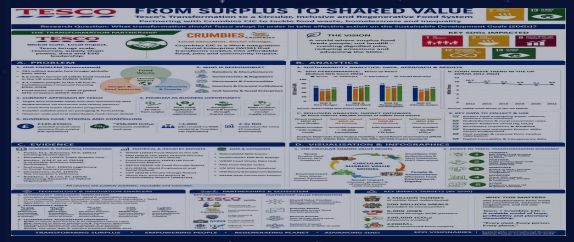
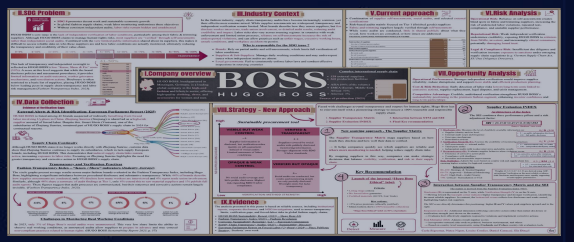
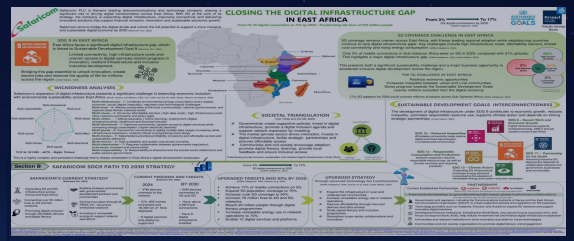
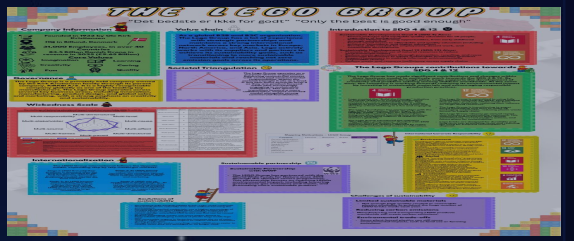
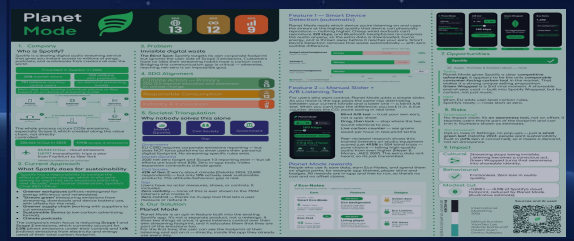
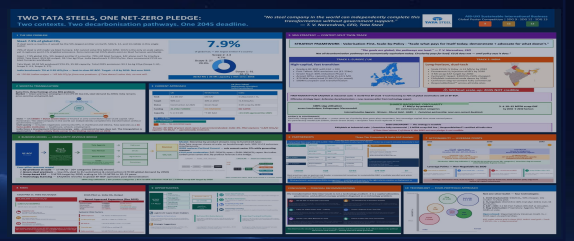
UN trade & development — UNCTAD

Academy of International Business — CHAPTER United Kingdom and Ireland

www.aib-uki.org/poster-competition.html



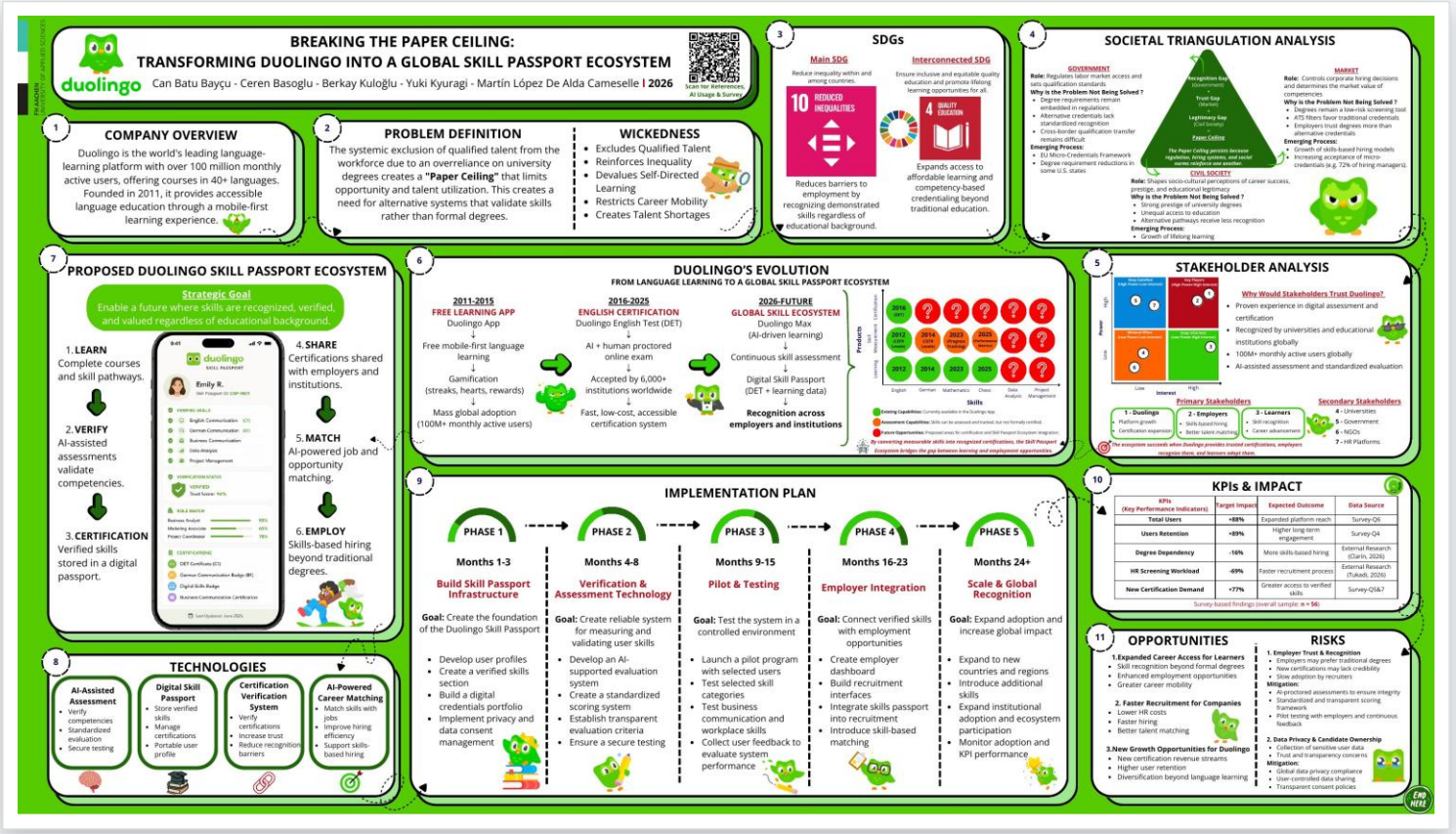


The 2026 winners at a glance

	UNDERGRADUATE	POSTGRADUATE	MBA
Best Sustainable Strategy Award	30 **Duolingo** FH Aachen		
Best Sustainable Business Model Award	20 **Coca-Cola** Leeds Beckett University; 29 **Bayer Crop Science** FH Aachen	14 **L'Oréal** U. of Liverpool	31 **Tesco** U. of Sheffield
Best Sustainability Analytics Award	09 **Hugo Boss** TBS Education		
Best Sustainability Partnership Award		17 **Safaricom, East Africa** Brunel U. of London	
Best Visualisation for Sustainability Award	22 **The LEGO Group** Leeds Beckett University		
Best Sustainable Technology Award	32 **Planet Mode for Spotify** FH Aachen		
Best Cross-cultural Sustainability Award			24 **Tata Steel** U. of Sheffield

Gold medallions show the submission number. Grey cells: no award in that category and level this round.



30 UNDERGRADUATE

Best Sustainable Strategy Award

Breaking the Paper Ceiling: Transforming Duolingo into a Global Skill Passport Ecosystem

STUDENTS
Can Batu Bayçu, Berkay Kuloğlu, Martín López De Alda Cameselle, Ceren Basoglu and Yuki Kyuragi

INSTITUTION
FH Aachen University of Applied Sciences

ACADEMIC LEAD
Prof. Andreas Moosdorf

"The poster is really well designed"
Judge 02

30 What the jurors said

Best Sustainable Strategy Award | Undergraduate

"

JUDGE 01

It's a good poster with clear problem description and thorough analysis. Five-stage implementation plan is insightful.

"

JUDGE 02

The poster is really well designed, clear infographics, and followed a logical structure. In the proposed implementation section lacks a bit on the presentation of the challenges. There is a goal per step, but it would be useful to understand possible drawbacks too.

20 UNDERGRADUATE

Best Sustainable Business Model Award

Coca-Cola and water sustainability challenges

STUDENTS
Amy Flint, Anna Halberda, Jessica Hanmer, Poppy Woodhead and Zulekha Selant

INSTITUTION
Leeds Beckett University

ACADEMIC LEAD
Dr Mary Leung

"a well-researched and critical analysis of Coca-Cola's relationship with SDG 6"
Judge 02

20 What the jurors said

Best Sustainable Business Model Award | Undergraduate

"

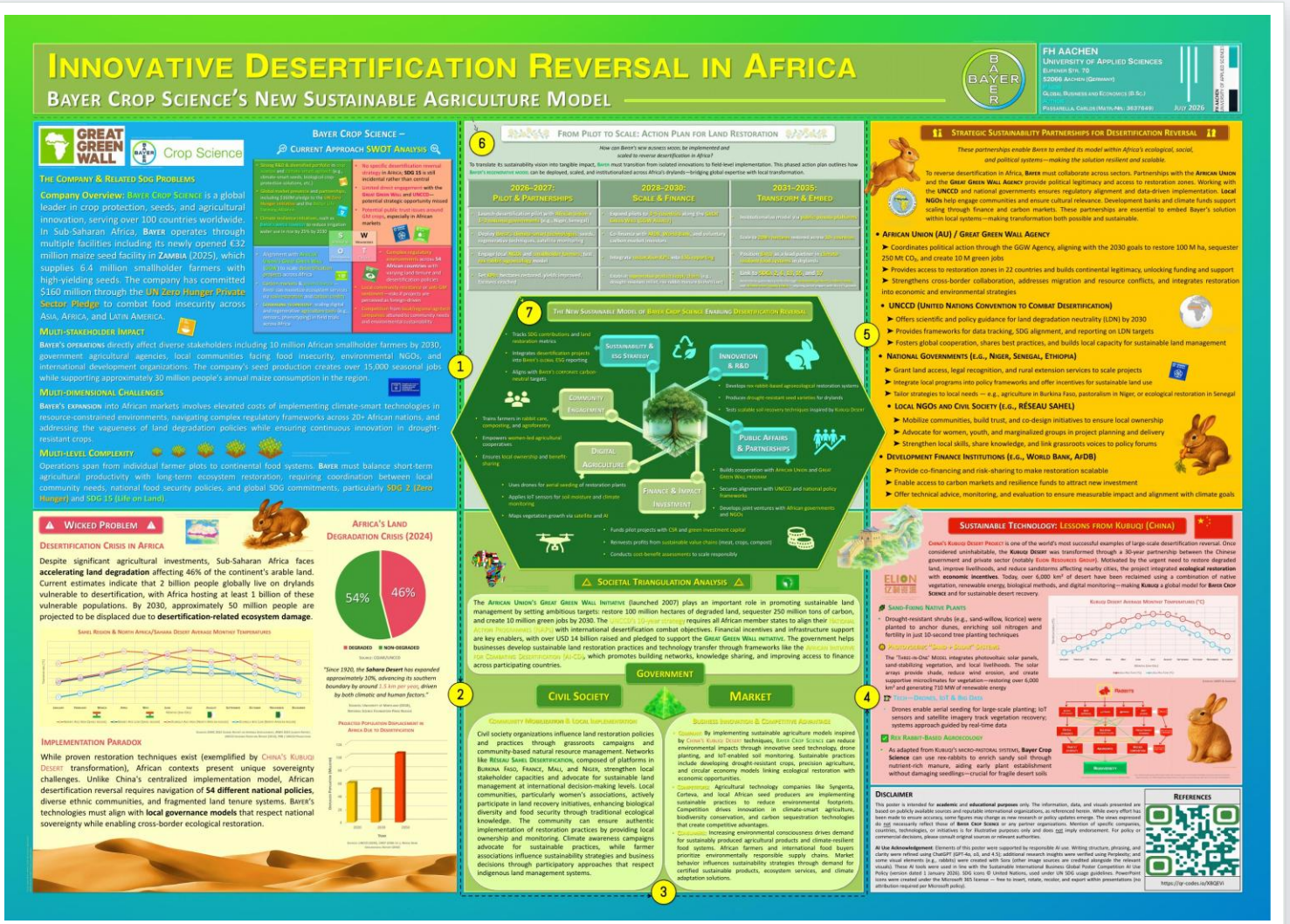
JUDGE 01

Good evidence-based poster and critical evaluation of Coca Cola's contribution to addressing SDG 6 globally. Poster highlights clear examples of positive and negative actions that the company is having on SDG6. Water sustainability challenges, and risks and opportunities for Coca Cola of SDG6 (in)action are clearly outlined. A detailed strategy and business model solution are presented.

"

JUDGE 02

Strengths: The poster presents a well-researched and critical analysis of Coca-Cola’s relationship with SDG 6. A particular strength is the way the authors compare Coca-Cola’s global water-replenishment claims with evidence of uneven local impacts, including possible greenwashing and differences across geographical locations. Suggestions: Present the proposed model through a single integrated business model diagram showing how value is created, delivered and captured, and how the recommendations modify Coca-Cola’s current model.



29 UNDERGRADUATE

Best Sustainable Business Model Award

Innovative Desertification Reversal in Africa (Bayer Crop Science)

STUDENTS
Carlos Daniel Passarella Dos Santos

INSTITUTION
FH Aachen University of Applied Sciences

ACADEMIC LEAD
Prof. Andreas Moosdorf

"Strong aesthetic appeal with clean visual scaffolding"
Judge 01

29 What the jurors said

Best Sustainable Business Model Award | Undergraduate

"

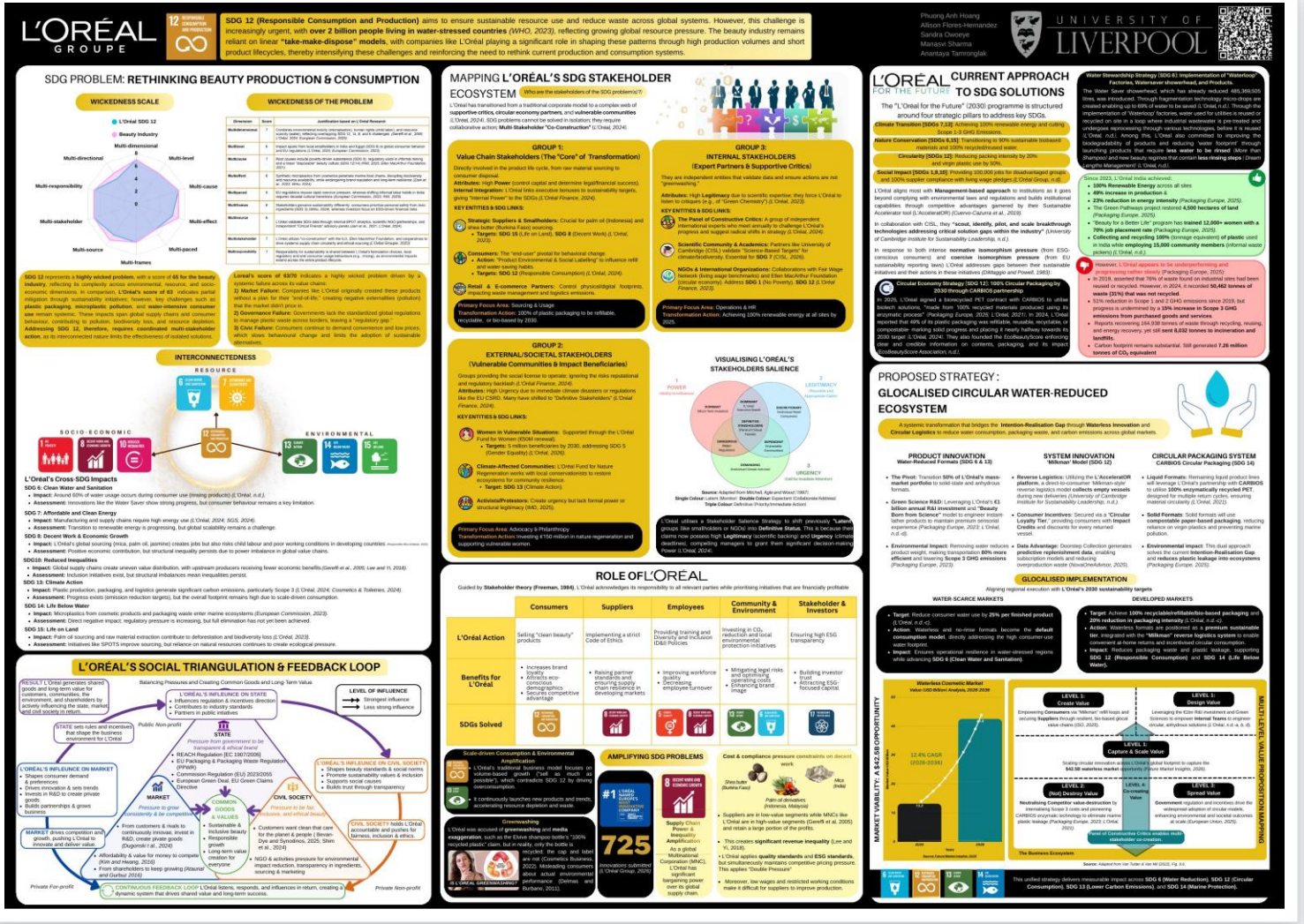
JUDGE 01

Strong aesthetic appeal with clean visual scaffolding. Effectively integrates multi-stakeholder governance and technology applications, maintaining consistent, well-balanced quality across all criteria.

"

JUDGE 02

Thank you for the great illustration of desertification example and how it can be countered based on Bayer's case. I like the idea, the hook of why it is relevant, the evidence and reference provided, covering all the required aspects of the poster competition. What you could have described more I feel the competitive environment and the steps taken to reach the agreement could have been further elaborated. Overall, good job!



14 POSTGRADUATE

Best Sustainable Business Model Award

Beauty Without Cost: Rethinking L'Oréal's Future

STUDENTS
Allison Flores-Hernandez, Manasvi Sharma, Anantaya Tamronglak, Phuong Anh Hoang and Sandra Owoeye

INSTITUTION
University of Liverpool

ACADEMIC LEAD
Dr Irene Margaret

"a comprehensive and well-researched analysis of L'Oréal's sustainability challenges"
Judge 02

14 What the jurors said

Best Sustainable Business Model Award | Postgraduate

"

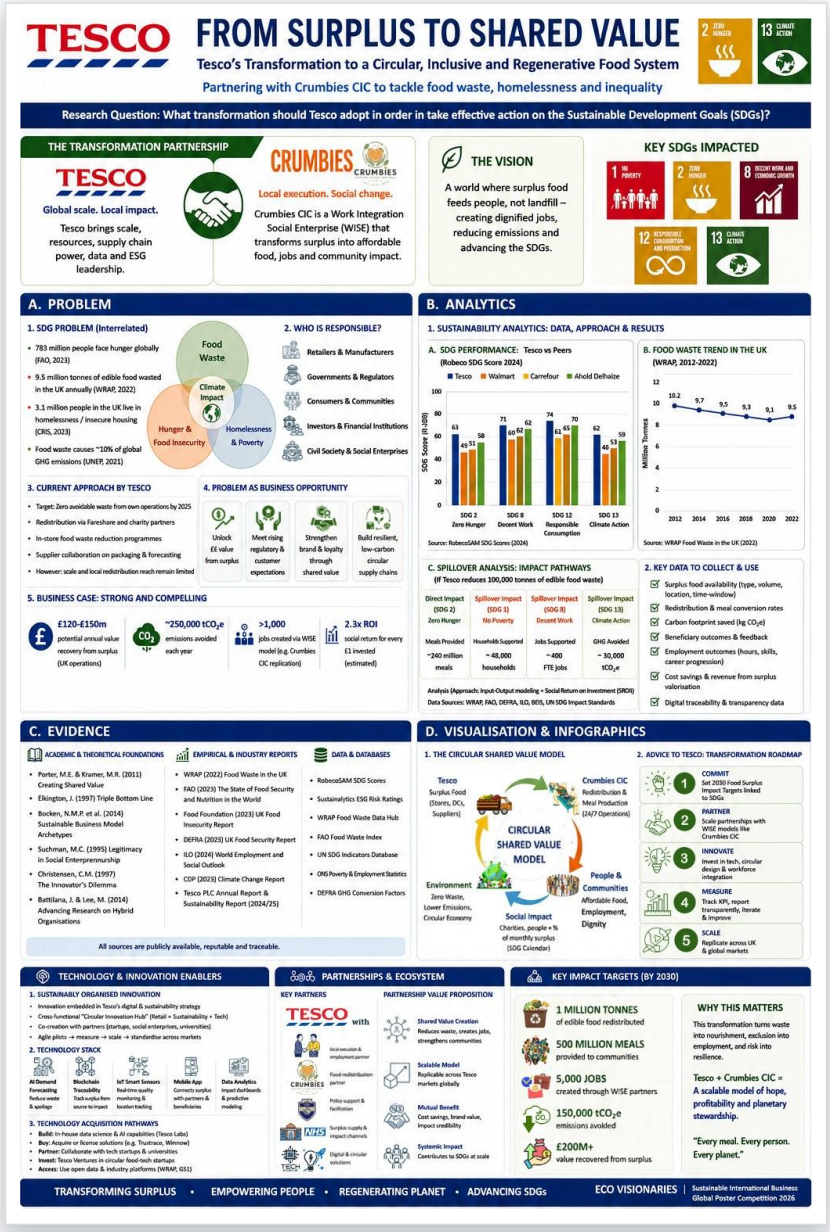
JUDGE 01

Strengths: This is a very insightful piece regarding what a MNC can and cannot do about its multiple impacts on sustainable development. The abundance of references and data provide a strong baseline for a deep analysis. Also, the proposals and strategies derive from a logical and thoughtful sequence of reflective and data driven well-developed stages. Areas of improvement: I would recommend the authors trying to include more visuals or replace text with visuals when appropriate (considering space constraints). Also, adding an specific order on how to read and analyze the data provided would help to avoid confusions. Finally, I would rely more on concluding the poster by connecting the solutions with business model patterns (maybe using the framework proposed by Osterwalder or other). In this sense, the reader would catch the idea on how the suggested strategy would transform the business model of the company at different levels.

"

JUDGE 02

This poster presents a comprehensive and well-researched analysis of L'Oréal's sustainability challenges and demonstrates a strong understanding of SDG interconnectedness, stakeholder management, and circular economy principles. The critical discussion of greenwashing, value chain inequalities, and the intention-realisation gap is particularly commendable and shows strong critical awareness. To strengthen the poster further, consider focusing the narrative more tightly around a smaller number of key messages and incorporating deeper quantitative analysis to support the points made. Streamlining some of the content and strengthening the visual flow between sections would also enhance accessibility and overall impact.



31 MBA

Best Sustainable Business Model Award

From Surplus to Shared Value: Tesco's Transformation to a Circular, Inclusive and Regenerative Food System

STUDENTS

Chandhra Valli Chandran Saravana, Ugesh Chakravarthy, Arpan Nandan and Adelanke Ladejobi

INSTITUTION

University of Sheffield

ACADEMIC LEAD

Dr Melanie Hassett

"a strong and visually effective poster"
Judge 01

31 What the jurors said

Best Sustainable Business Model Award | MBA

"

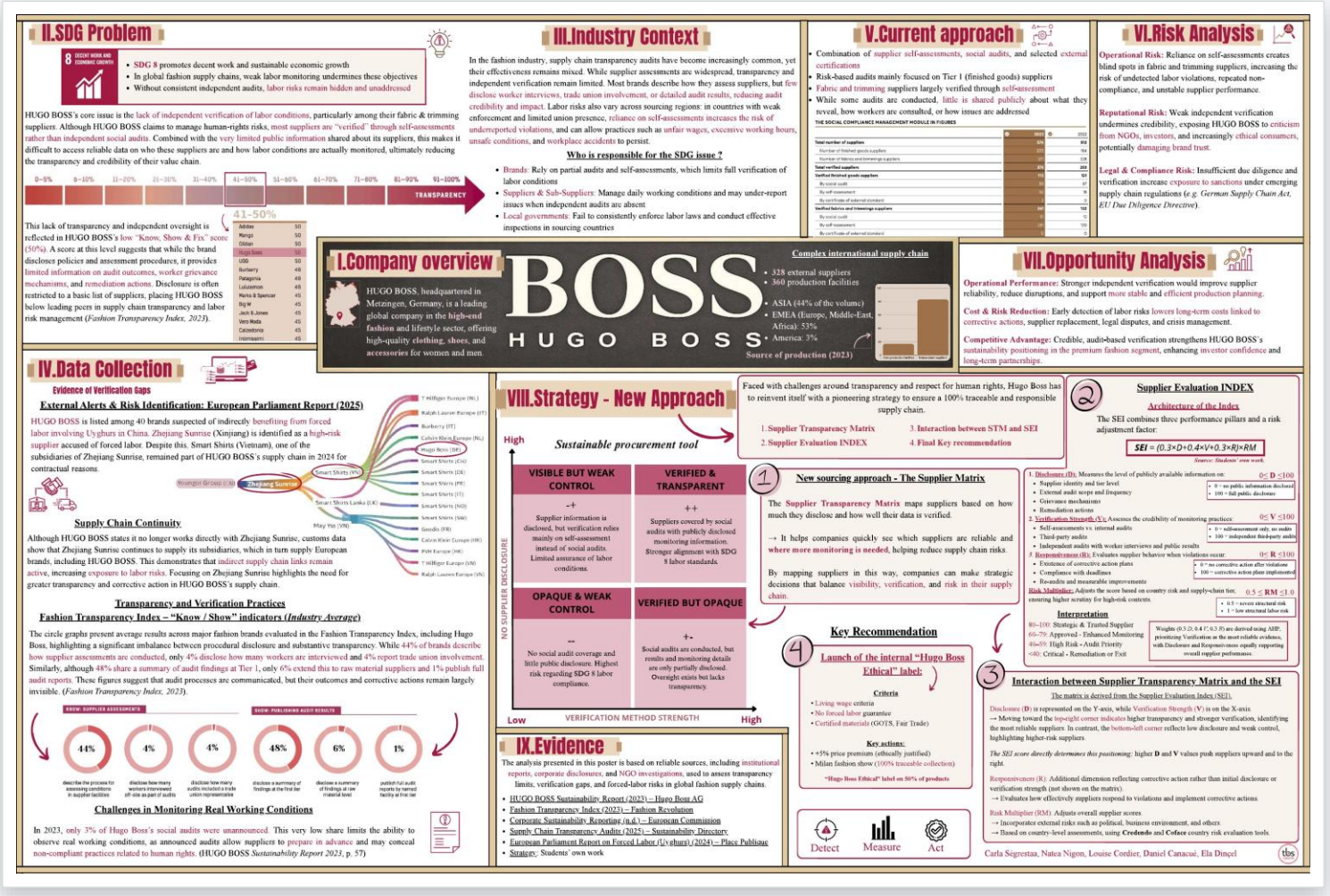
JUDGE 01

This is a strong and visually effective poster that presents a coherent transformation narrative linking food waste, social exclusion and climate impacts. Its main strengths lie in the use of current evidence, the partnership proposal, the circular shared-value model and the clear commit-partner-innovate-measure-scale roadmap. The poster also translates complex sustainability challenges into a practical business proposition. The main improvement needed is greater analytical and evidentiary transparency. The analysis would be stronger if it clearly separated observed data, calculated estimates, assumptions and 2030 targets. The partnership proposal should also address governance, partner roles, implementation risks and how the collaboration would be sustained over time. Finally, reducing information density would make the central argument easier to grasp at normal poster-viewing distance.

"

JUDGE 02

Interesting and relevant topic. I would suggest having two SDGs only and invest on the analysis focused on those. For the evidence, instead of creating a dedicated area in the poster, I would suggest either using footnotes or a reference list in the end. The dedicated area could have been used to explain in depth the proposed business model, the key activities of the different partners and its drawbacks for implementation.



09 UNDERGRADUATE

Best Sustainability Analytics Award

Promoting Decent Work in the Hugo Boss Supply Chain

STUDENTS
Carla Segrestaa, Natea Nigon, Louise Cordier, Daniel Canacue and Ela Dinçel

INSTITUTION
TBS Education

ACADEMIC LEADS
Jessica Jean, Prof. Louise Curran

"an ambitious and visually polished poster"
Judge 02

09

What the jurors said

Best Sustainability Analytics Award | Undergraduate

"

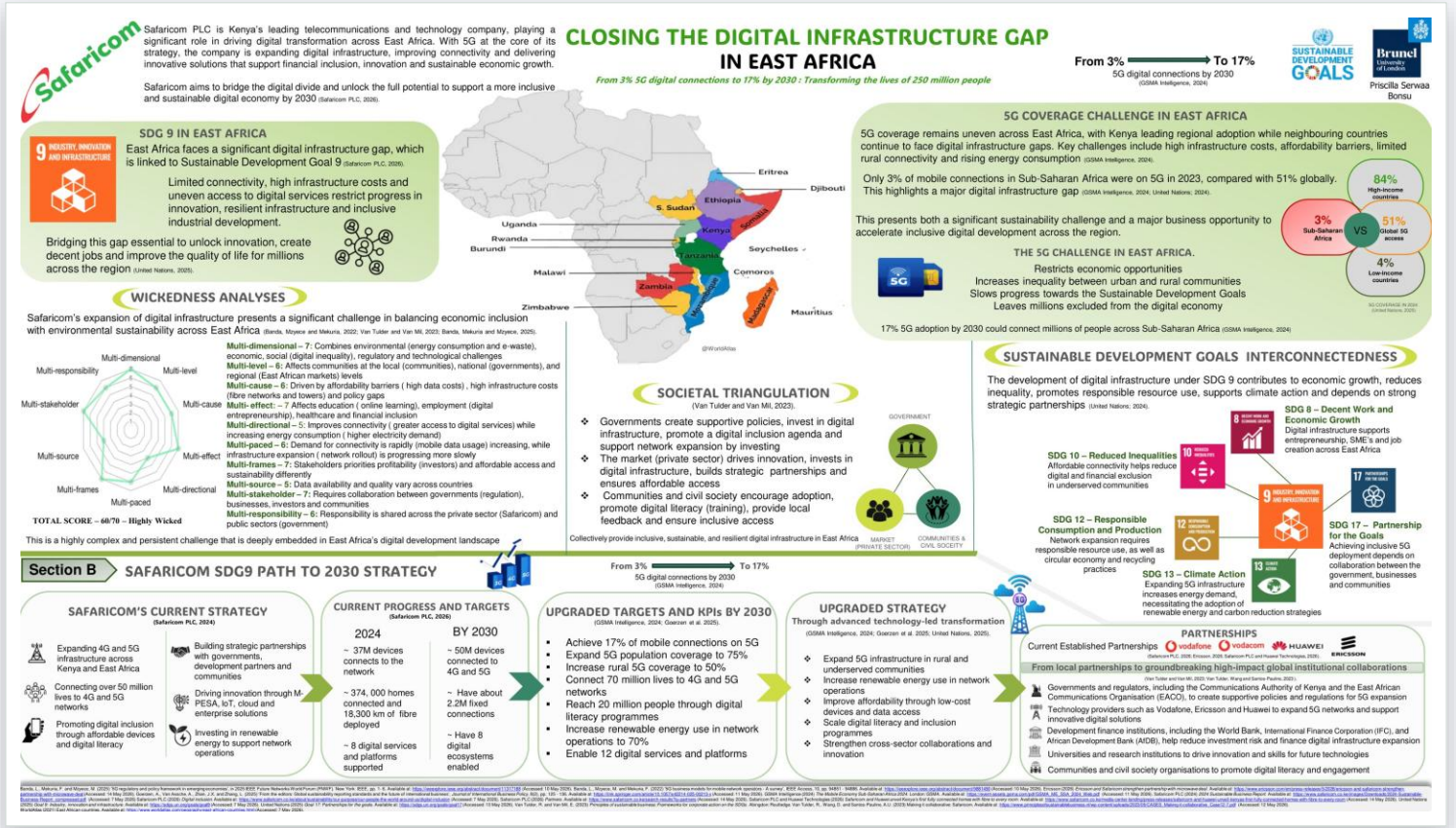
JUDGE 01

Strengths: The authors have collected vital and original data and have used the analytics in creative manner. Areas of improvement: Wicked problem analysis could be done in more analytic manner. The wicked problem analysis tools are not used effectively from the component guide. The recommendations could be more detailed.

"

JUDGE 02

This is an ambitious and visually polished poster that clearly connects weak supplier verification with operational, legal, reputational, and human-rights risks. The Supplier Transparency Matrix and Supplier Evaluation Index are original and potentially useful contributions. To strengthen the analytics, apply the SEI to several real or anonymised HUGO BOSS suppliers and show the underlying calculations, rankings, and resulting management decisions. Explain the AHP weighting process, provide rules for assigning intermediate scores, and test whether conclusions change under alternative weights. The relationship between the two-dimensional matrix and the Responsiveness and Risk Multiplier variables also needs clarification. Finally, reconcile the different supplier totals, use fuller and more consistent references, and reduce text density so that the analytical results become the poster's dominant visual feature.



17 POSTGRADUATE

Best Sustainability Partnership Award

Closing the Digital Infrastructure Gap in East Africa

STUDENTS
Priscilla Serwaa Bonsu

INSTITUTION
Brunel University of London

ACADEMIC LEAD
Dr Janja Tardios

"a strong articulation of the sustainability problem"
Judge 01

17 What the jurors said

Best Sustainability Partnership Award | Postgraduate

"

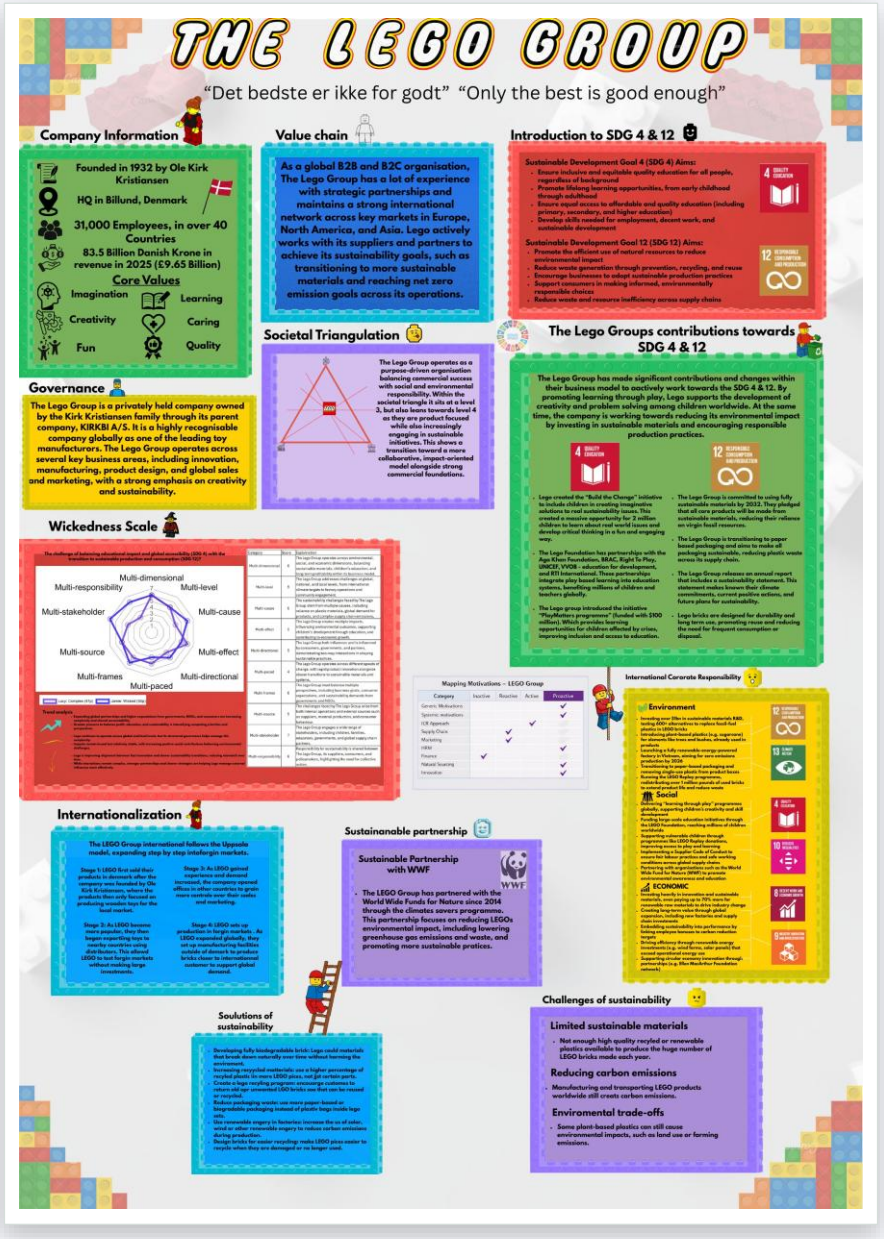
JUDGE 01

The authors provide a strong articulation of the sustainability problem. Appropriately linking addressing the issue to economic, social and environmental goals. The critical awareness of the issue through the wickedness scale is well conducted, presented and summarised. The poster focuses on its strengths in sustainable partnerships, but apart from its listing, the authors do not critically discuss what partners and in what way do they play a role in addressing the issue. This could have significantly improved the submission. Also the key research question about the transformation which Safaricom needs to address the sustainability issue remains limited.

"

JUDGE 02

Well-researched poster that addresses an important sustainability challenge. The poster demonstrates a strong understanding of SDG9 and presents an evidence-informed strategy linking business value creation to broader development impacts. Areas for development: The poster clearly identifies the digital infrastructure gap and use a wickedness analysis to do this. There could be more critical discussion of why previous efforts have not closed the gap; While the importance of partnerships is recognised, the poster could provide more detail on how these partnerships could be coordinated and sustained. What are the key roles, incentives and responsibilities of key actors/partners?



22 UNDERGRADUATE

Best Visualisation for Sustainability Award

The LEGO Group 'Det bedste er ikke for godt - Only the best is good enough' - SDG 4 & 12 strategy

STUDENTS
Jamie Wells and Lucy Thompson

INSTITUTION
Leeds Beckett University

ACADEMIC LEADS
Dr Sukky Jassi, Dr Mary Leung

"Overall, this is really good. Well done."
Judge 01

22 What the jurors said

Best Visualisation for Sustainability Award | Undergraduate

"

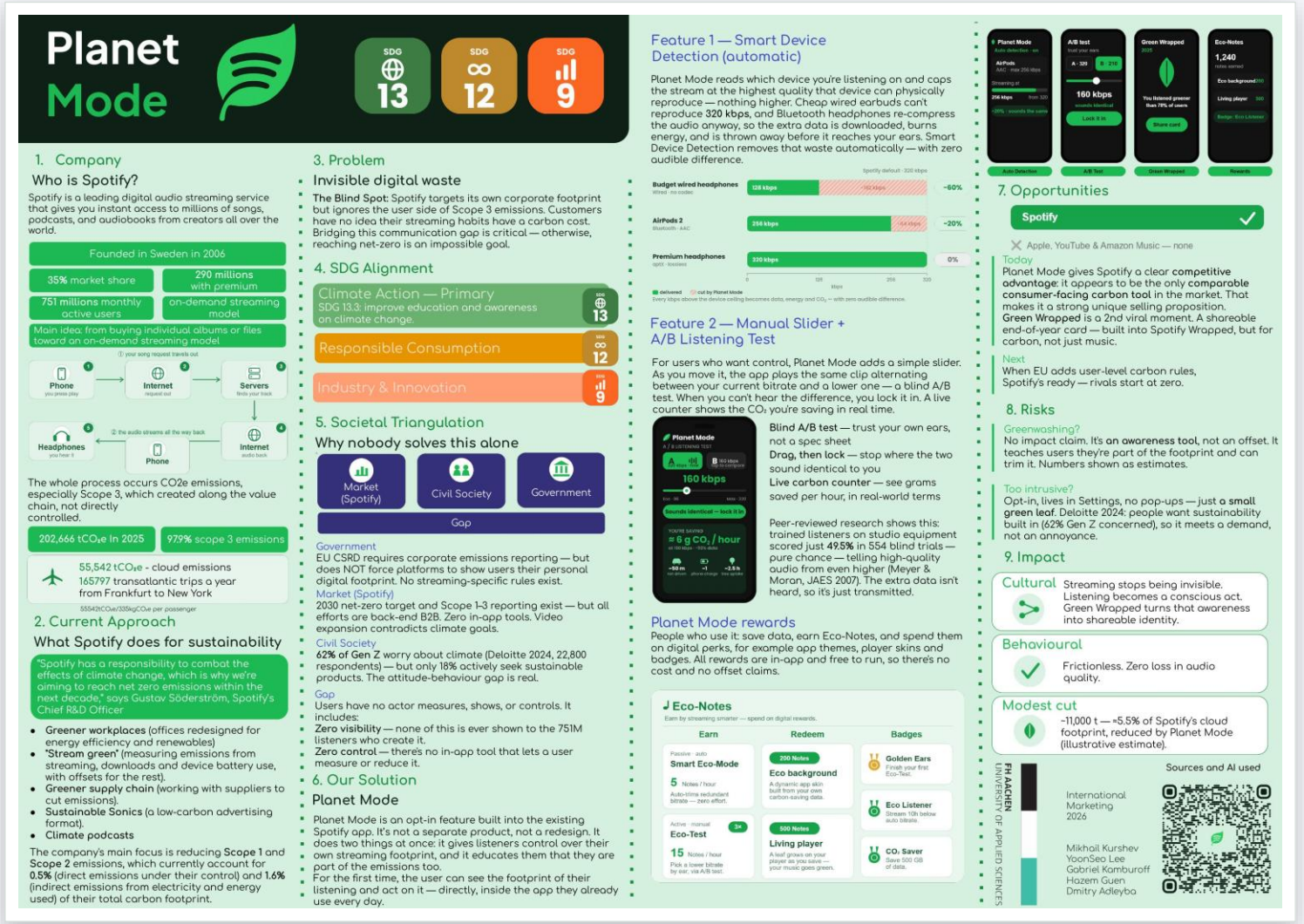
JUDGE 01

The poster is informative, with a lot of data and the visualisation reflects Lego. Well done. There are many sustainability challenges mentioned. One way to improve the poster further would be to provide more critical analysis on what Lego can/should be doing. Overall, this is really good. Well done.

"

JUDGE 02

The structure of poster is very interesting. The logic is clear. It will be better if the poster only focuses on SDG 12.



32 UNDERGRADUATE

Best Sustainable Technology Award

Planet Mode

STUDENTS
Dmitry Adleyba, Mikhail Kurshev, Hazem Guen, Gabriel Kamburoff and YoonSeo Lee

INSTITUTION
FH Aachen University of Applied Sciences

ACADEMIC LEAD
Prof. Andreas Moosdorf

"a creative and well-visualised response to an overlooked sustainability problem"
Judge 01

32 What the jurors said

Best Sustainable Technology Award | Undergraduate

"

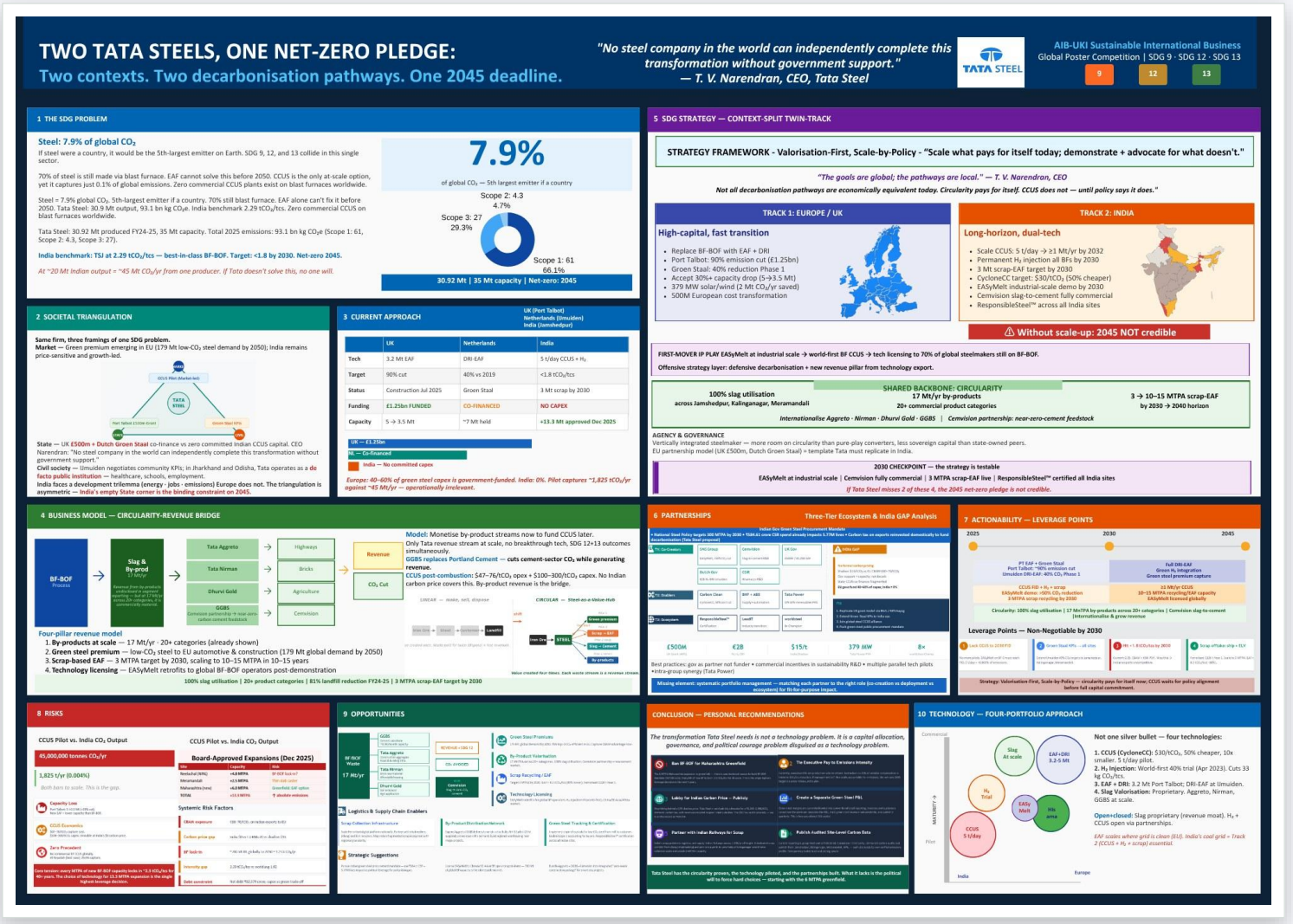
JUDGE 01

Planet Mode is a creative and well-visualised response to an overlooked sustainability problem. Its features are clearly connected to Spotify and supported by thoughtful stakeholder and risk analysis. The main weakness is evidential transparency. Key claims should be cited directly, and the link between lower bitrates and reduced emissions should be briefly explained. The poster would also benefit from larger, more readable text and further development of the lower-scoring areas.

"

JUDGE 02

Very creative idea! Glad to see the solution and the potential of customer awareness on more climate friendly choices for their devices. However, it was not clear in the business model how Planet Mode monetizes this app (freemium versions as spotify?). Also, it would be good to briefly explain scope 1,2 and 3 for people that are not familiar with it.



24

MBA

Best Cross-cultural Sustainability Award

Two Tata Steels, One Net-Zero Pledge: Two contexts. Two decarbonisation pathways. One 2045 deadline.

STUDENTS

Dipanwita Pal

INSTITUTION

University of Sheffield

ACADEMIC LEAD

Dr Melanie Hassett

"a good poster with lots of interesting components"
Judge 01

24 What the jurors said

Best Cross-cultural Sustainability Award | MBA

"

JUDGE 01

This is a good poster with lots of interesting components that are relevant for a so-called ‘strategizing poster’. It provides a good foundation for further applications of the frameworks introduced in the book and the website of 'principles of sustainable business'. In particular on 'agency' (family owned conglomerate) and 'business model innovation' (defining much better what negative and positive externalities would entail) will make your approach richer and more strategic from an International Business point of view.

Applying the literature on proactive circularity, can strengthen the importance of steel production for the circular economy. The same applies to your partnership approach that could create a greater 'fit' with the earlier 'societal triangulation' box in the poster. The link with the SDGs could have also been used more explicitly when considering the creation of effective cross-sector partnerships. Nevertheless, this poster provides great first analytical steps as ‘mapping exercize’ for more sophisticated cross-cultural posters in the future.

"

JUDGE 02

Overall, the poster is well done. It is now submitted for the 'cross-cultural sustainability' category which might be based on the interpretation of culture as 'institutions' or 'regulatory regimes' . In the latter case the poster is really interesting because of its comparison between India and the EU. As a 'cross-cultural sustainability' poster it has clearly a number of shortcomings (or areas for further research that deserve specification). The poster would fit better in the 'strategy' award category, for which I would like to still suggest it to be shortlisted.

10

Congratulations to all award winners

and thank you to every team that took part in the 2026 round

Online Award Ceremony | Wednesday 4 November 2026, 14:00 to 16:00 CET

www.aib-uki.org/poster-competition.html

Academy of International Business CHAPTER United Kingdom and Ireland

UN trade & development UNCTAD