
Editorial

The second open issue of our 80th anniversary volume of the *Swiss Journal of Business* (Established 1947 as *Die Unternehmung*) will focus on four current topics in leadership, governance, innovation management research and practice:

- In the first contribution of this open issue “Leading Across Languages: How Linguistic Diversity Moderates Leadership Impact in a Public Service Organization” *Bernhard Lang* and *Markus Gmür* examine how teams’ linguistic proximity to their leader moderates the effects of servant and transformational leadership on leadership role occupancy in a multilingual public service context. Drawing on relational schema theory and inclusive leadership research, *Lang* and *Gmür* conceptualize linguistic proximity as a continuous cognitive–relational mechanism that shapes leader–team interactions. Data were collected from 68 platoon leaders and 755 followers in the Swiss Army, surveyed across four time points, and linked to objective career records. Their results show that linguistic proximity predicts leadership-role occupancy above and beyond leadership style and motivation, and conditions the effects of a common leadership core and style-specific components. Servant leadership exhibits a dual-channel, near-universal pattern of effectiveness across linguistic contexts, whereas transformational leadership follows a linguistically contingent, compensation-based trajectory. Their findings position language as a central relational mechanism in multilingual leadership and underline the importance of linguistic alignment in leadership development within public-service institutions.
- The second paper on “Executive Management Female Representation and Firm Performance in Switzerland” from *Lucas Knust*, *Patrick Chardonens* and *Gabriela Nagel* shows a significant increase in female executive management members from 2005 through 2024 for Switzerland. Examining the association between substantive female representation and firm performance in terms of return on equity and revenue growth, *Knust*, *Chardonens* and *Nagel* find no significant relation. However, decomposing the return on equity via a DuPont analysis reveals that substantive female representation (top quartile, >14.3 %) is associated with higher profit margins and lower financial leverage, though these associations are sensitive to threshold specification. Additional analyses indicate that these performance implications have become more pronounced over time.
- The third paper “VALORizing Innovation” from *Vanessa Orlando* develops based on classification methodology and by synthesizing four established innovation measurement models a holistic VALOR framework – encompassing values, activities, longevity, output, and return on innovation. For operationalization of the framework *Orlando* presents 62 distinct indicators to measure performance. Her research provides a comprehensive analytical framework which includes traditional as well as timely innovation aspects. The findings enable innovation managers and asset managers to evaluate and benchmark innovation performance of individual firms as well as to support their strategic decision-making.

- In the final contribution of this open issue on “Future-Relevant Technologies for Switzerland: Technological Priority Signals and Cross-Industry Robustness Based on Job Postings Analysis” *Marie Scheuffele* and *Leo Brecht* use online job postings from Switzerland to identify technologies frequently mentioned in connection with future-related terms in job description texts. Their novel approach provides a data-based perspective on the technology domains in which companies in Switzerland perceive future potential and actively recruit talent. Furthermore, *Scheuffele* and *Brecht* compare the recruiting dynamics for these technology fields across industries to identify robust technologies that are future-relevant in multiple sectors. Their methodology comprises text mining techniques – including keyword analysis and named entity recognition – and results in a data-driven trend study aimed at both innovation management researchers as well as business practitioners.

We hope that this issue will provide you with some inspiring summer readings as well as surprising and revealing “aha” moments for further research. Please have also a look on our new Call for Papers on “Recent Trends in Corporate Governance” by *Dušan Isakov* and *Nicolas Eugster* with a submission deadline of October 1st, 2026.

We would like to thank all the authors involved in this issue for their insightful contributions. We are especially grateful to our dedicated reviewers, who have made a significant contribution to ensuring the quality of this open issue. I wish you all a wonderful and relaxing summer!

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