



Excellence in  
Management  
Education

# Activity Report 2015/2016

Chair of International Business & Supply Management  
Asia Center

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## FOREWORD



Dr. Barbara Yilmaz (née Wichmann) and Dr. Gavin Meschnig recently won highly prestigious research awards for their dissertations (pages 16 & 17). Both belong to the previous generation of our PhD students. While we all are very happy about these outstanding achievements, they also show that extremely long feedback cycles are characteristic of our industry. The skill to cope with uncertainty and complexity over long periods is therefore highly critical for every PhD student. The good news is that such skill is a driver for success for all leaders, current and future, in academia and practice.

In the cases of conference papers and teaching, we usually hear back somewhat sooner. Therefore, it is heartening to report that Jörg Rottenburger and I received an award at the 2016 Annual Meeting of the Academy of Management in Anaheim, California. I was also granted the best teacher award of WHU's BSc and MBA programs for my courses on Negotiations and Strategic Sourcing, respectively. These two fields are our primary focus in both teaching and research.

Enjoy reading.

A handwritten signature in blue ink, which appears to read 'Lutz Kaufmann'.

Lutz Kaufmann

*The Journal of Supply Chain Management* has confirmed its position as one of the top two SCM journals worldwide. As measured by the Thomson-Reuters ISI Impact Factor, the journal is now ranked 10th among 192 management journals.

I want to close by thanking our many guest speakers and corporate partners. They enrich our courses tremendously and make our empirical research possible and relevant.

# 1. TEAM

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## 2. TEACHING

### 2.1 COURSES

#### Strategic Sourcing

Across industries, companies "invest" 50% of what they earn on the sales side in their suppliers. Selecting cost-competitive, innovative, and flexible suppliers is therefore essential for buying companies. Against this background, it is logical that *Strategic Sourcing* is a compulsory core course in WHU's MBA program. The business school's leading position in SCM research results in innovative and practice-oriented course content. Field trips and guest sessions with experienced practitioners are carefully integrated into the overall flow of the course to maximize the learning impact for all course participants.



*PT MBA course "Strategic Sourcing" with guest speaker Finn Ruthenberg, Boston Consulting Group*



*Final Gallery Walk of the "Case Development" course*

#### WHU Impact Case Project

In this course, students demonstrate entrepreneurial capabilities by acquiring company contacts and designing out-of-the-box solutions to specific company problems. They gain in-depth insights into the usefulness of management concepts in practice, as they consult with managers in tackling practical challenges. A key characteristic of this experiential-learning set-up is that the teams then also transfer the practical problem into a teaching case study and their solutions/recommendations into teaching material. The course places them in two consecutive roles, first as a consultant and second as a case developer/writer.

#### Negotiations & Dispute Resolution

As Chester L. Karrass once put it, "In business as in life, you don't get what you deserve, you get what you negotiate". This course combines lectures and briefings, discussions, simulations/role play, and case studies to provide students with an in-depth understanding of and practical training with tools to negotiate effectively and reach specific goals, particularly in situations of (potential) conflict. Students practice handling both substance and process successfully, no matter what the situational, cultural, or personal challenges across the table are.



*WHU's Executive Education "Negotiations" program*

The **Case Development course** was offered in the Bachelor of Science program. **Negotiations** is part of the Bachelor of Science program and Full-Time MBA program (including Executive Education). **Strategic Sourcing** is a course in the Bachelor of Science, Full-Time MBA & Part-Time MBA programs.

Furthermore, in the Part-Time MBA program, we offered the **International Module China**. This course serves to broaden the students' experience with and knowledge about global business environments. The students learn about opportunities and risks of doing business abroad. The program consists of course modules delivered by senior faculty members of WHU's partner universities and company visits.

## 2.2 GUEST SESSIONS

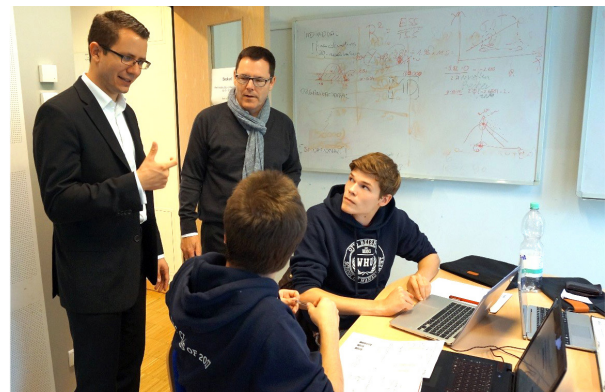
Guest sessions are a key element in the research-based and practice-focused supply management courses at WHU. Across industries, companies "invest" 50 % of what they earn on the sales side in their suppliers. Selecting cost-competitive, innovative, and flexible suppliers is therefore essential for buying companies. Against this background, it is only logical that at WHU supply management is a compulsory core course in its diverse programs. WHU's leading position in SCM research results in innovative and empirically based course content. Content-rich field trips and guest sessions with experienced practitioners are carefully integrated into the overall flow of each course to maximize the learning impact for all students.

The chair of International Business & Supply Management welcomed the following guest speakers during the fall term 2015 and spring term 2016:

### 2.2.1 in the BSc Program



**A.T. Kearney**  
Peter Scharbert & Gavin Meschnig  
*Title: The Purchasing Chessboard*  
Date: September 8 & 9, 2015



**INVERTO**  
Jan-Christoph Kischkewitz  
*Title: Global Sourcing Challenges*  
Date: September 22 & 23, 2015

### 2.2.2 in the Full-Time MBA Program



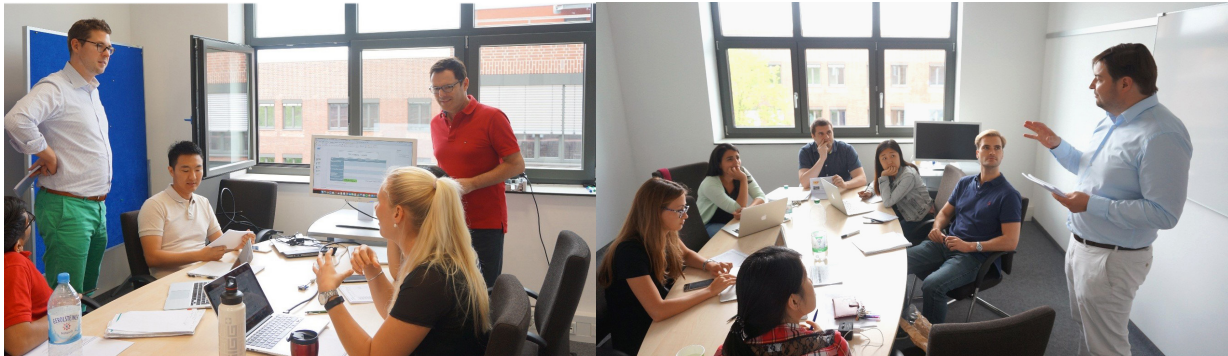
**A.T. Kearney**  
Gavin Meschnig  
*Title: Digital Procurement*  
Date: July 7, 2016



**BASF**  
Fried-Walter Münstermann & Thomas Droege  
*Title: Internal Business Partner Relationships*  
Date: July 8, 2016

## 2.2 GUEST SESSIONS

### 2.2.2 in the Full-Time MBA Program (cont.)



**Boston Consulting Group**  
Daniel Weise (photo left) & Finn Ruthenberg (photo right)  
*Title: Procurement Excellence - A BCG View and Real-Life Case Studies*  
Date: July 25, 2016

### 2.2.3 in the Part-Time MBA Program



**A.T. Kearney**  
Gavin Meschnig  
*Title: Approaches to Developing a Category Strategy*  
Date: April 30, 2016



**Boston Consulting Group**  
Daniel Weise & Finn Ruthenberg  
*Title: Procurement Excellence - A BCG View and Real-Life Case Studies*  
Date: May 7, 2016

We thank all our guest speakers for highly interactive, participant-centered sessions! They enriched the courses tremendously by sharing first-hand experiences of their daily business with the course participants.

## 2.3 THESES

### 2.3.1 Bachelor Theses

**Corinna Niemeyer**

Business Negotiation Team Setups: Roles and Responsibilities

**Ernst Fabian**

The Use of MESOs in Business Negotiations

**Jan Freistühler**

An Investigation of Prominent Negotiations

**Alexander Pins**

Negotiations and Deal Design in the Professional Sports Market

**Florian Kania**

An Investigation of Prominent Negotiations

**Clea Roth**

Easier Done than Justified? An Investigation of Dishonesty in Business Negotiations

**Lukas Dörrig**

Easier Done than Justified? An Investigation of Dishonesty in Business Negotiations

**Jenny Mäckel**

Improving the Contracting Process: A Case Study from the Automotive Industry

**Lara Schomakers**

China Sourcing and the Programming of the Mind: The Role of Cognition and Biases in International Buyer-Supplier Relationships

**Robin Bierganz**

Purchasing Differences between Company Ownership Types

**Lennart Kammann**

Purchasing Differences between Company Ownership Types

**Johanna Schulze-Berge**

Innovation Sourcing

**Felix Rochlitz**

Innovation Sourcing

**Paul Erling**

Risk Management - A Question of Speed?

**Patrick Kolf**

China Sourcing and the Programming of the Mind: The Impact of Psychological Processes on Conflict Resolution

**Jan Baalmann**

Purchasing in Start-ups: Challenges and Solutions

**Jonas Adams**

Purchasing in Start-ups: Challenges and Solutions

**Damian Maib**

Call my Bluff: An Exploration of Business Bluffing in the Start-up Scene

**Gregor Schmidt**

Call my Bluff: An Exploration of Business Bluffing in the Start-up Scene

### 2.3.2 Master Theses

**Kevan Endres:**

Anticipating Regulatory Frameworks for CO<sub>2</sub> Emissions on the Basis of Industry Structure

### 2.3.3 Full-Time MBA Theses

**Sarthak Bahuguna:**

eProcurement Trends 2020+: Digital Sourcing in the Area of Indirect Materials and Services

**Malte Bönsch:**

Optimization of Creative Agency Services at Lidl Stiftung & Co. KG



## 2.4 TEACHING INNOVATION

### Students Develop Real-Life Business Cases

On a sunny spring morning, after three months' teamwork on developing cases of real-life topics, BSc students from the course "Making a Case for Advancing SCM: Applied Supply Chain Management" presented their end products during a gallery walk. SCM-related challenges from the automobile sector, not surprisingly, has attracted the most attention – with two teams partnering with the giant automobile manufacturers *Daimler* and *VW* respectively, and one team developing a case around the leading electric car company *Tesla*. Content-wise, this experiential-learning course was largely enriched by one team collaborating closely with a multinational chemical and pharmaceutical company. Inspired and supported by the WHU alumnus and entrepreneur Matthias Koch, one team delved into the potentiality of an innovative business idea. In cooperation with the supervising chairs, these case studies were then finalized for publication in prestigious portals such as "The Case Centre", where academics and professional trainers around the globe can download and use these WHU cases in the future.

Benefiting from the experiential-learning set-up, this course provides students with noticeable additional learnings in comparison with classic courses.

While case analysis, including that of real-life cases, has proved an effective way to bridge the gap between conceptual frameworks from academia and the complexity posed by the real world, this course further challenges the analytical and didactic ability of the students: it puts them into the shoes of case developers/writers. During the case development, the students gain hands-on experience on how to write a real-life based business case in a structured and engaging way and how to use it to best convey the key learnings. From the perspective of companies, the solutions the WHU students deliver, which are quite similar to services from consultancies in certain ways, could be well used to tackle current managerial problems. Furthermore, the final case study with its accompanying trainer manual lend as ideal teaching materials for in-house trainings.

Led by Lutz Kaufmann (Chair of International Business & Supply Management) and Carl Marcus Waltenburg (Chair of Logistics and Services Management), this highly sought-after course is offered twice a year in WHU's BSc program.



Team Matthias Koch



Team VW



Team Daimler



Team Tesla

## 2.5 "PURCHASING LIVE" EVENT SERIES

### Henkel Global Purchasing Leadership Team Welcomed WHU MBA Group in Amsterdam

On July 26, 2016, WHU's Full-Time MBA class of 2017 visited Henkel's global supply chain office in Amsterdam, The Netherlands, as part of their *Strategic Sourcing* core course with Lutz Kaufmann and his team.

With the visit, Henkel and WHU continue a successful format that Henkel's Chief Procurement Officer, Bertrand Conquéret, launched together with the team of WHU's Henkel Center for Consumer Goods six years ago.



*Welcoming the group by Bertrand Conquéret*



*Interactive session with Roland Haefs*

In the morning, Bertrand Conquéret welcomed the group and shared his insights into the transformation that Henkel underwent in the past ten years, including the relocation and centralization of the global supply chain function in Amsterdam. In three interactive sessions, Ralph Burkhardt, Sylvia Opiela, and Roland Haefs then dived into Henkel's current approaches to conducting eAuctions, managing risks, and leveraging the opportunities of digitalization, respectively.

In the afternoon, the participants enjoyed the opportunity to apply their learnings and engage in a series of short negotiation episodes, during which they continuously received real-time feedback from a group of Henkel buyers.



*Negotiation sessions with Stef VanDerVen...*



*...and Sophie Ascione*

The event closed with a highly effective "speed-networking" session between the MBA students and further members of Henkel's global purchasing leadership team.

## 2.6 TEACHING AWARDS

### Best Teacher Award for BSc Course "Negotiations and Dispute Resolution"

On September 26, 2015, Lutz Kaufmann received the Best Teacher Award for his course "Negotiations and Dispute Resolution" in WHU's BSc program 2015.

The course provides students with both an in-depth understanding of the setup and processes of negotiations and practical training and tools to negotiate effectively and reach specific goals.

The students specifically praised the practical approaches, liveliness, and interaction of the course:

*"Positively challenging negotiation simulations".*

*"Very practical orientation and a plethora of helpful take-aways".*



From left to right: Markus Rudolf (Dean), Lutz Kaufmann, and Ralf Fendel (Academic Director BSc Program)

### Best Teacher Award for Full-Time MBA Course "Strategic Sourcing"

The Best Teacher Award for the best course in WHU's MBA program 2015 was also presented to Lutz Kaufmann. He received the award for his course "Strategic Sourcing" in the Full-Time MBA class of 2015.

The course provides students with in-depth knowledge about major theories, concepts, and tools needed for successful global sourcing /supply management. Students are encouraged to apply these concepts and tools to specific cases and situations.

The participants especially enjoyed Lutz Kaufmann's excellent teaching methods. Their comments included:

*"Very dynamic way of teaching".*

*"Real-life case examples are excellent".*



Case study team of the Full-Time MBA course "Strategic Sourcing" during an interactive session with Peter Wessmann, Partner, INVERTO

Each year, WHU – Otto Beisheim School of Management recognizes an outstanding educator with the Best Teacher Award in the BSc-, MSc- and MBA programs. Lutz Kaufmann was awarded the Best Teacher Award in the BSc Program also in 2014.

### 3. RESEARCH



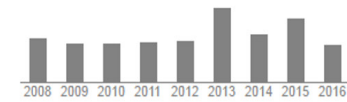
**Lutz Kaufmann**  
 Professor, WHU - Otto Beisheim School of Management  
 Supply Management, Negotiations, Strategy  
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 Mein Profil ist privat. - Profil veröffentlichen

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[Bearbeiten](#) [Folgen](#)

Google Scholar

Zitationsindexe	Alle	Seit 2011
Zitate	3047	1543
h-index	26	20
i10-index	54	36



**Google Scholar Screenshot August 31, 2016**

#### WHU Ranked 7th in Worldwide SCM Ranking

In the SCM Journal List ranking published in spring 2016, WHU – Otto Beisheim School of Management ranks 7th in a global comparison of universities producing supply chain management (SCM) research, making it the most productive SCM research institution in Europe. The annual ranking is based on the schools’ number of publications in selected SCM journals in the past five years.

“These outstanding results are a direct reflection of our school’s dedication to excellence in research. The Supply Chain Management Group at WHU continuously demonstrates thought leadership in the SCM discipline by producing high-quality, intellectual contributions to both academia and the business world”, says Dr. Markus Rudolf, Dean of WHU.

Two annual rankings are provided – one based on output in primarily empirically focused journals and one based on primarily analytically focused journals. The empirical list contains 435 universities, among which WHU ranked 7th worldwide in 2016. In comparison with the ranking’s first edition in 2015, WHU moved up one spot in this category. The analytical ranking lists 741 universities worldwide, among which WHU placed 126th in 2016, improving last year’s performance by 51 spots.

There are many rankings of supply chain management programs, but none that includes the SCM research that is produced. The annual SCM Journal List rankings fill this gap by ranking supply chain management programs according to research output in top-tier SCM and OM journals. The selection of the journals is based on a selection of supply chain management journals in existing lists used by, for example, Financial Times and UT-Dallas as well as a selection of journals of leading supply chain management associations such as APICS, CSCMP,

Decisions Science Journal, and ISM.

The SCM Journal List is governed by the SCM Congress, which comprizes scholars from many of the leading supply chain management universities throughout the world and which reviews the journals encompassed within the list every five years, starting in 2020.

Supply Chain Management Group at WHU: The Supply Chain Management Group at WHU unites the independent chairs of Production Management (Arnd Huchzermeier), Logistics Management (Stefan Spinler), Logistics and Services Management (Carl Marcus Wallenburg), Operations Management (Liji Shen), and International Business & Supply Management (Lutz Kaufmann).

Rank	School	Score
1	Michigan State University	30.42
2	Arizona State University	28.05
3	The Ohio State University	25.05
4	University of Tennessee	16.28
5	Iowa State University	13.77
6	University of Arkansas	13.37
<b>7</b>	<b>WHU - Otto Beisheim School of Management</b>	<b>11.42</b>
8	University of Minnesota	9.62
9	Rutgers University	9.25
10	University of South Carolina	9.08

To view the 2016 rankings, visit [www.scmlist.com/home/university-rankings/](http://www.scmlist.com/home/university-rankings/).

## 3.1 PUBLICATIONS

### 3.1.1 Articles in Academic Journals

**Kaufmann, L., Carter, C., Rauer, J., 2016:** The Coevolution of Relationship Dominant Logic and Supply Risk Mitigation Strategies  
In: *Journal of Business Logistics*, 37 (2): 87-106

**Wichmann, B., Carter, C., Kaufmann, L., Wilson J., 2016:** Making Environmental SCM Initiatives Work - Moving Beyond the Dyad to Gain Affective Commitment  
In: *Journal of Supply Chain Management*, 52 (1), 21-40

**Meschnig, G., Kaufmann, L., 2015:** Consensus on Supplier Selection Objectives in Cross-Functional Sourcing Teams: Antecedents and Outcomes  
In: *International Journal of Physical Distribution & Logistics Management*, 45 (8): 774-793

**Carter, C., Meschnig, G., Kaufmann, L., 2015:** Moving to the Next Level: Why Our Discipline Needs More Multilevel Theorization  
In: *Journal of Supply Chain Management*, 51 (4): 94-102

**Kaufmann, L., Gäckler, J., 2015:** A Structured Review of Partial Least Squares in Supply Chain Management Research  
In: *Journal of Purchasing & Supply Management*, 21 (4): 259-272

**Kaufmann, L., Gäckler, J., 2015:** On the Relationship between Purchasing Integration and Purchasing Decision-making Speed  
In: *International Journal of Physical Distribution & Logistics Management*, 45 (3): 214-236

### 3.1.2 Paper Presentations at Conferences

**Kaufmann, L., Rottenburger, J.:** The Big Bluff Theory: A Reconceptualization of Business Bluffing  
*76th Annual Meeting of the Academy of Management (AoM), Anaheim/USA, August 2016* (received Best Paper Award - New Directions)

**Reimann, F., Kosmol, T., Kaufmann, L.:** Bottom-Up Collaborative Capability Development: Dynamics of Inter-Organizational Routines in Emerging Market Sourcing  
*Annual Meeting of the Academy of International Business (AIB), New Orleans/USA, June 2016*

### 3.1.2 Paper Presentations at Conferences (cont.)

**Reimann, F., Kosmol, T., Kaufmann, L.:** A Relational Practice View of Mitigating Barriers to Collaboration with Emerging Market Suppliers  
*11th Annual Research Seminar (ERS), Vienna, May 2016*

### 3.1.3 Books

**Zsidisin, G. A., Hartley, J. L., Gaudenzi, B., Kaufmann, L., 2016:** Managing Commodity Price Risk: A Supply Chain Perspective (*Second Edition*)

Commodity price volatility and its inherent risk to profitability, costs, and availability is a supply chain challenge – and opportunity. Almost all businesses are exposed at some level to the financial risk stemming from commodity price volatility. Risk exposure may come from changes in direct materials prices, for example, wheat for a flour producer, aluminum for an automotive parts supplier, or plastic for a packaging producer. Indirect purchases such as utilities and transportation create price risk for many types of organizations, including services. The greatest risk may be from purchases made by companies several tiers upstream in a supply chain, increasing the risk management challenge. The commodity price risk management challenge transcends businesses and business functions and thus requires cross-functional and inter-organizational perspectives. Commodity price volatility affects strategic decisions, including product design and development, product pricing, inventory management, negotiations, contracting, and managing supplier relationships. Supply chain management, which serves the critical role of managing product flows, finances, and information within and among firms, is in a prime position to provide a leadership role in managing the risk from commodity price volatility.

The objective of this book is to provide supply chain and finance professionals an understanding of their organizations' exposure to commodity price risk, tools to forecast commodity prices in the short and long run, and approaches for managing risk exposure by the firm and within the supply chain. These approaches can be combined to create a flexible approach for managing commodity price risk.

The book has also been published in Italian (*La Gestione del Commodity Price Risks - Il Punto di Vista della Supply Chain*).

## 3.2 ONGOING PhD PROJECTS (WORKING TITLES)

### 3.2.1 First Supervisor Lutz Kaufmann

**Pei Shen:** *Power in Supply Networks*  
Second Supervisor: Jürgen Weigand

**Claudia Wagner:** *Intuition in Supplier Selection*  
Second Supervisor: Miriam Müthel

**Andreas Kissling:** *The Impact of Expatriates' Cross-Cultural Adaptation on Job Satisfaction of their Direct Reports*  
Second Supervisor: Jürgen Weber

**Tobias Kosmol:** *Emerging Market Sourcing*  
Second Supervisor: Jürgen Weber

**Stéphane Timmer:** *Raw Materials Management*  
Second Supervisor: tbd.

**Yannick Hecker:** *Business Negotiations*  
Second Supervisor: tbd.

**Jörg Rottenburger:** *A New Perspective on Business Bluffing*  
Second Supervisor: Christian Schlereth

**Jens Esslinger:** *Disruptions and Decision Making in Supply Chain Management*  
Second Supervisor: tbd.

**Jiachun Lu:** *Supplier Relationship Judgment and Decision Making in Procurement*  
Second Supervisor: tbd.

**Alexander Rott:** *Social Network Analysis of Buyer-Supplier Relationships*  
Second Supervisor: tbd.

### 3.2.2 Second Supervisor Lutz Kaufmann

**Martin Hammes:** *Internationalization Speed in the Context of Diversified MNEs*  
First Supervisor: Thomas Hutzschenreuter

**Wolfgang Weichenrieder:** *Der Trade-Off zwischen Lokalisierung und globaler Effizienz*  
First Supervisor: Peter-J. Jost

**Laura Kläner:** *Truth Seeking and Truth Avoiding Behaviors in Organizations*  
First Supervisor: Miriam Müthel

### 3.2.2 Second Supervisor Lutz Kaufmann (cont.)

**Li Chen:** *When the Chinese Dragon Goes Abroad*  
First Supervisor: Miriam Müthel

**Elmar Wyszomirski:** *Management Control Systems, their Design Characteristics, and Impact on Managerial Decisions and Extra-Role Performance - Empirical Evidence from China and Germany*  
First Supervisor: Utz Schäffer

**Daniel Güssow:** *The Roles of Controllers and their Effects in the Process of Strategy Development and Execution*  
First Supervisor: Utz Schäffer

**Christian Rau:** *Determinanten des Lieferantenwechsels bei Geschäftskunden: eine empirische Untersuchung*  
First Supervisor: Stephan Wagner

**Ines Christoph:** *Managerial Accounting in South Korea - A Comparative Analysis of German Controllingship*  
First Supervisor: Jürgen Weber

**Heiko Icks:** *Controlling im Logistikbereich*  
First Supervisor: Jürgen Weber

**Visar Krasniqi:** *Value Creation by Strategic Divestments*  
First Supervisor: Jürgen Weigand

**Nik Frodermann:** *Target Conflicts and Collaboration among Logistics, Production, and Sales*  
First Supervisor: Carl Marcus Wallenburg

**Niels Patschke:** *The Influence of Supply Chain Functions on Strategic Decision Making and its Performance Effects*  
First Supervisor: Carl Marcus Wallenburg

**Sebastian Borchers:** *Prioritization of Corporate Growth versus Efficiency Increase*  
First Supervisor: Thomas Hutzschenreuter

**Nicolás Wiedemann:** *The Role of Designed-In Properties of Artifacts in Organizational Routines*  
First Supervisor: Jürgen Weber

## 3.3 COMPLETED DISSERTATIONS

### 3.3.1 First Supervisor Lutz Kaufmann

#### Barbara Wichmann



**Title:**

*Implementing Environmental Supply Chain Management Initiatives: A Social Network Perspective*

**Second Supervisor:**

Carl Marcus Wallenburg

Most organizations across industries express a strong desire to adopt environmental sustainability practices in their SCM operations. These organizations, however, often struggle to embed environmental sustainability into their SCM processes because of an insufficient understanding of how to implement environmental SCM initiatives. This dissertation aims to address this gap and to provide guidance on how managers can facilitate and accelerate the implementation of environmental SCM initiatives. Because these initiatives are usually of a cross-functional nature and involve several actors, the dissertation investigates the implementation of an environmental SCM initiative from a social network perspective to provide rich and realistic insights into cross-functional interactions in SCM initiatives.



For her work, Barbara Wichmann received the IPSERA Best Doctoral Dissertation Award 2016.

IPSERA, the International Purchasing and Supply Education and Research

Association, is a worldwide multi-disciplinary network of academics and practitioners dedicated to the development of knowledge in purchasing and supply management.

The award was given to Barbara Wichmann during the 25th annual IPSERA conference which took place April 20 - 23, 2016, in Dortmund.

### 3.3.2 Second Supervisor Lutz Kaufmann

#### Sebastian Fabel

**Title:**

*Managing Strategic Alliances: Value Creation in the Post-Formation Phase*

**First Supervisor:**

Carl Marcus Wallenburg

#### Lorenz-Eike Bubbel-Ramdohr

**Title:**

*Strategic Leadership Dynamics: An Examination of the Impact of Leadership Structures on Innovation Capabilities*

**First Supervisor:**

Jürgen Weigand

### 3.4 RESEARCH AWARDS

#### Three Doctoral Research Awards for PhD Students of the Chair

This spring, PhD students of the chair received three prestigious research awards: Gavin Meschnig is the overall winner of the Outstanding Doctoral Research Award 2015 of EFMD and Emerald in the category SCM. Gavin Meschnig also received the Research Award 2016 of the German Association Materials Management, Purchasing and Logistics (BME). Barbara Wichmann was recognized with the IPSERA Best Doctoral Dissertation Award 2016.

#### Emerald/EFMD Outstanding Doctoral Research Award for Gavin Meschnig



Gavin Meschnig won the 2015 Emerald/EFMD Outstanding Doctoral Research Award in the supply chain management category for his dissertation

The judges selected dissertations that demonstrated significance/implications for theory and practice, originality and innovation, appropriateness and application of the methodology, and the quality of the data/research. Other winning authors ranged from universities in the Netherlands, Portugal, Israel, and Australia - highlighting the global reach of these awards.

"Decision-Making In Cross-Functional Teams - A Behavioral Perspective On Supplier Selection Decisions". The award comes with a cash prize of 1,500 Euros.



Emerald/EFMD Outstanding Doctoral Research Awards  
**Winner 2015**

The European Foundation for Management Development (EFMD) is recognized globally as an accreditation body of quality in management education with established accreditation services for business schools and business school programs. Emerald Group Publishing is a global publisher linking research and practice.

In his research, Gavin identified various levers to improve cross-functional decision making in the supplier selection process and, as a result, to select superior performing suppliers.

This was the seventh time that a dissertation from the chair won an award in this research competition, making WHU the most successful institution in the history of this prestigious EFMD/Emerald competition.

#### National Research Award for Gavin Meschnig

Gavin Meschnig received the Research Award 2016 of the German Association Materials Management, Purchasing and Logistics (BME) for his dissertation "Decision-Making In Cross-Functional Teams - A Behavioral Perspective On Supplier Selection Decisions". The award for the best dissertation has been presented by the BME since 1988 and comes with a cash award of 7,000 Euros.



The BME has almost 10,000 individual and corporate members - from small businesses to large enterprises. The purchasing volume of its members adds up to €1.25 trillion, or almost half of Germany's GDP. The scientific jury noted that Gavin's research yielded both, significant theoretical contributions and practical insights.



Gavin Meschnig wrote his dissertation under the supervision of Lutz Kaufmann. He is now a manager at the international strategic management consultancy A.T. Kearney.



### 3.4 RESEARCH AWARDS

#### IPSERA Best Doctoral Dissertation Award 2016 for Barbara Wichmann



Barbara Wichmann received the IPSERA Best Doctoral Dissertation Award 2016 for her work titled “Implementing Environmental Supply Chain Management Initiatives: A Social Network Perspective”.

Erik van Raaij noted that two dissertations, both from WHU, were ranked among the top three by all members of the award committee. These were the dissertations of Barbara Wichmann and Gavin Meschnig. As PhD candidates in the SCM Group, both were supervised by Lutz Kaufmann.

IPSERA, the International Purchasing and Supply Education and Research Association, is a worldwide multi-disciplinary network of academics and practitioners dedicated to the development of knowledge in purchasing and supply management. The Best Doctoral Dissertation Award 2016 was given to Barbara Wichmann during the 25th annual IPSERA conference.

SCM research is increasingly turning away from the “what” and the “why” in terms of sustainability and focusing on the “how”: How can barriers in implementing environmental initiatives be overcome? How can the positive effects of such projects be realized quickly and fully? Barbara Wichmann’s empirical work yielded significant theoretical contributions and recommendations for managers. Because environmental initiatives are typically cross-functional in nature, Barbara employed the methodology of social network analysis (SNA) to allow for a holistic perspective. The highly complex nature of the methodology can present challenges: The methodology requires full and precise mapping of real social networks. Barbara’s capacity to produce meaningful findings and to be awarded for her efforts is a tribute to her great skill in dealing with such complexity.

In his laudatory speech, Erik van Raaij, Erasmus University Rotterdam and Chairman of the Award Committee, explained that all the dissertations submitted for the award were judged along the criteria of originality, rigor, and scientific and practical impact. The award committee consisted of professors from the United States, Finland, France, Germany, and the Netherlands. For this year’s award, the committee evaluated and chose from among dissertations that were written at universities in North America, Asia, and Europe.



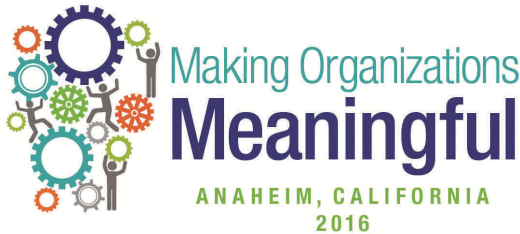
*Barbara Wichmann and Lutz Kaufmann*



*Barbara Wichmann and Professor Erik van Raaij*

### 3.4 RESEARCH AWARDS

#### Academy of Management Best Paper Award for Lutz Kaufmann and Jörg Rottenburger



The paper “The Big Bluff Theory: A Reconceptualization Of Business Bluffing” by Lutz Kaufmann and Jörg Rottenburger received the *Best Paper Award – New Directions* of the 76th Academy of Management Annual Meeting held August 4 - 9, 2016, in Anaheim/USA. The judges nominated the paper for both its overall high quality and its innovative use of research methodologies.

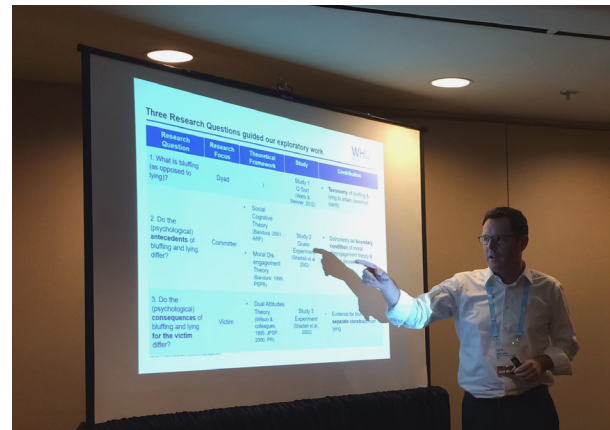
The paper was also selected for publication in the Best Paper Series of the Academy of Management Proceedings.

The Academy of Management encompasses 20,000 members from 115 countries. Founded in 1936, it constitutes the most influential association for management and organization scholars.

More than 10,000 attendees from all around the globe met at the annual meeting in Anaheim to discuss this year's theme, " Making Organizations Meaningful". Academics from all over the world submitted more than 7,000 research articles for its Annual Meeting 2016.



On behalf of the Academy of Management, Peter Kim, program chair of the Conflict Management division, conferred the *Best Paper Award - New Directions* to Lutz Kaufmann and Jörg Rottenburger.



Lutz Kaufmann during the paper presentation



Felix Reimann (KUBS) and Lutz Kaufmann

### 3.5 CONFERENCES

#### 76th AoM Academy of Management Conference, August 5 - 9, 2016, Anaheim, USA

More than 10,000 attendees from all around the globe attended the AoM Annual Meeting. Lutz Kaufmann and Jörg Rottenburger contributed a highly innovative paper from the chair's research stream on behavioral supply management and ethical decision making. The paper was met with great interest and prompted an enthusiastic discussion. On behalf of the Academy of Management, Peter Kim, program chair of the Conflict Management division, conferred the *Best Paper Award – New Directions* to Lutz Kaufmann and Jörg Rottenburger.



Lutz Kaufmann at the AoM Conference



Tobias Kosmol at the AIB Conference

#### AIB Annual Meeting, June 27 - 30, 2016, New Orleans, USA

More than 1,000 international business researchers met in New Orleans to discuss the theme of the 2016 conference "The Locus of Global Innovation". Tobias Kosmol attended the conference and presented a full paper on emerging market sourcing. The presentation sparked an enthusiastic discussion about the dynamics of buyer-supplier relationships in emerging markets.

#### 11th European Research Seminar (ERS), May 12 - 13, 2016, Vienna

About 50 researchers from Europe and North America presented and discussed current research projects in the field of supply chain management (SCM). Tobias Kosmol contributed a paper from the chair's research stream on emerging market sourcing. The paper presentation stimulated a lively discussion around the empirical findings and on innovative theoretical approaches in the field of SCM.



Tobias Kosmol at the ERS Conference



Participants of the IPSERA Conference

#### 25th IPSERA Conference, March 20 - 23, 2016, Dortmund

The 25th Anniversary Conference of the International Purchasing and Supply Education and Research Association (IPSERA) was hosted in Dortmund. More than 200 participants from academia and business practice from more than 25 countries presented and discussed papers on the theme "Purchasing & Supply Management – From Efficiency to Effectiveness in an Integrated Supply Chain Management". Lutz Kaufmann attended the IPSERA conference and, as an Editorial Advisory Board (EAB) member, also the board meeting of the *Journal of Purchasing & Supply Management (JPSM)*.

### 3.5 RESEARCH ASSISTANTS PARTICIPATED IN THE GLOBAL SCHOOL OF EMPIRICAL RESEARCH METHODS



In 2016, two research assistants of the chair enhanced their methodological knowledge by participating in the Global School in Empirical Research Methods (GSERM), a high-caliber program that offers training in methodology by renowned methods experts.

As part of the GSERM program, the BI Norwegian Business School in Oslo, Norway, hosted the first PhD winter school, which took place January 11 - 22, 2016. Stéphane Timmer enrolled in two courses. The first course, "Analysis of Mediated and Moderation Effects", offered by Dominique Müller (Professor of Social Psychology at the University Grenoble Alpes), included an advanced treatment of moderation and mediation regression models. The second course, "Mixed Methods", offered by Burke Johnson (Professor at the University of South Alabama), focused on the application of joint qualitative and quantitative research methods in social sciences.

Tobias Kosmol participated in the course "Qualitative Comparative Analysis (QCA)" offered by Charles Ragin, Chancellor's Professor of Sociology at the University of California, Irvine. The course took place June 6 - 10, 2016, at the University of St. Gallen, Switzerland, and featured in-depth discussions of QCA as a method that bridges qualitative and quantitative analysis.



*"Mixed Method" course participants together with Burke Johnson*



*Method expert Charles Ragin and Tobias Kosmol*

The GSERM program offered an attractive course-based learning atmosphere. Not only did the courses provide insights into different aspects of empirical research, but the participants also had the opportunity to network with faculty and fellow students from around the world.



*Traditional Swiss "Jodel" workshop during the welcome dinner at GSERM St. Gallen*

# The Journal of Supply Chain Management

## CO-EDITORS-IN-CHIEF

Craig Carter, *Arizona State University*, Lisa Ellram, *Miami University*,  
Chad W. Autry, *University of Tennessee*

## EUROPEAN EDITOR

Lutz Kaufmann, *WHU – Otto Beisheim School of Management*

## ASIAN EDITOR

Xiande Zhao, *China Europe International Business School (CEIBS)*

### 2015 ISI Impact Factor Ranks the *Journal* 1st across all Operations and Supply Chain Management Journals

In 2016, the *Journal of Supply Chain Management* reached its 52nd year of publication. In the past eight years, the *Journal* has made rapid advances in quality and impact as evidenced by a quadrupling of submissions since 2007 and an ever-increasing number of unsolicited submissions. More tangibly, *JSCM* has been ranked as either first or second most impactful for the past six years among supply chain and operations management journals, based on its Thomson-Reuters ISI Impact Factor.

In July 2016, the *Journal* received an ISI Impact Factor for 2015 of 4.571, which is based on 2015 citations of articles published in 2013 and 2014. This places the *Journal* first across all operations and supply chain management journals (see table below). In addition, the ISI Impact Factor ranks the *Journal of Supply Chain Management* 10th among 192 management journals.

The *Journal of Supply Chain Management* was included in the Thomson Reuters's Social Sciences Citation Index in 2010. The inclusion is an important, tangible indicator of the *Journal's* high quality and its ascendancy to the status of a premier journal.

Lutz Kaufmann has served as European Editor of the *Journal* since 2008.

Rank	Journal	2015 Impact Factor	5-Year Impact Factor
1	<i>Journal of Supply Chain Management</i>	4.571	4.611
2	Journal of Operations Management	4.000	8.229
3	International Journal of Production Economics	2.782	3.548
4	Management Science	2.741	3.728
5	Supply Chain Management: An International Journal	2.731	4.567
6	European Journal of Operational Research	2.679	3.109
7	Journal of Purchasing & Supply Management	2.562	3.395
8	Journal of Business Logistics	2.340	3.008
9	Transportation Research Part E: Logistics and Transportation Review	2.279	3.319
10	International Journal of Operations & Production Management	2.252	2.935
11	International Journal of Physical Distribution & Logistics Management	2.101	3.005
12	Manufacturing & Service Operations Management	1.966	2.714

## 4. EXECUTIVE EDUCATION & CORPORATE CONNECTIONS

### 4.1 NEGOTIATIONS PROGRAM 2015

Negotiation skills matter most when managers face high-stake challenges, must deal with highly complex and fast-moving environments, or find themselves in seemingly weak positions, stalemates, or even open conflict. The WHU Negotiations Program prepares participants to effectively deal with complex and high-stake negotiations in an unknown or changing environment. Lutz Kaufmann has developed a practical and easy-to-use toolkit – the WHU Negotiations Road Map – that contains strategies, techniques, and tools to master the various challenges of both day-to-day and exceptionally tough negotiations.

After the very successful first run in November 2014, the second program took place November 23 - 25, 2015, at the WHU campus in Düsseldorf.

During the highly interactive program, the participants learned how to strategically prepare negotiations, how to anticipate the other side's moves, and how to reach agreements despite differences in opinion. They practiced personality profiling, influencing techniques, and non-verbal communication. In various practice-focused role-plays, they had the opportunity to apply the strategies, techniques, and tools of the Road Map right away.

The program also offered the participants a great opportunity to personally get to know one another. During the coffee breaks, lunch on campus, and get-together dinner off campus, the participants and faculty members exchanged their experiences in business negotiations and beyond.

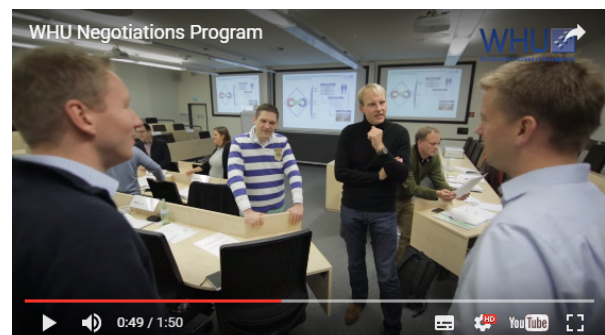
The program received excellent evaluations from the participants. Their comments included:

*"First of all, the program has very experienced and professional trainers".*

*"After these days of intense training, I am a lot better prepared for negotiations."*

*"I would recommend the program to those for whom negotiations are crucial because here you get the professional background."*

A video on the Negotiations Program is available on the program's website ([www.whu.edu/en/executive-education/open-enrollment-programs/negotiations-program/](http://www.whu.edu/en/executive-education/open-enrollment-programs/negotiations-program/)):



Click on the photo to watch the video



Participants during the highly interactive program

## 4. EXECUTIVE EDUCATION & CORPORATE CONNECTIONS

### 4.2 SCHMALENBACH ASSOCIATION FOR BUSINESS ADMINISTRATION



The Schmalenbach Association for Business Administration is Germany's longest-standing organization geared to building a bridge between management practice and academia. The association's diverse working groups host bi-annual meetings to spark discussion on current topics highly relevant to both corporate managers and the academic community. Lutz Kaufmann heads SG's working group, "Integrated Corporate Planning" (AK IUP), together with Harald Rudolph, Director of Strategy at Daimler AG.

The working group's 2015 meeting took place on October 19 - 20 in Hagen, upon the invitation of Jens Overath, ThyssenKrupp AG / Hoesch Hohenlimburg GmbH. Under the topic of "Digitalization and Industry 4.0", four working group members shared brief presentations, followed by in-depth discussion among participants. Aspects addressed included digital consumer lifestyles in Europe and Asia, touching on technologies such as smart homes, smart cars, and mobile payment. With regard to novel approaches in customer relationship management, participants shared experiences with mobile video solutions and social networks as a customer service channel.

The role of digitalization in production processes and B2B product development was another focus of discussion, and working group members shared how networked factories can help improve efficiency and responsiveness, what types of challenges firms typically face when implementing Industry 4.0 concepts, and what new markets for industrial solutions are opening up in the process.

Digitalization will also be a focus topic in 2016/2017.

The following companies are currently represented in the working group:



## 4. EXECUTIVE EDUCATION & CORPORATE CONNECTIONS

### 4.3 LONG-STANDING RELATIONSHIP WITH HENKEL PURCHASING INSPIRES JOINT ACTIVITIES



The Henkel Center for Consumer Goods (HCCG), founded six years ago, is a joint collaboration between Henkel and WHU focusing mainly on research, teaching activities, and the broader exchange between students and Henkel. As part of this collaboration, the chair has developed an intensive relationship with the purchasing department of Henkel, with Bertrand Conquéret, Henkel's Chief Purchasing Officer, as his main counterpart.

One noteworthy event in 2015 was certainly the visit of Kathrin Menges (Executive Vice President Human Resources and Infrastructure Services) and Carsten Knobel (Executive Vice President Finance/CFO) to the WHU campus in Vallendar. On November 13, both top management team members invited selected WHU students to an exclusive breakfast.



*Kathrin Menges during breakfast with selected students*

During the following guest lecture, the two board members engaged in a discussion on "Inspired Global Teamwork" with a wider WHU audience. To illustrate how inspired global teamwork at Henkel works in practice, Carsten Knobel shared insights into strategic initiatives that enhance cross-company collaboration, such as the Global Sourcing and the Global Supply Chain initiatives.



*HCCG Advisory Board Meeting*

In the afternoon, WHU hosted the 8th HCCG Advisory Board Meeting, where various past and future joint activities were presented and discussed.



*Guest lecture by Kathrin Menges & Carsten Knobel*

The broad spectrum of this year's teaching collaborations included the development of a case study by a student team from the BSc 2016 class, an interview training with the Full-Time MBA 2016 students, several thesis internships on topics such as e-Procurement trends and risk management, and a field trip of the Full-Time MBA 2016 class to Henkel Amsterdam (see page 10).

On the research side, the chair collaborated with Henkel's Asia-Pacific team on two promising research projects on "Emerging Market Sourcing Capabilities" and "Handling Surprises in Supply Management".

Looking ahead, the chair aims to further strengthen the long-standing relationship with Henkel's highly inspired purchasing team and their HR colleagues.



## 5. SERVICES PROVIDED TO THE SCHOOL

- Member of the PhD Committee of WHU



- Interview partner for the evaluation team of the AACSB



- Associated Member of the Advisory Board of the Henkel Center for Consumer Goods



- Case and teaching note publications at The Case Centre: 3,014 copies downloaded (WHU total since 2003: more than 45,000 copies)



- Daniela and Jürgen Westphal-Foundation: Lutz Kaufmann is WHU's mentor for the Daniela and Jürgen Westphal-Foundation, which supports students from private universities financially during their semester abroad.



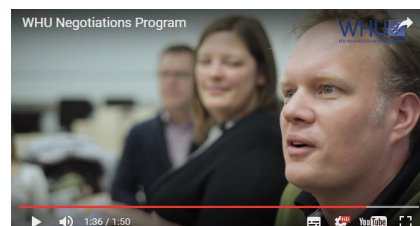
- Academic Director of the WHU Campus for Strategy & Leadership Conference



- Director of the WHU Asia Center



- Launch of the WHU Negotiations Program



## 6. COMMUNITY OUTREACH

European Editor of the *Journal of Supply Chain Management*



Academic Director of the Working Group "Corporate Planning" of the Schmalenbach Association for Business Administration



Member of the Editorial Advisory Board of the *Journal of Purchasing & Supply Management* and the *International Journal of Physical Distribution & Logistics Management*



**Schmalenbach-Gesellschaft für Betriebswirtschaft e.V.**

Member of the Academy of Management, Academy of International Business, Strategic Management Society, German Academic Association for Business Research (VHB), and Institute for Supply Management

Member of the Awarding Committee for the "Hochschulpreis für Materialwirtschaft, Einkauf und Logistik" of BME e. V. (Bachelor/Diploma/Master-Theses)



Reviewer for various double-blind reviewed scholarly journals in the fields of international business and supply management (e.g., *Journal of Operations Management*, *International Journal of Physical Distribution & Logistics Management*, *Journal of International Management*, *Journal of International Marketing*, *Journal of Business Ethics*, *Journal of Purchasing & Supply Management*)

Recommendation Letters for

- Kai Förstl (Habilitation)
- George Zsidisin (Chair Holder of AXA Endowed Chair in Global Supply Chain Risk Management and Resilience at VCU Commonwealth Virginia University)



Kai Förstl



George Zsidisin

Süddeutsche Zeitung **Beschaffung** aktuell



Interviews for:

- Süddeutsche Zeitung (September 2015)
- Beschaffung aktuell (October 2015)
- Business + Logistic (January 2016)
- Westdeutscher Rundfunk (April 2016)
- Business + Logistic (May 2016)

# Asia Center

## 1. RESEARCH

### 1.1 ONGOING PhD PROJECTS (WORKING TITLES)

#### First Supervisor Lutz Kaufmann

**Pei Shen:**

*Power in Supply Networks*

Second Supervisor: Jürgen Weigand

**Tobias Kosmol:**

*Emerging Market Sourcing*

Second Supervisor: Jürgen Weber

**Jiachun Lu:**

*Supplier Relationship Judgment and  
Decision Making in Procurement*

Second Supervisor: tbd.

#### Second Supervisor Lutz Kaufmann

**Martin Hammes:**

*Internationalization Speed in the Context of Diver-  
sified MNEs*

First Supervisor: Thomas Hutzschenreuter

**Li Chen:**

*When the Chinese Dragon Goes Abroad*

First Supervisor: Miriam Müthel

**Wolfgang Weichenrieder:**

*Der Trade-Off zwischen Lokalisierung und glo-  
baler Effizienz*

First Supervisor: Peter-J. Jost

**Elmar Wyszomirski:**

*Management Control Systems, their Design Cha-  
racteristics, and Impact on Managerial Decisions  
and Extra-Role Performance - Empirical Evidence  
from China and Germany*

First Supervisor: Utz Schäffer

**Ines Christoph:**

*Managerial Accounting in South Korea - A Compa-  
rative Analysis of German Controllershship*

First Supervisor: Jürgen Weber

### 1.2 PAPER PRESENTATIONS AT CONFERENCES

**Reimann, F., Kosmol, T., Kaufmann, L.:**

*Bottom-Up Collaborative Capability Development:  
Dynamics of Inter-Organizational Routines in  
Emerging Market Sourcing*

*Annual Meeting of the Academy of International  
Business (AIB), New Orleans/USA, June 2016*



*Tobias Kosmol at the National  
World War II Museum during the  
AIB Gala Event*

**Reimann, F., Kosmol, T., Kaufmann, L.:**

*A Relational Practice View of Mitigating Barriers to  
Collaboration with Emerging Market Suppliers*

*11th Annual Research Seminar (ERS), Vienna,  
May 2016*



*Participants of the ERS Conference*

# Asia Center

## 2. TEACHING

### 2.1 COURSES

#### Negotiations & Dispute Resolution

As Chester L. Karrass once put it, “In business as in life, you don’t get what you deserve, you get what you negotiate”. This course combines lectures and briefings, discussions, simulations/role play, and case studies to provide students with an in-depth understanding of and practical training with tools to negotiate effectively and reach specific goals, particularly in situations of (potential) conflict. Students practice handling both substance and process successfully, no matter what the situational, cultural, or personal challenges across the table are.

*Negotiations* was offered both in the Bachelor of Science program and in the Full-Time MBA program (including Executive Education).

In the Part-Time MBA program, the *International Module China* was offered.

A video of the Negotiations course in WHU's Executive Education Program is available on the program's website ([www.whu.edu/en/executive-education/open-enrollment-programs/negotiations-program/](http://www.whu.edu/en/executive-education/open-enrollment-programs/negotiations-program/)):



Click on the photo to watch the whole video

### 2.2 THESES

#### Lara Schomakers

China Sourcing and the Programming of the Mind:  
The Role of Cognition and Biases in International  
Buyer-Supplier Relationships

#### Patrick Kolf

China Sourcing and the Programming of the Mind:  
The Impact of Psychological Processes on Con-  
flict Resolution

# Asia Center

## 2. TEACHING

### 2.3 GUEST SPEAKERS

in the Part-Time MBA Program

**Chun Ding**  
Professor  
*Fudan University, Shanghai*

**Xiaorong Zhang**  
Professor,  
*Fudan University, Shanghai*

**Xiaoyan Xie**  
Professor  
*Fudan University, Shanghai*

**Byron Lee**  
Professor  
*China Europe International Business School,  
Shanghai*

**Chen Lin**  
Professor  
*China Europe International Business School,  
Shanghai*

**Klaus Meyer**  
Professor  
*China Europe International Business School,  
Shanghai*

**Marco Stuettem**  
Head of Product Management  
*Miele China*

**Ning Sun**  
Regional Manager  
*INVERTO China*

**Karsten Tonn**  
CFO  
*TRUMPF China*

**Kelly Truax**  
Vice President, Service Support,  
*thyssenkrupp Elevator Asia Pacific*

**Anson Yang**  
Marketing Director  
*thyssenkrupp Elevator China*

**Yikai Wang**  
Founder & CEO  
*CINIC Chemicals Shanghai*

**Xiaoyi Zhou**  
Vice President  
*Shanghai Shenyuan Printing*



## Asia Center

### 2. TEACHING

#### 2.4 WHU PART-TIME MBA CHINA MODULE

In March 2016, WHU's Part-Time MBA class headed out for their "International Module China", accompanied by Lutz Kaufmann and Jiachun Lu. The program combined academic perspectives with various company visits and discussions with experienced managers.

##### March 6, 2016: Start of the module

The group celebrated the start of the International China Module at Hai Di Lao restaurant in the world-famous pedestrian zone (Nanjing Lu) of Shanghai. Hai Di Lao specializes in hot pot, a traditional but popular way of eating in China which involves dipping fresh vegetables and meat in simmering broth.

##### March 7, 2016: Insights from CEIBS

On the first day of the program, the group was intensely engaged with China at WHU's partner institution CEIBS. Using a case study about Chinese companies' serial acquisitions in Germany, Klaus E. Meyer's session on "Chinese Multinational Enterprises" brought forth notable propositions on Chinese MNEs, e. g., Chinese MNEs are typically in the early stage of the learning process on international business. Chen Lin's session on "Digital China" helped the group understand the underpinnings of the meteoric rise of Chinese Internet giants, a phenomenon that has astonished the rest of the world in the past few years. In the afternoon, the WHU group approached the enticing topic "Negotiation in China". Following a negotiation simulation between a German subsidiary's CEO and a Chinese parent company's CEO, Byron Lee vividly demonstrated that an in-depth understanding of the organizational form, cultural context and international exposure of Chinese counterparts is required for beneficial negotiations.



Chinese "pulling" noodle performance

##### March 8, 2016: Indigenous Chinese Companies

On the second day, the students travelled across Shanghai city to get first-hand information about two indigenous mid-sized Chinese companies.

Shanghai Shenyuan Printing specializes in design, printing, and post-process of corrugated paper and folding boxes for the fast moving consumer goods (FMCG) and retail industries on an international basis. During the discussion, Vice President Xiaoyi Zhou shared with the WHU group how this formerly state-owned and now privately-owned enterprise metamorphosed from a low-cost supplier to a highly flexible and reliable partner with an increasingly demanding clientele. The field trip was enriched by a guided plant tour.

CINIC Chemicals came into existence in 2003 when the founder Yikai Wang decided to leave a Swiss chemical company to build his own from scratch. Inspired by a management program at CEIBS back in the late 1990s, Mr. Wang made the decision to "become a big fish in a small pond". Today, CINIC Chemicals is a world-leading producer for a niche market - high-performance pigments. During the discussion, in addition to an in-depth SWOT analysis based on features pertaining to the industry, Mr. Zhang shared with the students his understanding of, attitude toward, and approach regarding the most critical issues confronting every chemical company. The field trip was rounded out by a guided tour of CINIC's R&D center, production facility, and quality inspection laboratory.



Yikai Wang, CINIC Chemicals

## Asia Center

### 2. TEACHING

#### 2.4 WHU PART-TIME MBA CHINA MODULE (CONT.)

##### March 9, 2016: From Factory to Skyscraper

In the middle of the module, the group switched gears to deal with foreign MNCs in China and visited the German blue chip company thyssenkrupp, in particular thyssenkrupp Elevator China (tkE). thyssenkrupp Elevator has become one of the major players in the Chinese elevator market, representing 69% of the global market in 2015. During the discussion, Anson Yang, marketing director of thyssenkrupp Elevator China, gave a succinct market analysis, which was enriched by insights from Kelly Truax, VP Service Support Asia Pacific. In the afternoon, specialists showed in detail what the company does to excel in modernization and services, areas that come more into focus when new installations flatten out. A guided tour of tkE's show room and production site constituted the last pieces of a puzzle for a comprehensive glimpse of tkE in China.



*Anson Yang, thyssenkrupp Elevator China*

##### March 10, 2016: Insides from FUDAN University

The field trips during the past two days clearly indicated that doing business in/with China without examination of the China's macro-institutional environment could be costly. Today, the Part-Time MBA group got the chance to gain a proper understanding of this vital aspect at Fudan University, one of the most prestigious and selective universities in China. Xiaorong Zhang's session on "RMB Exchange Rate Reform and Asset Bubbles in China" provided a sharp overview of the major turning points in China's macroeconomics from the early 1950s to the present. In the next session, Chun Ding continued to broach the issues of "Economic and Social Development in China". Furthermore, the WHU group engaged in a "Business Communication and Negotiation" session together with Xiaoyan Xie. Following a succinct review of negotiation principles, the participants simulated a negotiation between an Asian company and a European conglomerate about establishing a joint venture.



*Xiaorong Zhang, FUDAN University*

##### March 11, 2016: German Premium Family-Owned Companies

As all good things come to an end, the International Module China drew to its natural end.

On the last day of the module, the Part-Time MBA group went on field trips to German premium family-owned companies to get a close look at how these types of companies perform in the Chinese market.

In the morning, the WHU group drove to Taicang, a satellite city of Shanghai known for being home to more than 200 German-owned enterprises, to visit TRUMPF.

## Asia Center

### 2. TEACHING

#### 2.4 WHU PART-TIME MBA CHINA MODULE (CONT.)

TRUMPF is one of the world's leading companies for machine tools, lasers and electronics for industrial applications. Since its move to China in 2000 through direct investment in Taicang, TRUMPF has experienced meteoric growth in China (e. g. the average annual growth of order intake was more than 30% during the past decade). It has also served as the regional headquarters for central coordination of machine development, production, sales, and service since 2012. The field trip was enriched by a guided tour of TRUMPF's exhibition hall and production sites.

Following a ninety-minute transfer, the WHU group came back to the former Britain/American concession in Shanghai to explore the last destination – the Miele House. During the discussion, Marco Stuettem, head of the Product Management of Miele China, shared some important take-aways about how Miele does things in China; for example, like TRUMPF, Miele China considers employees family members and launches different initiatives to foster “teams with XO (extra ordinary) spirit” .

A guided tour through the show room put the WHU group in the shoes of potential buyers and sparked several insightful discussions.

As night fell over the metropolitan Shanghai, the Part-time MBA group celebrated the end of the China Module with some very fine cuisine in the iconic Miele House – of course prepared in a Miele kitchen.



*Marco Stuettem, Miele China*

### 3. CORPORATE CONNECTIONS

#### ASIA-EUROPE RESEARCH DIALOGUE WITH DELEGATION FROM CEIBS, SHANGHAI

On May 20, 2016, Lutz Kaufmann jointly hosted a welcome reception for the CEIBS delegation headed by the school's president, Minjun LI. The discussion revolved around collaboration prospects in entrepreneurship and academic research and synergies between “Made in China 2025” and “Industry 4.0”. Minjun LI extended an invitation for a return visit to CEIBS, where Lutz Kaufmann had conducted research as visiting scholar in 2003 and obtains business insights into the Chinese market each year during WHU's MBA Asia module.



*from left to right: Jiachun Lu, Lutz Kaufmann, Mingjun Li, Markus Rudolf, Snow Zhou, Dili Lu*



## THE CHAIR'S HALL OF FAME



Dr. Sönke Rössing



Dr. Christopher Ridder



Dr. Daniel Schmidt



Dr. Andreas Jentzsch



Dr. Alexander Becker



Dr. Peter Körte



Dr. Yvonne Schneider



Dr. Claus Thiel



Dr. Marco Barth



Dr. Thomas Germer



Dr. Fabian Hedderich



Dr. Alex Michel



Dr. Dirk Breitschwerdt



Dr. Dirk Panhans



Dr. Matthias Koch



Dr. Holger Materlik



Dr. Matthias Ehrgott



Dr. Felix Reimann



Dr. Elmar Gans



Dr. Christian Buhmann

## THE CHAIR'S HALL OF FAME



Dr. Sebastian Kreft



Dr. Dominik Riedl



Dr. Nikola Denk



Dr. Philipp Rossner



Dr. Colin Tritt



Dr. Jan-Frederik Rösch



Dr. Sonja Vorwerk-Handing



Dr. Christian Wagener



Dr. Philipp Zimmermann



Dr. Astou Saw



Dr. Julia Gäckler



Dr. Gavin Meschnig



Dr. Johan Rauer



Dr. Barbara Wichmann

## THE CHAIR'S HALL OF FAME

Year	Award	Recipient
2016	Academy of Management Best Paper Award - New Directions	Lutz Kaufmann Jörg Rottenburger
2016	Emerald/EFMD Outstanding Doctoral Research Award	Gavin Meschnig
2016	IPSERA Best Doctoral Dissertation Award	Barbara Wichmann
2016	Research Award of the German Association Materials Management, Purchasing, and Logistics (BME)	Gavin Meschnig
2015	Best Teacher Award for Full-Time MBA course <i>Strategic Sourcing</i>	Lutz Kaufmann
2015	Best Teacher Award for BSc course <i>Negotiations and Dispute Resolution</i>	Lutz Kaufmann
2014	Best Teacher Award for BSc course <i>Negotiations and Dispute Resolution</i>	Lutz Kaufmann
2014	WHU Cases are Download Hits - Distinction as one of the 25 best-selling authors over the past 40 years by "The Case Centre"	Lutz Kaufmann
2014	IJPDLM Outstanding Reviewer Award	Lutz Kaufmann
2014	Case Study Award at John Molson MBA International Case Writing Competition	Sotiris Politis, Supervisors: Lutz Kaufmann & Gavin Meschnig
2013	IJPDLM Highly Commended Paper Award	Lutz Kaufmann, Craig Carter, Christian Buhrmann
2013	JPSM Best Paper Award	Lutz Kaufmann, Sebastian Kreft, Matthias Ehrgott, Felix Reimann
2013	NARS Best Paper Award	Lutz Kaufmann, Gavin Meschnig, Matthias Ehrgott, Felix Reimann
2013	Emerald/EFMD Outstanding Doctoral Research Award	Dominik Riedl
2012	Emerald/EFMD Outstanding Doctoral Research Award	Christian Buhrmann
2012	Emerald/EFMD Outstanding Doctoral Dissertation Award	Nikola Denk
2010	CSCMP Doctoral Dissertation Award	Matthias Ehrgott
2010	SCMRC Doctoral Dissertation Proposal Award	Dominik Riedl
2010	Excellence in Practice Award in Executive Education	MAN-WHU-Oxford
2010	Emerald/EFMD Outstanding Doctoral Research Award	Alex Michel
2010	Emerald/EFMD Outstanding Doctoral Research Award	Dirk Breitschwerdt
2008	Emerald/EFMD Outstanding Doctoral Research Award	Matthias Ehrgott
2007	EFMD Prize for Supply Chain Management Case Study	Holger Materlik et al.
2006	WHU Case Study is Best-Selling Case at ECCH	Fabian Hedderich et al.

**Chair of International Business & Supply Management**

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