

pre-experience scholars
 position conference long-time
 developing associate success reviewer
 SCM top-ranked award academics
 Kaufmann colleagues same
 Center Supply Research among
 reporting ASU corporate simulations/role-plays leading
 JSCM-editorial-board
 Negotiations many practical
 procurement guest
 paper agenda make
 skill Impact component courses hot China
 own KUBS relevance Management biggest
 ISI brainstormed series
 like experts Journal course partner alumni
 enrich European material
 best Craig Institute Asia
 development editor JSCM future
 period
 accept Impact-Factor Carter highly
 R&R business partners WHU
 Felix favorite differentiate Korea cases huge
 joined Lutz
 confirmed journals Sourcing moderated
 MBA School Chain practitioners discipline
 measured AoM-ICW-workshop empirical
 internships connections relevant
 Schraner reengineered

Table of Contents

	Page
Preface	3
Milestones	4
Research	6
Teaching.....	15
Teaching Innovations	22
Executive Education & Corporate Connections	23
Community Outreach & Services provided to the School	26
Sustainability	27
Asia Center.....	28
The Chair’s Hall of Fame	32
Team.....	34
Last but not least.....	35

Contact:
WHU – Otto Beisheim School of Management
Chair of International Business & Supply Management
Burgplatz 2, D-56179 Vallendar
Phone: +49 (0) 261- 6509 320
E-Mail: kaufmann@whu.edu
www.whu.edu/intman

Preface



Negotiations was my favorite course to teach some eight to ten years ago, both in the MBA program and in WHU's pre-experience programs. However, I had to stop this engagement at that time. During the last years, I resumed teaching Negotiations as a full course itself – and not just as part of our procurement courses. It has been a huge success. We have several research projects under way that will generate innovative ideas at the intersection of negotiations and supply chain management. Based on this research and my long-term experience in developing business case studies, I now plan to produce a series of own negotiation cases and simulations/role plays. In addition to building general negotiation skills, these materials will add a distinctive perspective on the European business environment.

Four Ph.D. students completed their projects and received their doctoral degrees: Julia Gäckler, Gavin Meschnig, Johan Rauer, and Astou Saw – all summa cum laude.

The *Journal of Supply Chain Management* could confirm its position among the top ranked SCM journals worldwide. As measured by the Thomson-Reuters ISI Impact Factor, the journal is now ranked 11th among 185 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.

Enjoy reading.

A handwritten signature in blue ink that reads "Lutz Kaufmann". The signature is fluid and cursive.

Lutz Kaufmann

Milestones (2015 – 2010)

2015

- Publication of article "Publication Productivity in the Supply Chain Management Discipline: 2011 – 13", by Michael Maloni et al. showing that the SCM ranks WHU 8th worldwide and no. 1 in Europe

2014

- Lutz Kaufmann recognized as one of the 25 best-selling authors over the past 40 years by *The Case Centre*: As download statistics at *The Case Centre* demonstrate, some 40,000 WHU cases have been downloaded since 2003
- Publication of 50th anniversary issue of the *Journal of Supply Chain Management (JSCM)*; ISI Impact Factor of 3.717 places *JSCM* 11th among 172 management journals
- *IJPDLM* Outstanding Reviewer Award for Lutz Kaufmann
- Best Teacher Award for Lutz Kaufmann for BSc course "Negotiations and Dispute Resolution"

2013

- Sixth Emerald/EFMD Outstanding Doctoral Research Award for Ph.D. student of our chair. With this, WHU tops the list of institutions from which awarded dissertations have come
- Three best paper awards (*JPSM*, *IJPDLM*, and *NARS*) for three empirical studies on the research stream of "behavioral supply management"

2012

- 25th dissertation under the supervision of Lutz Kaufmann successfully completed
- *Handelsblatt* research productivity ranking lists Lutz Kaufmann as contributing 9 % of all HB points of WHU and also as highest ranked researcher on supply management in DACH region
- Emerald/EFMD Outstanding Doctoral Research Award for two Ph.D. students of the chair

2011

- 10-year anniversary of Lutz Kaufmann as WHU faculty member

2010

- Excellence in Practice Award in Executive Education by EFMD for WHU, Said Business School of Oxford University, and MAN SE. First time that the award went to a German business school
- Lutz Kaufmann becomes Associate Fellow of the Said Business School of Oxford University
- Emerald/EFMD Outstanding Doctoral Research Award for two Ph.D. students of the chair. First time that an institution won the award in two categories in the same year
- Two doctoral dissertations of the chair global winners in award competitions by leading U.S. supply chain management institutions

Milestones (2009 – 2004)

2009

- JSCM Advisory Board Member Oliver E. Williamson is awarded Nobel Prize in Economics
- Publication on "sustainability" in the *Wall Street Journal*

2008

- Lisa Ellram and Craig R. Carter appointed Co-Editors-in-Chief of the *Journal of Supply Chain Management (JSCM)*; Lutz Kaufmann becomes European Editor of *JSCM*
- First "WHU Campus for Strategy & Leadership"

2007

- Lutz Kaufmann becomes jury member of the "Strategist of the Year Award"; award by WHU, Bain & Company, and Financial Times Deutschland to recognize the most successful CEOs of publicly listed German companies

2006

- First edition of *China Champions* ranked no. 7 on the *FTD* best-selling business book list
- Winner of the EFMD 2006 Case Writing Competition
- Lutz Kaufmann appointed Academic Director of WHU's Executive Education Programs

2005

- Soenke Roessing first Ph.D. student at the chair to complete his dissertation
- WHU case study "Xelibri" is best selling case of the *European Case Clearing House* (today *The Case Centre*)

2004

- Lutz Kaufmann appointed as only European member of the Educational Resource Committee (ERC) of the Institute for Supply Management (ISM), USA
- Visiting professor at CEIBS – China Europe International Business School, Shanghai
- *FAZ* reports on innovative teaching methods in our negotiations courses

Research

Publications

The image shows a screenshot of a Google Scholar profile for Lutz Kaufmann. On the left, there is a profile picture of a man in a suit, with the name 'Lutz Kaufmann' and his title 'Professor, WHU - Otto Beisheim School of Management'. Below this, it lists his research interests: 'Beschaffung, Strategie, Negotiations' and mentions a verified email at whu.edu. There are buttons for 'Bearbeiten' and 'Folgen'. Below the profile information is a table with columns for 'Titel', 'Hinzufügen', 'Mehr', '1-20', 'Zitiert von', and 'Jahr'. A blue box highlights the year '2015' in the 'Jahr' column. On the right, the 'Google Scholar' logo is visible above a search bar. Below the search bar is a table titled 'Zitationsindexe' with columns 'Alle' and 'Seit 2010'. The table shows: Zitate (2666, 1402), h-index (26, 19), and i10-index (49, 37). Below the table is a bar chart showing the citation index from 2007 to 2015, with a peak in 2013.

Lutz Kaufmann among TOP 25 in the *Handelsblatt* Ranking of Business Administration 2014

During the reporting period, the *Handelsblatt* Ranking of Business Administration 2014 has been published. The ranking is published every two years and covers more than 2,000 researchers. It is the outcome of a point-based analysis of all publications in scientific journals to date and ranks researchers in the field in Germany, Austria, and Switzerland.

In the current *Handelsblatt* Ranking, Lutz Kaufmann has been ranked no. 21 among all researchers in the German-speaking countries for his research contributions over the last five years. This represents a share of 10 % of WHU's total HB points.

For the full *Handelsblatt* Ranking, see:

- Current Research Productivity
<http://tool.handelsblatt.com/tabelle/index.php?id=140>
- Universities/Level of Institution
<http://tool.handelsblatt.com/tabelle/index.php?id=146>
- Lifetime Research Productivity
<http://tool.handelsblatt.com/tabelle/index.php?id=141>

Research

Publications

Articles in Academic Journals

- Rauer, J., Kaufmann, L., 2015:
Mitigating External Barriers to Implementing Green Supply Chain Management: A Grounded Theory Investigation of Green-Tech Companies' Rare Earth Metals Supply Chains
In: *Journal of Supply Chain Management*, 51 (2): 65-88
- Wichmann, B., Carter, C., Kaufmann, L., 2015:
How to Become Central in an Informal Social Network: An Investigation of the Antecedents to Network Centrality in an Environmental SCM Initiative
In: *Journal of Business Logistics*, 36 (1): 102-119
- Reimann, F., Rauer, J., Kaufmann, L., 2014:
MNE Subsidiaries' Strategic Commitment to CSR in Emerging Economies: The Role of Administrative Distance, Subsidiary Size, and Experience in the Host Country
In: *Journal of Business Ethics*, online September 2014
- Maloni, M., Carter, C., Kaufmann, L., Zachary, R., 2015:
Publication Productivity in the Supply Chain Management Discipline: 2011 – 13
In: *Transportation Journal*, 54 (3): 291-311

Conference Papers

- Zsidisin, G. A., Gaudenzi, B., Hartley, J. L., Kaufmann, L.:
Understanding Commodity Price Volatility Mitigation from Transaction Cost Economics: Preliminary Results
24th IPSERA Conference, Amsterdam, March/April 2015
- Reimann, F., Shen, P.:
Multimarket Contact and the Use of Power in Buyer-Supplier Relationships
10th European Research Seminar, Copenhagen, April 2015
- Kaufmann, L., Wagner, C. M.:
Antecedents of Intuitive Decision-Making in Supplier Selections
10th European Research Seminar, Copenhagen, April 2015
- Kaufmann, L., Reimann, F., Shen, P.:
Cross-Business-Unit Coordination and the Use of Power in a Multimarket Buyer-Supplier Relationship
34th Annual Strategic Management Society (SMS) Conference, Madrid, September 2014

Research

Publications

Study "Productivity in the Supply Chain Management Discipline: 2011 – 13", by Maloni et al. ranks WHU – Otto Beisheim School of Management 8th worldwide and no. 1 in Europe

The recently published study is the latest edition of an established series of analyses across nearly five decades of institutional research productivity in supply chain management (SCM) journals, ranking the top 25 schools producing SCM research in 2011 – 13.

Maintaining the same primary research objectives and methods as in previous editions, Maloni et al. assessed the relative research productivity of academic institutions in a core set of renowned SCM journals. The study also ranked schools according to the number of contributions per journal. While no institution placed in the top 10 of all analyzed journals, WHU is one of three institutions that placed in the top 10 of three journals. Further, WHU placed in the top 10 for the first time after initially entering the ranking in the previous (2008 – 10) edition, where it ranked 21st (top 10 ranking, see table below).

Analyses in this series are conducted at regular intervals by changing international teams of SCM researchers. An established set of methods, which has been used in all previous editions, guarantees objectivity and comparability of the results.

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

School	Country	Sum of Share	Author Count	Ranking 2011 – 2013	Ranking 2008 – 2010
Arizona State University	US	15.77	44	1	3
Michigan State University	US	15.61	46	2	10
University of Tennessee	US	14.31	43	3	1
Auburn University	US	13.85	49	4	8
Ohio State University	US	13.59	43	5	9
University of Arkansas	US	10.10	29	6	4
Iowa State University	US	9.62	26	7	16
WHU – Otto Beisheim School of Management	DEU	9.42	24	8	21
Cranfield University	UK	9.21	28	9	6
University of North Texas	US	7.67	16	10	5

Research

Conferences



Craig Carter & Lutz Kaufmann

75th Annual Meeting of the Academy of Management, August 7 – 11, 2015, Vancouver

More than 10,000 academics, scholars, professionals, and students met in Vancouver, Canada, to discuss the theme of the 2015 conference "Opening Governance". The *JSCM* Editorial Team conducted a board meeting, a world café session with Associate Editors, and a session during which Best Paper, Best AE, and Best Reviewer Awards were celebrated.

10th European Research Seminar, April 23 – 24, 2015, Copenhagen

About 50 researchers presented and discussed current research projects in the field of supply chain management. Lutz Kaufmann and Pei Shen attended the conference and each presented a full paper. Both presentations stimulated interesting discussions around the respective research questions, the proper use of the vignette methodology in SCM research, and innovative theoretical approaches in the field of SCM.



Pei Shen & Lutz Kaufmann



George Zsidisin & Lutz Kaufmann

24th IPSERA Conference, March 29 – April 1, 2015, Amsterdam

Over 200 participants from academia and business practice from over 50 countries attended the conference. Lutz Kaufmann and Stéphane Timmer participated. Lutz acted as a session chair, co-presented a working paper from the chair's research stream on raw materials, and represented the *Journal of Supply Chain Management (JSCM)* in the highly interactive meet-the-editors session.

34th Annual SMS Conference, September 20 – 23, 2014, Madrid

The central theme of this year's conference was "Strategies in a World of Networks". Pei Shen attended the conference and presented the research proposal "Cross-Business-Unit-Alignment and the Motivation to Use Power in a Multimarket Buyer-Supplier Relationship". Pei's presentation sparked an interesting discussion among strategy researchers, who had so far limited the study of multimarket contact to (horizontal) relationships among competitors.



Pei Shen

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 CO-EDITORS

Thomas Callarman

China Europe International Business School

Xiande Zhao

China Europe International Business School

ADVISORY BOARD

Jay Barney, *University of Utah*
Frederick Beier, *University of Minnesota*
Corey Billington, *IMD*
Phillip Carter, *Editor Emeritus*
Joseph Cavinato, *Thunderbird School of Global Mgmt*
Martin Christopher, *Cranfield University*
Harold Fearon, *Founding Editor Emeritus*
Robert Handfield, *North Carolina State University*
Jan Heide, *University of Wisconsin*
Michael Hitt, *Texas A&M University*
Shelby Hunt, *Texas Tech University*

Richard Lamming, *University of Manchester Business School*
Hau Lee, *Stanford University*
Michiel Leenders, *University of Western Ontario*
Robert Lusch, *University of Arizona*
Jack Meredith, *Wake Forest University*
Roger Schroeder, *University of Minnesota*
Yossi Sheffi, *Massachusetts Institute of Technology*
Arjan van Weele, *Eindhoven University of Technology*
Alvin Williams, *Editor Emeritus*
Oliver Williamson, *University of California*
Finn Wynstra, *Erasmus University*

ASSOCIATE EDITORS

Björn Axelsson, *Stockholm School of Economics*
Christoph Bode, *University of Mannheim*
Elliot Bendoly, *Emory University*
Stephen Borgatti, *University of Kentucky*
Kenneth Boyer, *The Ohio State University*
Cecil Bozarth, *North Carolina State University*
Roger Calantone, *Michigan State University*
David E. Cantor, *Iowa State University*
Amelia Carr, *Bowling Green State University*
Joseph Carter, *Arizona State University*
Thomas Choi, *Arizona State University/Yonsei University*
Martha Cooper, *The Ohio State University*
Paul Cousins, *University of Manchester Business School*
Patricia Daugherty, *Michigan State University*
David Dilts, *Oregon Health and Science University*
Kevin Dooley, *Arizona State University*
Cornelia Dröge, *Michigan State University*
Philip Evers, *University of Maryland*
Stanley Fawcett, *Brigham Young University*
Barbara Flynn, *Indiana University*
Britta Gammelgaard, *Copenhagen Business School*
Thomas Gattiker, *Boise State University*
Larry Giunipero, *Florida State University*
Thomas Goldsby, *The Ohio State University*
Curtis Grimm, *University of Maryland*
Christine Harland, *University of Bath*
Janet Hartley, *Bowling Green State University*
G. Tomas M. Hult, *Michigan State University*
Vaidyanathan Jayaraman, *University of Miami*
Jayanth Jayaram, *University of South Carolina*
George John, *University of Minnesota*
P. Fraser Johnson, *University of Western Ontario*

David A. Johnsten, *York University*
Vijay Kennan, *Utah State University*
David Ketchen, *Auburn University*
Robert Klassen, *University of Western Ontario*
Xenophon Koufteros, *Texas A&M University*
Daniel Krause, *Colorado State University*
Benn Lawson, *University of Cambridge*
Jeffrey Liker, *University of Michigan*
Kevin Linderman, *University of Minnesota*
Arnold Maltz, *Arizona State University*
Steven Melnyk, *Michigan State University*
Frank Montabon, *Iowa State University*
Robert Novack, *The Pennsylvania State University*
Mark Pagell, *University College Dublin*
Kenneth Petersen, *University of Tennessee*
Damien Power, *University of Melbourne*
Mellie Pullman, *Portland State University*
Elliot Rabinovich, *Arizona State University*
Gary Ragatz, *Michigan State University*
Aric Rindfleisch, *University of Illinois*
Lloyd Rinehart, *University of Tennessee*
Dale Rogers, *Rutgers University*
Aleda Roth, *Clemson University*
M. Johnny Rungtusanatham, *The Ohio State University*
Scott Sampson, *Brigham Young University*
Joseph Sarkis, *Worcester Polytechnic University*
Stanley Slater, *Colorado State University*
Martin Spring, *Lancaster University*
Alan Stenger, *The Pennsylvania State University*
Morgan Swink, *Texas Christian University*
Rohit Verma, *Cornell University*
Shawnee Vickery, *Michigan State University*
Stephan Wagner, *Swiss Federal Institute of Technology*

The Journal of Supply Chain Management

2014 ISI Impact Factor ranks the *Journal* first or second among supply chain and operations management journals for five consecutive years

The *Journal of Supply Chain Management* has firmly established itself as one of the leading international journals in the area of empirical research on supply chain management worldwide. In July 2015, the *Journal* received an ISI Impact Factor for 2014 of 3.857 which is based on 2014 citations of articles published in 2012 and 2013. This Impact Factor has placed the *Journal* either first or second for five consecutive years among supply chain and operations management journals that focus on publishing empirical research. In addition, it places the *Journal* 11th among 185 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 been serving as European Editor of the *Journal* since 2008.

Rank	Journal	2014 Impact Factor	2014 Total Cites
1	ACADEMY OF MANAGEMENT ANNALS	7.769	1,148
2	ACADEMY OF MANAGEMENT REVIEW	7.475	19,739
3	ACADEMY OF MANAGEMENT JOURNAL	6.448	22,351
4	JOURNAL OF MANAGEMENT	6.071	10,823
5	MIS QUARTERLY	5.311	9,600
6	JOURNAL OF APPLIED PSYCHOLOGY	4.799	25,194
7	JOURNAL OF INFORMATION TECHNOLOGY	4.525	1,386
8	PERSONNEL PSYCHOLOGY	4.490	5,432
9	OMEGA-INTERNATIONAL JOURNAL OF MANAGEMENT SCIENCE	4.376	4,546
10	ORGANIZATIONAL RESEARCH METHODS	4.146	3,130
11	JOURNAL OF SUPPLY CHAIN MANAGEMENT	3.857	1,324
11	INTERNATIONAL JOURNAL OF MANAGEMENT REVIEWS	3.857	1,433
13	JOURNAL OF OPERATIONS MANAGEMENT	3.818	5,943
14	ORGANIZATION SCIENCE	3.775	12,120
15	JOURNAL OF MANAGEMENT STUDIES	3.763	6,332

Research

Ongoing Ph.D. Projects, First Supervisor Lutz Kaufmann

Name	Working Title	Second Supervisor
Claudia Wagner	Intuition in Supplier Selection	Miriam Müthel
Pei Shen	Power in Supply Networks	Jürgen Weigand
Barbara Wichmann	Implementation of Environmental Projects in Supply Management	Carl Marcus Wallenburg
Andreas Kissling	The Impact of Expatriate Cross-Cultural Adaptation on Job Satisfaction of their Direct Reports	Jürgen Weber
Harez Nursai	Einfluss der Unternehmensgröße auf die Internationalisierung	Jürgen Weigand
Tobias Kosmol	Supplier Quality Management	Jürgen Weber
Stéphane Timmer	Multi-tier Supply Chain Management	tbd.
Yannick Hecker	Business Negotiations	tbd.
Jörg Rottenburger	Behavioral Supply Management	tbd.
Jens Esslinger	Decision-making in Supply Chain Management	tbd.
Jiachun Lu	tbd.	tbd.

Ongoing Ph.D. Projects, Second Supervisor Lutz Kaufmann

Name	Working Title	First Supervisor
Martin Hammes	The Role of Speed in International Expansion	Thomas Hutzschenreuter
Wolfgang Weichenrieder	Der Trade-Off zwischen Lokalisierung und globaler Effizienz	Peter-J. Jost
Laura Kläner	Truth Seeking and Truth Avoiding Behaviors in Organizations	Miriam Müthel
Li Chen	When the Chinese Dragon Goes Abroad	Miriam Müthel

Research

Ongoing Ph.D. Projects, Second Supervisor Lutz Kaufmann (cont.)

Name	Working Title	First Supervisor
Elmar Wyszomirski	Management Control Systems, their Design Characteristics, and Impact on Managerial Decisions and Extra-Role Performance - Empirical Evidence from China and Germany	Utz Schäffer
Christian Rau	Determinanten des Lieferantenwechsels bei Geschäftskunden: eine empirische Untersuchung	Stephan Wagner
Sebastian Tobias Fabel	Managing Horizontal LSP Cooperations: Strategic Decision-Making, Alliance Learning, and the Impact of Co-opetition	Carl Marcus Wallenburg
Ines Christoph	Managerial Accounting in South Korea - A Comparative Analysis to German Controllershship	Jürgen Weber
Heiko Icks	Controllershship im Logistikbereich: Fallstudien zu Aufgaben und Organisation	Jürgen Weber
Daniel Güssow	Complements and Substitutes between Controller Roles & The Strategy Execution Process	Utz Schäffer
Visar Krasniqi	Unternehmenswertsteigerungen durch Restrukturierungsmaßnahmen mit Fokus auf strategische Divests bei deutschen Unternehmen weltweit	Jürgen Weigand
Nik Frodermann	Target Conflicts and Collaboration among Logistics, Production, and Sales	Carl Marcus Wallenburg
Niels Patschke	The Influence of Supply Chain Functions on Strategic Decision Making and its Performance Effects	Carl Marcus Wallenburg
Sebastian Borchers	Prioritization of Corporate Growth versus Efficiency Increase - A Conceptual and Quantitative Consideration	Thomas Hutzschenreuter
Nicolás Wiedemann	The Role of Affordance - Studying the Significance of Designed-In Properties of Artifacts in Organizational Routines	Jürgen Weber

Research

Completed Dissertations

First Supervisor Lutz Kaufmann

- *Decision-Making Speed in Purchasing*

Ph.D. Student: Julia Gäckler

Second Supervisor: Utz Schäffer



- *Multinational Enterprises' Challenges to Implementing Sustainability along the Triple Bottom Line*

Ph.D. Student: Johan Rauer

Second Supervisor: Carl Marcus Wallenburg



- *Decision-Making in Cross-Functional Teams – A Behavioral Perspective on Supplier Selection Decisions*

Ph.D. Student: Gavin Meschnig

Second Supervisor: Jürgen Weber



- *Leadership in Vertical Relationship Networks – A Multiple-Source Investigation of Cascade Effects across Organizational Levels*

Ph.D. Student: Aischa Astou Saw

Second Supervisor: Jürgen Weigand



Teaching

Courses

Bachelor of Science Program		
Title	Term	Share of International Participants
Supply Management	Fall Term 2014	9 %
Negotiations and Dispute Resolution	Fall Term 2014	35 %
	Spring Term 2015	30 %
Applied Supply Chain Management	Fall Term 2014	7 %
	Spring Term 2015	44 %

Part Time MBA Program		
Title	Term	Share of International Participants
Strategic Sourcing	Spring Term 2015	20 %

Full Time MBA Program		
Title	Term	Share of International Participants
Strategic Sourcing	Spring Term 2015	62 %
Negotiations	Spring Term 2015	67 %

Executive Education		
Title	Term	Share of International Participants
Negotiations	Fall Term 2014	25 %
General Management Plus Program	Fall Term 2014	20 %

Teaching

Guest Speakers

In the BSc Program

Name	Function/Institution
• Peter Scharbert	Director, <i>A.T. Kearney</i>
• Gavin Meschnig	Associate, <i>A.T. Kearney</i>
• Peter Wessmann	Partner, <i>INVERTO AG</i>
• Alejandro Hernandez	Purchasing Manager Contract Manufacturing & Traded Goods <i>Henkel AG & Co. KGaA</i>

In the Part Time MBA Program

Name	Function/Institution
• Kai Nowosel	Managing Director, <i>Accenture GmbH</i>
• Robert Bossuyt	Corporate VP Global Purchasing, <i>Henkel AG & Co. KGaA</i>

In the Full Time MBA Program

Name	Function/Institution
• Peter Wessmann	Partner, <i>INVERTO AG</i>
• Petra Spallek	Corporate VP Global Purchasing, <i>Henkel AG & Co. KGaA</i>
• Torsten Röwekamp	Category Team Leader Warehousing, <i>Henkel AG & Co. KGaA</i>
• Gesa Tröger	Director Purchasing Packaging, <i>Henkel AG & Co. KGaA</i>
• Herbert Densky	Material Group Leader, <i>Henkel AG & Co. KGaA</i>
• Thorsten Schneeberg	Global Purchasing Director, Services & IMS Germany <i>Henkel AG & Co. KGaA</i>
• Konstantin Benda	Corp. Purchasing Manager M&A/Integration Management <i>Henkel AG & Co. KGaA</i>
• Angelika Butt	Corp. Purchasing Manager Global KAM AT, Innovation & SRM, <i>Henkel AG & Co. KGaA</i>
• Aleksander Sosic	Corporate Purchasing Manager CMTG, <i>Henkel AG & Co. KGaA</i>
• Anushri Parsekar	Corp. Purchasing Manager CTM/KAM, <i>Henkel AG & Co. KGaA</i>
• Alexandre Correia Pereira	Category Team Member Printed Papers WE&EE, <i>Henkel AG & Co. KGaA</i>
• Avinash Madhavan	Global Process Manager Sourcing, <i>Henkel AG & Co. KGaA</i>

Teaching

Guest Speakers



Course: PT MBA "Strategic Sourcing"
Date: April 26, 2015
Topic: The Future of Procurement
Guest Speaker: Kai Nowosel, Accenture GmbH

Course: PT MBA "Strategic Sourcing"
Date: April 25, 2015
Topic: Purchasing as Strategic Key Lever to Boost the Results in the Company
Guest Speaker: Robert Bossuyt, Henkel AG & Co. KGaA



Course: FT MBA "Strategic Sourcing"
Date: July 15, 2015
Topic: Global Sourcing – Real-life cases and key insights
Guest Speaker: Peter Wessmann, INVERTO AG

Course: BSc "Supply Management"
Date: October 16, 2014
Topic: Total Value Chain Mapping
Guest Speaker: Alejandro Hernandez, Henkel AG & Co. KGaA



Course: BSc "Supply Management"
Date: September 30 & October 9, 2014
Topic: The Purchasing Chessboard
Guest Speaker: Peter Scharbert & Gavin Meschnig, A.T. Kearney

Teaching

Best Teacher Award for Lutz Kaufmann



Lutz Kaufmann received the Best Teacher Award for his course "Negotiations and Dispute Resolution" in WHU's BSc program 2014.

The course allows students to get both an in-depth understanding of the processes and features of negotiations as well as practical training and tools to negotiate effectively and reach specific goals. Besides acquiring in-depth knowledge about major theories and concepts, students also got to apply them in negotiation exercises. These simu-

lations have been specifically tailored to the course's content and put the students into a wide range of challenging negotiation situations, requiring critical thinking and entrepreneurial problem-solving skills to reach an agreement between two or more parties.

The participants specifically praised the practical approach, liveliness, and interaction of the course.

"Great interaction and practical skills!"

"It was interactive, unconventional, yet professional."

"The course managed to reach the learning objective of providing the students with useful negotiation skills for their future careers",

the students stated.



Each year, WHU – Otto Beisheim School of Management recognizes an outstanding educator with the Best Teacher Award. The award is based on the students' course evaluation (DOBES).

Teaching

Theses

BSc Program

- Zeyi Zhuwu: Supplier Quality Management in China – The Voice of the Supplier
- Christoph Rünz: Assessing Synergies in Purchasing from Mergers and Acquisitions
- Jessica Jacobs: The Impact of Anger in an Intra- and Intercultural Negotiation Simulation of American and Japanese Business People from the American Buyer(s) Perspective
- Jakob Langen: The Impact of the Industrial Setting on Negotiation Process and Outcome
- Joseph Carnarius: How the Expectation of Corruption Influences Negotiations
- Hannah Hinkelmann: Gender Influence on the Use of Power and Performance in Negotiations
- Niklas Walinski: Business Bluffing in the Start-Up Scene – Just Cause or Necessary Evil?
- Ferdinand Harries: Purchasing of Marketing Services

MSc Program

- Bianca Wiene: Behavioral Supply Chain Management
- Igor Schmidt: Use of Power in Supply Chain Relationships
- Yvonne Hildebrandt: Behavioral Supply Chain Management

Part Time MBA Program

- Ron Müller-Knoche: Cloud Sourcing – The Usefulness of Traditional and New Sourcing Strategies

Full Time MBA Program

- Michael Jonas: Supplier Quality Management in Eastern Europe

Teaching

WHU Cases are Download Hits



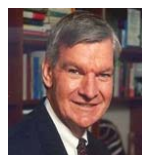
Cases created at WHU – Otto Beisheim School of Management are real download hits, according to the internationally acclaimed "The Case Centre", formerly known as the European Case Clearing House (ECCH).

As download statistics at The Case Centre show, fully 40,000 WHU cases have been downloaded since 2003. These cases have been used in teaching at institutions that include Stanford University, Wharton, INSEAD and Tsinghua University. WHU has furnished universities located on all continents – from Arizona State University to the University of Stellenbosch to the University of Auckland.

Lutz Kaufmann explains: "The fact that we were able to attract many internationally renowned companies from Germany for our case studies demonstrates not only the high level of real-world relevance at WHU. It also shows that we carry out our WHU cases with great care and with a respectable added value for the companies involved."

Lutz Kaufmann has supervised and written a particularly large number of cases and teaching notes available for download from The Case Centre. He himself was recently interviewed and recognized as one of the 25 best-selling authors over the past 40 years by The Case Centre.

The figure beside shows The Case Centre's best-selling authors.



Christopher A. Bartlett
Harvard Business School



Pierre Chandon
INSEAD



Markus Christen
INSEAD



Karel Cool
INSEAD



Mary Crossan
Ivey Business School



Benjamin Esty
Harvard Business School



Kasra Ferdows
Georgetown University



Charles Galunic
INSEAD



David A. Garvin
Harvard Business School



Sumantra Ghoshal



James L. Heskett
Harvard Business School



Dana Hyde
Telfer School of Management



Robert Steven Kaplan
Harvard Business School



Kamran Kashani
IMD



Lutz Kaufmann
WHU – Otto Beisheim School of Management



Peter Killing
IMD



Nimalaya Kumar
London Business School



Christoph Loch
Cambridge Judge Business School

Teaching

"Purchasing Live" Event Series: Henkel Global Purchasing Leadership Team again welcomed WHU MBA Group

On July 22, 2015, WHU's Full-Time MBA class of 2016 visited Henkel's Düsseldorf headquarters as part of their core course "Strategic Sourcing" with Professor Lutz Kaufmann and his team. With the visit, Henkel and WHU continued a success format that Henkel's Global Purchasing Head, Bertrand Conquéret, launched together with the team of WHU's Henkel Center for Consumer Goods five years ago. In the morning, Petra Spallek, Corporate Vice President in Conquéret's team, welcomed the group and shared insights about current challenges on international supply markets and about Henkel's purchasing strategies, before diving deeper into Henkel's sustainability approach in purchasing. Torsten Röwekamp addressed strategic approaches to negotiation challenges. Following a rich discussion, the participants enjoyed the opportunity to apply their learnings and engage in a series of negotiations during which they continuously received real-time feedback from a group of Henkel buyers. The event closed with a highly effective "speed-networking" session between the MBA students and further members of Henkel's global purchasing leadership team.



Teaching Innovations

Students develop Real-Life Cases with Renowned Companies

During the 5th semester course "Applied Supply Chain Management: Making a Case for Advancing SCM", BSc students worked in case teams for three months developing cases on current real-life topics within supply chain management. The teams already started contacting companies last year and worked with renowned partners such as Honeywell International, Solarworld, Volkswagen, and ZF Friedrichshafen.

In comparison to "classic" academic courses, the setup of the course offers an innovative way for students to obtain key theoretical learnings by engaging with companies. The intense cooperation between student teams, partner companies, and the WHU faculty leads to case studies which, using real-life situations, give the students deep insights into the fields of purchasing, supplier management, and supply chain optimization. The companies benefit from this cooperation as the teams first create solutions to existing real-life business problems – much like (inhouse-)consulting teams. And after the case studies are written, the companies can use them for inhouse trainings and to further strengthen their employer brand internationally. In cooperation with the supervising chairs, the case studies have been finalized for publication in prestigious portals such as The Case Centre which allows professors and trainers worldwide to download and use these WHU cases in their courses.

The course is led by Lutz Kaufmann and Carl Marcus Wallenburg (Chair of Logistics and Services Management), and is offered twice a year in WHU's Bachelor of Science program.



Executive Education & Corporate Connections

Long-standing Relationship with Henkel Purchasing

The Henkel Center for Consumer Goods (HCCG), founded five 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 main counterpart. This year, we organized various joint activities. A full list of activities is provided below.

Event	Description	Class	Henkel Team Member
Guest Session Supply Management Course	Presentation on Project Blackbeard: End to End Value Chain Mapping in Latin America	BSc 2016	A. Hernandez
Guest Session Supply Management Course	Presentation on Best Practices in Managing Price/Currency Volatility Risk in FMCG Industry	BSc 2015	E. Cariou
Case Study Development	Development of a Case and Teaching Notes by a Student Team based on a Real-Life Challenge at Henkel	BSc 2015	B. Guckenbiehl E. Cariou
Interview Training	Practicing Interviews, Developing Presentation Skills	FT MBA 2015	R. Haefs A. Madhavan
WHU Career Fair ("Master your career")	Negotiation Simulation, Info Desk, Speed Networking with WHU Alumni	All	B. Vanstaevel E. Cariou
Henkel China Visit	Visit to Dragon Plant in Shanghai as Part of International Module, Intro- duction to Sourcing Projects	PT MBA 2016	T. Holenia + Team
Strategic Sourcing Course	Presentation on Purchasing as Strategic Key Lever to Boost the Results of the Company	PT MBA 2016	R. Bossuyt
Purchasing Live @Henkel Düsseldorf	Full Day at Henkel with Presen- tations on Recent Purchasing Challenges, Negotiation Simulations, and Speed Networking with Top Management	FT MBA 2016	See page 21
Thesis Internship C. Rünz	Thesis on Purchasing M&A Synergies	BSc 2015	K. Benda
Research Project T. Kosmol	Qualitative Research Project on Supplier Quality Management	Chair Ph.D. student	T. Holenia + Team

Executive Education & Corporate Connections

WHU Negotiations Program 2014

Negotiation skills matter most when managers face high-stake challenges, have to deal with highly complex, fast-moving environments, or find themselves in seemingly weak positions, stalemates or even open conflict. Lutz Kaufmann and René Pfromm, LL.M. (Harvard), initiated the WHU Negotiations Program to help senior managers and other regular negotiators enhance their skills to create and claim value.

The first program took place from November 23 to November 25, 2014, at the WHU Düsseldorf campus. The participants were working for a variety of industries, including navy, real estate, health care, and insurance. 25 % of them came from outside Germany, including Spain, the Netherlands, and Switzerland.

During the highly interactive program, the participants learned practical techniques how to strategically prepare negotiations, how to anticipate the other side's moves, and how to come to agreements. In various practice-focused role-plays, the participants had the opportunity to apply these techniques right away.

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

- "Great program, great lecturer, great fellow students" (Project Manager in the aerospace industry)
- "Case studies were very good" (Head of Purchasing and Logistics in the construction industry)
- "Valuable content, learned a lot" (Managing Director in the medical devices industry)

Several participants gave a video testimonial, which is available on the program's website (<https://www.whu.edu/en/executive-education/open-enrollment-programs/negotiations-program/>).

The program also offered a great opportunity to personally get to know each other. 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. After the program, the participants created a XING Group to stay in touch.



Faculty (René Pfromm, photo left) and participants during the highly interactive program

Executive Education & Corporate Connections

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



Schmalenbach-Gesellschaft
für Betriebswirtschaft e.V.

The Schmalenbach Association for Business Administration is Germany's longest-standing organization to build 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 2014 fall meeting took place on October 21 in Bochum, upon the invitation of Thomas Frewer, BP Europa SE. Members of the working group shared their perspectives on recent developments of global business risks as well as novel approaches for risk management. A second topic of discussion centered on the increasing importance of "big data", with participants exchanging experiences on how analysis of very large-scale data can be used to improve production processes, product development, and management of customer relationships. Each topic was introduced with brief presentations by working group members, followed by in-depth discussions.

The 2015 spring meeting took place on February 20 in Gütersloh, upon invitation of Christian Kluge, Miele & Cie. KG. This time, the working group explored the impact of digitalization and the "Industry 4.0" (IoT) idea on various industries. Participants gave an insight on how their respective firms are already tapping into the potential of new digital business models, process optimization, or shorter development cycles. Challenges and required adjustments in the different firm functions were also discussed and members shared their experiences and best practices.

The following companies are currently represented in the Working Group:

BASF AG, Bayer AG, BMW AG, BP Europe SE, Daimler AG, DB Mobility Logistics AG, Detecon International GmbH, Deutsche Bahn AG, energie-systeme21 AG, E.ON Climate and Renewables GmbH, Franz Haniel & Cie. GmbH, FTE Verwaltungs GmbH, H+H Senior Advisors GmbH, ThyssenKrupp AG, Jenabatteries GmbH, KION Group GmbH, Miele & Co. KG, Munich Reinsurance Comp., PUTSCH GmbH & Co. KG, Robert Bosch GmbH, Siemens AG, TRUMPF GmbH & Co. KG, Zwiesel Kristallglas AG.



"Active Cooking Event" at Miele in Gütersloh

Community Outreach & Services provided to the School

Community Outreach

- European Editor of the *Journal of Supply Chain Management*
- Member of the Editorial Advisory Board of the *Journal of Purchasing and Supply Management* and the *International Journal of Physical Distribution & Logistics Management*
- Academic Director of the Working Group, "Corporate Planning", of the Schmalenbach Association for Business Administration
- Member of the Academy of Management, Academy of International Business, Strategic Management Society, German Academic Association for Business Research (VHB), 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*)

Services provided to the School

- Associated Member of the Advisory Board of the Henkel Center for Consumer Goods
- Case and teaching note publications at The Case Centre: 2,952 copies downloaded (WHU total since 2003: more than 40,000 copies)
- Academic Director of the WHU Campus for Strategy & Leadership Conference
- Member of the Ph.D. Committee of WHU
- Director of the WHU Asia Center
- 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.
- Launch of the WHU Negotiations Program

Sustainability

Philosophy and long-term contributions

Sustainability was still a fringe topic when we started our research stream on sustainability in 2003/2004. The situation dramatically changed since then. These days, we see special tracks at conferences, special issues and departments in journals, special courses on sustainability, and even separate (and compulsory) sections required in activity reports such as this. We have contributed to this first wave of "sustainability as a separate topic" with a number of articles in leading journals, some prestigious research awards, the *Wall Street Journal* picking up and reporting on our research, a set of practitioner articles, and even a separate conference from the WHU "Campus for" series back in 2008.

But this sense of sustainability should stop as soon as possible. *All* research we do should logically and automatically cover sustainability. The triple bottom line (3BL) should guide *all* of our activities. Sustainability should ultimately disappear – as a niche. When we have reached this next level, the special tracks, special issues, and special capstone courses, which were often established as desperate catch-up attempts, all will be gone again. The year when this report does not need this special section any longer also will signal the achievement of true sustainability. We are of course not there, yet. So what can we do? Instead of doing research *justifying* sustainability, we should simply focus on *how* it can be done. Instead of creating *separate* sections in our courses, we should *integrate* it into all of our teaching content.

Current contributions and projects

Two manuscripts were accepted with what today is called a sustainability focus. They are titled "How to Become Central in an Informal Social Network: An Investigation of the Antecedents to Network Centrality in an Environmental SCM Initiative" (*Journal of Business Logistics*) and "Mitigating External Barriers to Implementing Green Supply Chain Management: A Grounded Theory Investigation of Green-Tech Companies' Rare Earth Metals Supply Chains" (*Journal of Supply Chain Management*).

The first contribution in the area focuses on the "how" of sustainability, investigating how environmental initiatives are implemented. We undertook a huge effort to map out how an environmental champion in one firm pushed such an initiative through an organization across hierarchical and functional lines.

The second article tries to find answers to the question "how green are the supply chains of green products really" – another equally promising research field. Rather than study - in a large scale fashion - the mainstream/average, we undertook in-depth analyses of the green industries that are expected to also lead in terms of greening their supply chains. We discovered, in fact, that they do not.

Asia Center

Research

Ongoing Ph.D. Projects, First Supervisor Lutz Kaufmann

Name	Working Title	Second Supervisor
Pei Shen	Power in Supply Network	Jürgen Weigand
Tobias Kosmol	Supplier Quality Management	Jürgen Weber
Jiachun Lu	tbd.	tbd.

Ongoing Ph.D. Projects, Second Supervisor Lutz Kaufmann

Name	Working Title	First Supervisor
Li Chen	When the Chinese Dragon Goes Abroad	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	Utz Schäffer
Ines Christoph	Managerial Accounting in South Korea	Jürgen Weber
Martin Hammes	The Role of Speed in International Expansion	Thomas Hutzschenreuter

Articles in Academic Journals

- Rauer, J., Kaufmann, L., 2015: Mitigating External Barriers to Implementing Green Supply Chain Management: A Grounded Theory Investigation of Green-Tech Companies' Rare Earth Metals Supply Chains. In: *Journal of Supply Chain Management*, 51 (2): 65-88
- Reimann, F., Rauer, J., Kaufmann, L., 2014: MNE Subsidiaries' Strategic Commitment to CSR in Emerging Economies: The Role of Administrative Distance, Subsidiary Size, and Experience in the Host Country. In: *Journal of Business Ethics*, online September 2014
- Maloni, M., Carter, C., Kaufmann, L., Zachary, R., 2015: Publication Productivity in the Supply Chain Management Discipline: 2011 – 13. In: *Transportation Journal*, 54 (3): 291-311

Conference Papers

- Reimann, F., Shen, P.: Multimarket Contact and the Use of Power in Buyer-Supplier Relationships, 10th European Research Seminar, Copenhagen, April 2015
- Kaufmann, L., Reimann, F., Shen, P.: Cross-Business-Unit Coordination and the Use of Power in a Multimarket Buyer-Supplier Relationship, 34th Annual Strategic Management Society (SMS) Conference, Madrid, September 2014

Asia Center

Teaching

Courses

Bachelor of Science Program		
Title	Term	Share of International Participants
Negotiations and Dispute Resolution	Fall Term 2014	35 %
	Spring Term 2015	30 %

Full Time MBA Program		
Title	Term	Share of International Participants
Negotiations	Spring Term 2015	67 %
International Module China	Spring Term 2015	69 %

Executive Education		
Title	Term	Share of International Participants
Negotiations	Fall Term 2014	25 %

Theses

BSc Program

- Zeyi Zhuwu:
Supplier Quality Management in China – The Voice of the Supplier
- Jessica Jacobs:
The Impact of Anger in an Intra- and Intercultural Negotiation Simulation of American and Japanese Business People from the American Buyer(s) Perspective

Asia Center

Teaching

Guest Speakers

In the Full Time MBA Program

Name	Function/Institution
• Geun Hee Cho	Manager, <i>Beijing Hyundai Motor Company</i>
• Axel Müller-Hofvenschiöld	Director Procurement, <i>Daimler Greater China Ltd.</i>
• David Hornsperger	Senior Manager Marketing Procurement & Strategy, <i>Beijing Mercedes-Benz Sales Services Ltd.</i>
• Minrui Ji	General Manager, <i>INVERTO China</i>
• Matthias Lentz	Head of Political Section, <i>European Union Delegation to China</i>
• Max Merkle	Communications & Business Manager, <i>European Union Chamber of Commerce in China</i>
• Roberto Miranda	Product Engineering Manager, <i>ThyssenKrupp Engine Comp. China</i>
• Oliver Rui	Professor, <i>China Europe International Business School, Shanghai</i>
• Hellmut Schütte	Professor, <i>China Europe International Business School, Shanghai</i>
• Gong Yan	Professor, <i>China Europe International Business School, Shanghai</i>
• Xiaoyi Zhou	Head of Marketing, <i>Shanghai Shenyan Printing Co. Ltd.</i>



Asia Center

Teaching

WHU Full Time MBA students visit China

In March 2015, WHU's Full Time MBA class headed out for their "International Module China", accompanied by Lutz Kaufmann and Tobias Kosmol. The program combined academic perspectives with various company visits and discussions with experienced managers.

The first day of the program took place at WHU's renowned partner university CEIBS. The day was filled with sessions on "Competition in China and Beyond" by Hellmut Schütte (VP and Dean of CEIBS), "Entrepreneurship in China" by Yan Gong, and "China's Financial Markets" by Oliver Rui.

Company visits at ThyssenKrupp Engine Components China (TK ECC), Shanghai Shenyuan Printing, Daimler Greater China Ltd., and Hyundai Beijing, provided deeper insight into the characteristics and challenges of the Chinese economy and business environment. The students engaged in lively discussions with local Chinese and expatriate managers about challenges and best practices in the Chinese market environment. The program was completed by visits to the European Union Delegation to China and Mongolia and the European Chamber of Commerce.

The farewell dinner on Friday night provided the opportunity to reflect the many impressions the participants got during the program. As the study trip was characterized by a flexible mix of business-related and culture-related events, it did not come as a surprise that the farewell dinner took place in a hotpot restaurant.

On the last day of the one-week module, most of the participants used the opportunity to visit the Great Wall of China north of Beijing.



Full Time MBA Class of 2015 visiting the Forbidden City in Beijing

The Chair's Hall of Fame



Dr. Sönke Rössing



Dr. Christopher Ridder



Dr. Daniel Schmidt



Dr. Andreas Jentsch



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

Team

Head of the Chair



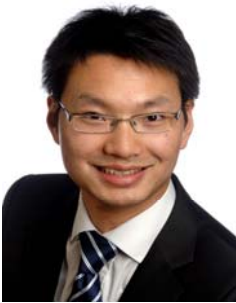
Lutz Kaufmann

Chair Secretary



Renate Schirra

Research Associates and Ph.D. Students



Pei Shen



Tobias Kosmol



Jiachun Lu



Jörg Rottenburger



Yannick Hecker



Jens Esslinger



Stéphane Timmer

Last but not least

8 Questions to...



...**Professor Dr. Lutz Kaufmann**, seit 2001 Professor für Internationales Management & Beschaffung an der WHU. Ferner ist er European Editor des Journal of Supply Chain Management (JSCM). www.whu.edu/intman

...**Professor Dr. Lutz Kaufmann**, at WHU since 2001 and also the European Editor of the Journal of Supply Chain Management (JSCM). www.whu.edu/intman

1. Was macht eigentlich Lutz Kaufmann?

Er beantwortet Fragen – hier und anderweitig.

2. Wie haben Sie Ihr erstes Geld verdient?

Mit dem Ersteigern von reifen Apfelbäumen von der Gemeinde, deren Abernten und dem Verkauf der Äpfel an eine Mosterei.

3. Mit wem würden Sie gerne einen Monat lang tauschen?

Mit den Heli-Ski-Guides am Arlberg (gilt nur für die Monate im Q1 des Jahres); die übrige Zeit mit mir selbst vor 15 Jahren.

4. Wenn Sie Wirtschaftsminister wären...

...hätte ich wahrscheinlich vorher offenbar Medizin, Jura oder gar nichts studieren müssen.

5. Wenn Sie sich im Flugzeug einen Sitznachbarn wünschen könnten...

...dann auf einem Nachtflug eine recht kleine Person, die lange schläft und ganz sicher nicht riecht. Auf einem Tagflug entweder Denzel Washington oder Jürgen Klopp (natürlich nur sofern sie nicht schlafen oder riechen ☺).

6. Ein guter Arbeitstag beginnt mit...

...positiven Nachrichten zum JSCM. Dieses Journal haben meine Freunde Lisa Ellram, Craig Carter und ich 2007 auf dem C- oder sogar D-Level übernommen und in die A-Listen aller bedeutenden Business Schools geführt (wahrscheinlich meine einzige *bleibende* akademische Leistung).

7. Wenn Sie an die WHU denken, sehen Sie...

a) die Menschen, die jene Entscheidungen fällen werden, die das Leben künftiger Generationen beeinflussen werden und
b) eine Institution, die zwar gewachsen, aber noch nicht ganz erwachsen ist.

8. Schenken Sie uns eine Lebensweisheit?

Über die Jahre lernt man, dass man im Sinne des Wortes verständnisvoller wird, wenn man sich wirklich in eine andere Person hineinversetzt.

1. What does Lutz Kaufmann actually do?

He is responding to questions – here and elsewhere.

2. How did you earn your first money?

By buying apple trees with ripe fruit at an auction from the local community, harvesting the trees, and selling the fruits to a juice-bottler.

3. With whom would you like to trade places for a month?

With the Heli-Ski-Guides at the Arlberg in Austria (applies only for the months in Q1 of the year); during the rest of the year with myself 15 years ago.

4. If you were Minister of Economic Affairs...

...I probably should have gone to med school, law school or no school before.

5. If you choose a person sitting next to you in the plane...

...during a night flight a small person who sleeps a lot and does not smell in any way; during a day flight Denzel Washington or Jürgen Klopp (assuming that they neither sleep nor smell ☺).

6. A good working day starts with...

...positive news about the JSCM. My friends Lisa Ellram, Craig Carter and I took over the editorship in 2007 when the journal was ranked very low and led it to a top ranked journal in all the leading business schools (probably my only *lasting* academic achievement).

7. When you think of WHU, you see...

a) the people who will be taking the decisions that influence the lives of future generations and
b) an institution that has grown but not yet fully grown up.

8. Leave us with a word of wisdom.

Over the years, I came to fully believe in the famous proverb "before you criticize someone, walk a mile in their shoes" - well, Steve Martin added: "That way, when you do criticize someone, you'll be a mile away and have their shoes" ☺.

Source: *Keep in touch* 2/2015

WHU – Otto Beisheim School of Management
Chair of International Business & Supply Management

Burgplatz 2, D-56179 Vallendar

Phone: +49 (0) 261- 6509 320

E-Mail: kaufmann@whu.edu

www.whu.edu/intman