

pre-experience scholars
 position conference long-time
 developing associate success reviewer
 SCM top-ranked award academics
 Kaufmann experience same
 colleagues among
 Center Supply Research leading
 reporting ASU corporate simulations/role-plays
 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
 confirmed journals Sourcing moderated Lutz
 MBA School Chain practitioners discipline
 measured AoM-ICW-workshop empirical
 internships connections relevant
 Schraner reengineered

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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 year, 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 reestablished our connections to leading negotiation

hot spots, like the Schraner Negotiation Institute, and reengineered our course material, reaching out both to colleagues from the U.S. and Asia and to some of our highly successful alumni. Based on this success 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 - a perspective that managers and students often miss when working with U.S.-centric cases.

Felix Reimann, who was an Assistant Professor, left WHU and the Asia Center and joined Korea University Business School. KUBS is a long-time partner university of WHU, and Felix has strong ties to Korea, dating back to his internships there as a student. We will of course continue to work together on our research streams.

The biggest success in this reporting period is that the *Journal of Supply Chain Management* confirmed 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 172 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.

Lutz Kaufmann

Research

Publications

Lutz Kaufmann
Professor, WHU - Otto Beisheim School of Management
Beschaffung, Strategie, Negotiations
Bestätigte E-Mail-Adresse bei whu.edu
Mein Profil ist öffentlich.

Google Scholar

Zitationsindexe	Alle	Seit 2009
Zitate	2288	1152
h-index	24	17
i10-index	46	28

Mitigating External Barriers to Implementing Green Supply

2014

Screenshot Google Scholar August 31, 2014

Articles in Academic Journals

- Carter, C., Ellram, L. M, Kaufmann, L., Autry, C. W., Zhao, X., Callarman, T. E., 2014:
Looking Back and Moving Forward
In: *Journal of Supply Chain Management*, 50 (1): 1-7
- Kaufmann, L., Meschnig, G., Reimann, F., 2014:
Rational and Intuitive Decision-Making in Sourcing Teams
In: *Journal of Purchasing & Supply Management*, 20 (2): 104-112
- Riedl, D., Kaufmann, L., Gäckler, J., 2014:
Statistical Power of Structural Equation Models in SCM Research
In: *Journal of Purchasing & Supply Management*, 20 (3): 208-212
- Kaufmann, L., Saw, A. A., 2014:
Using a Multiple-Informant Approach in SCM Research
In: *International Journal of Physical Distribution & Logistics Management*, 44 (6): 511-527

Conference Papers

- Reimann, F., Ehr Gott, M., Vorwerk-Handing, S., Kaufmann, L.:
The Influence of Middle Management Role Characteristics on Middle Managers' Commitment to Change



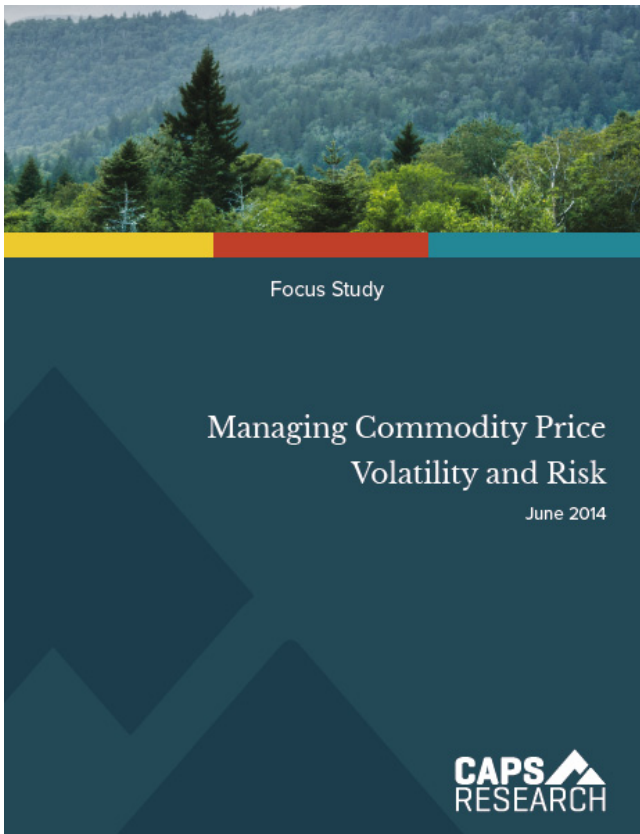
33rd Annual Strategic Management Society Conference
(SMS), Atlanta/USA, September/October 2013

Research

Publications

Practitioner Journals

- Zsidisin, G. A., Hartley, J. L., Kaufmann, L., Gaudenzi, B.:
Managing Commodity Price Volatility and Risk
In: *Inside Supply Management*, March 2014, 34-35



Authors:



George A. Zsidisin, Ph.D., C.P.M.
Professor of Supply Chain Management
Virginia Commonwealth University



Janet L. Hartley, Ph.D.
Professor & Director
Supply Chain Management Institute
Bowling Green State University



Barbara Gaudenzi, Ph.D.
Associate Professor of Logistics
& Risk Management
University of Verona

Exposure to price risk is a challenge most firms need to navigate effectively through thorough data gathering and forecasts.

This Focus Study is targeted to supply executives who would like a comprehensive and accurate overview of the current state of identifying, assessing, and managing commodity price volatility and the subsequent financial risk that this volatility poses to organizations.

The 102-page study synthesizes the findings from 12 extensive case studies of manufacturing firms that have significant exposure to commodity price risk. It also includes many examples and extensive case analyses.

The report is a follow-up to several Critical Issues Reports and a Practix Report published by *CAPS Research*, a non-profit supply organization providing practical research for its members (www.capsresearch.org).

Research

Ongoing Ph.D. Projects (First Supervisor Lutz Kaufmann)

Name	Working Title	Second Supervisor
Julia Gäckler	Decision-Making Pace in Purchasing	Utz Schäffer
Gavin Meschnig	Decision-Making in Cross-Functional Teams	Jürgen Weber
Claudia Wagner	Intuition in Supplier Selection	Miriam Müthel
Pei Shen	Power in Buyer-Supplier Relationships	Jürgen Weigand
Barbara Wichmann	Implementation of Environmental Projects in Supply Management	Carl Marcus Wallenburg
Johan Rauer	Multinational Enterprises' Sustainability in an International Business Context	Carl Marcus Wallenburg
Aischa Astou Saw	Leadership Behavior and Outcomes within Vertical Relationship Networks	Jürgen Weigand
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	Intra- and Interorganizational Routines	Jürgen Weber
Stéphane Timmer	Purchasing Alliances	tbd.
Yannick Hecker	Power in Supply Chain Management	tbd.
Jörg Rottenburger	The Impact of Behavioral Elements on Purchasing Strategies and Decision-Making	tbd.

Research

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: Leadership Challenges for Chinese Managers in Germany	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
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
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
Sebastian Borchers	Prioritization of Corporate Growth versus Efficiency Increase - A Conceptual and Qualitative 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

- *Essays in a Purchasing Context: Demand Management, Purchasing Ambidexterity, and Ambidextrous Integration*

Ph.D. Student: Philipp Zimmermann

Second Supervisor: Jürgen Weigand



Second Supervisor Lutz Kaufmann

- *Shopping Enjoyment - Determinanten, Auswirkungen und moderierende Effekte*

Ph.D. Student: Eva Schuckmann

First Supervisor: Martin Fassnacht



- *Managerial Intentionality - Wesen und Wirkungsweise*

Ph.D. Student: Un-Seok Han

First Supervisor: Thomas Hutzschenreuter



Completed Habilitation

Second Supervisor Lutz Kaufmann

- *Essays in Strategic Management and International Business*

Assistant Professor: Ingo Kleindienst

First Supervisor: Thomas Hutzschenreuter



Research

Further development of the collaboration with Carsten Zimmermann, University of San Diego

In 2013, our Ph.D. student Julia Gäckler was invited to visit Carsten Zimmermann, Assistant Professor of Management at the School of Business Administration at the University of San Diego, San Diego, USA.



Julia had the opportunity to work alongside Carsten from September to December 2013. She spent her time at the university analyzing decision making and integration within the purchasing function.



Julia is the second Ph.D. student who was given the chance to conduct her research at the University of San Diego. Prior collaborative efforts between Carsten and the Chair of International Business & Supply Management have proven to be very successful. In 2013, Lutz Kaufmann, his former Ph.D. student Dominik Riedl, Carsten Zimmermann, and John Perols (also at the University of San Diego) published the article, "Reducing Uncertainty in Supplier Selection Decisions - Antecedents and Outcomes of Procedural Rationality", in the *Journal of Operations Management*.

We look forward to extending this collaboration in the years to come.



Julia Gäckler during her stay at the University of San Diego

The Journal of Supply Chain Management

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Research

The Journal of Supply Chain Management

50 years of the *Journal of Supply Chain Management*: Moving ahead as a scholarly journal and as a discipline

The *Journal of Supply Chain Management (JSCM)* is a scholarly research journal that has been published since 1965. Lisa Ellram, Craig Carter, and Lutz Kaufmann have been serving as the Editorial Team of *JSCM* since 2008. Lutz Kaufmann is the first European Editor in the 50-year history of the *Journal*. In the meantime, Chad Autry, Thomas Callarman, and Xiande Zhao have also joined the Editorial Team.

Through the past six years, *JSCM* has firmly established itself as one of the leading scientific journals worldwide. In July 2014, the *Journal* received an ISI Impact Factor for 2013 of 3.717. This Impact Factor is based on citations of articles in 2013 published in 2011 and 2012. This places the *Journal of Supply Chain Management* 11th among 172 management journals. In addition, *JSCM* has been ranked first or second among supply chain and operations management journals for four consecutive years, based on its ISI Impact Factor.

Rank	Journal	2013 Total Cites	Impact Factor	5-Year Impact	Immediacy Index	2013 Articles	Cited Half-Life	Eigenfactor Score	Article Influence Score
1	ACADEMY OF MANAGEMENT REVIEW	17707	7.817	9.698	1.414	29	>10.0	0.01441	5.317
2	ACADEMY OF MANAGEMENT ANNALS	778	7.333	10.154	0.600	15	4.4	0.00713	6.560
3	JOURNAL OF MANAGEMENT	9110	6.862	8.027	0.657	70	>10.0	0.01798	4.134
4	MIS QUARTERLY	8705	5.405	8.157	1.103	58	>10.0	0.01039	2.785
5	ACADEMY OF MANAGEMENT JOURNAL	19426	4.974	8.443	0.541	74	>10.0	0.02533	5.239
6	JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY	4560	4.540	5.845	0.464	28	>10.0	0.00746	3.459
7	JOURNAL OF OPERATIONS MANAGEMENT	5596	4.478	7.718	0.525	40	8.3	0.00697	2.062
8	JOURNAL OF APPLIED PSYCHOLOGY	22440	4.367	6.952	0.471	70	>10.0	0.02853	3.538
9	ORGANIZATION SCIENCE	10499	3.807	5.512	0.319	94	>10.0	0.02303	3.595
10	JOURNAL OF INFORMATION TECHN.	1282	3.789	4.917	0.476	21	6.4	0.00376	1.872
11	JOURNAL OF SUPPLY CHAIN MANAGEMENT	1072	3.717	4.946	0.621	29	5.8	0.00200	1.078
12	JOURNAL OF INTERNATIONAL BUSINESS STUDIES	6676	3.594	5.534	0.870	46	9.8	0.01136	1.991
13	ORGANIZATIONAL RESEARCH METHODS	2727	3.525	5.713	0.308	26	7.9	0.00825	2.954
14	JOURNAL OF MANAGEMENT STUDIES	5473	3.277	5.196	0.824	51	8.6	0.01174	2.294

Research

Conferences

From August 1st to August 4th, 2014, Lutz Kaufmann attended the Annual Meeting of the *Academy of Management*. More than 10,000 students, academics, scholars, and professionals met in Philadelphia, PA, USA, to discuss this year's conference theme, "The Power of Words".

Together with Craig R. Carter, Lutz Kaufmann moderated the AoM-ICW Workshop on "The Future of Supply Management Research" during which leading scholars from around the world brainstormed the future research agenda of the discipline. Further, the *JSCM* Editorial Board met, and as part of a paper development workshop, the editorial team awarded Best Associate Editor and Best Reviewer Awards.



Photo left (from left to right):

Lutz Kaufmann (European Editor, JSCM), Chad W. Autry, Lisa Ellram (Co-Editors-in-Chief, JSCM), Ken Boyer (former Co-Editor, JOM), Stan Fawcett (Co-Editor, JBL), Tom Choi (Co-Editor, JOM), Craig R. Carter (Co-Editor-in-Chief, JSCM)



*Photo right:
Our former WHU colleague Stephan M. Wagner (ETH Zurich) receiving one of the Best Associate Editor Awards from JSCM*

From April 28th to April 29th, 2014, Lutz Kaufmann attended the Annual European Research Seminar on logistics and supply chain management, which took place at the WHU campus in Düsseldorf. More than 40 researchers from Europe and North America discussed their research projects in the field of supply chain management.



Research

Lutz Kaufmann appointed as member of the Editorial Advisory Board of the *Journal of Purchasing and Supply Management*



Lutz Kaufmann has been appointed to the Editorial Advisory Board (EAB) of the *Journal of Purchasing and Supply Management (JPSM)*. *JPSM*, one of the few specialized journals in the area of purchasing and supply management, is among the leading scientific journals in this field worldwide. It has always been closely associated with the International Purchasing and Supply Education and Research Association (IPSE), which is the only worldwide association of scholars in the field of purchasing and supply management.

***IJPDLM* Outstanding Reviewer Award for Lutz Kaufmann**

Via the Awards for Excellence, the Emerald Literati Network rewards and supports authors and editors contributing to all Emerald's journals. These awards are presented annually to recognize and encourage the pursuit of excellence in research. Lutz Kaufmann has been honored as an Outstanding Reviewer of the *International Journal of Physical Distribution & Logistics Management (IJPDLM)* in the Emerald Literati Network 2014 Awards for Excellence. The Outstanding Reviewer Award recognizes the dedication, efforts, and expertise of the reviewers ensuring that every published paper makes a genuine contribution. According to the members of the Editorial Team of the *IJPDLM*, Lutz Kaufmann was chosen as a winner "as they wanted to recognize his significant contribution throughout 2013".



The photo shows Lutz Kaufmann together with Carl Marcus Wallenburg (Chair of Logistics and Services Management), who received the Highly Commended Paper Award of 2013 by the International Journal of Physical Distribution & Logistics Management (IJPDLM).

With the Emerald for Excellence Awards both for Lutz Kaufmann and for Carl Marcus Wallenburg, two researchers of the Supply Chain Management Group have been honored.

Teaching

Courses

Bachelor of Science Program		
Title	Term	Share of International Students
Supply Management	Fall Term 2013	11 %
Global Supply Management	Fall Term 2013	33 %
Strategic Sourcing: Development of Field-Based Cases	Spring Term 2014	3 %
Negotiations and Dispute Resolution	Spring Term 2014	9 %
Applied Supply Chain Management	Spring Term 2014	17 %

Part Time MBA Program		
Title	Term	Share of International Students
Strategic Sourcing	Spring Term 2014	24 %

Full Time MBA Program		
Title	Term	Share of International Students
International Business Strategies	Fall Term 2013	49 %
Strategic Sourcing	Spring Term 2014	65 %
Negotiations	Spring Term 2014	67 %

Ph.D. Program		
Title	Term	Share of International Students
Qualitative Research Methods	Spring Term 2014	9 %

Teaching

Theses

BSc Program

- Alexander Oelrich: The Thought Worlds of Procurement and Procurement-Interface Functions
- Constantin Brenner: A Structured Approach to Non-Market Driven Supply Chain Risk and Risk Mitigation Strategies
- Maximilian Tischer: How Strategic Implications Impact Make-or-Buy Decisions within a German Direct Selling Company
- Sebastian Sadeh: In Search for the Next Mega Market - Connecting Strategy and Supply Chain at a German Direct Selling Company
- Frank Kubasch: German Firm Risk Mitigation Strategies to Decrease the Dependence on Russian Gas

MSc Program

- Bianca Wielen: Behavioral Supply Chain Management
- Igor Schmidt: Use of Power in Supply Chain Relationships
- Yvonne Hildebrandt: Behavioral Supply Chain Management
- Jan Domhardt: Power in Procurement - The Role of Power in the Procurement of Innovations

Part Time MBA Program

- Marco Krüger: Personal Traits and the Use of Power in Multimarket Buyer-Supplier Relationships
- Tilman Keller: Contribution of the Procurement Department during an Insolvency Crisis - Clustering of Actions in Dependence of the Type of Company
- Stephan Eickholt: Cross-Business-Unit Alignment and the Motivation to Use Power in a Multimarket Buyer-Supplier Relationship
- Ronny Fuhrmann: Post-Merger Integration of the Automotive Supplier FUCHS - A Case Study

Full Time MBA Program

- Gideon Möllney: Procurement's Strategic Alignment shown on Merck's Business Partnering Approach
- Ying Zhang: Development of a Joint-Buying Strategy for Raw Material Procurement within a German Manufacturing Company
- Azhar Anwar: Negotiation Behavior
- Hanna Achilles: The Implementation of a Product-Quality Management System in the Field of Purchasing of a German Retail Business

Cases

- Lutz Kaufmann, Gavin Meschnig, Sotiris Politis: Henkel's Journey to Purchasing Excellence - Escape from an Adverse Sourcing Situation
- Lutz Kaufmann, Gavin Meschnig, Nicolai von Bismarck: AUTOALUMINIUM, Inc. SA: Improving Effectiveness and Efficiency in the Procurement of Investment Goods

Teaching

Guest Speakers

In the BSc Program

Name	Function/Institution
• Thorsten Schneeberg	Director Global Purchasing, Services & IMS, <i>Henkel AG & Co. KGaA</i>
• Benjamin Vanstaevel	Purchasing Manager, <i>Henkel AG & Co. KGaA</i>
• Homer Bathaie	Corporate Purchasing, <i>Henkel AG & Co. KGaA</i>
• Alexander Sixt	Head of Corporate Development, <i>Sixt AG</i>
• Dennis Spreizer	Senior Manager, Corporate Development, <i>Sixt AG</i>
• Luis Röver	Executive Manager, <i>Sixt AG</i>
• Johanna Scheffer	Manager Employer Branding & University Relations, <i>Sixt AG</i>
• Angela Yeung	Head HR Development & Training, <i>Sixt AG</i>
• Heinz Landau	Former CEO, <i>Merck Thailand</i>
• Sapthagiri Chapalapalli	Director Central Europe, <i>TATA Consultancy Services</i>
• Peter Scharbert	Director, <i>A.T. Kearney</i>
• Peter Wessmann	Partner, <i>INVERTO AG</i>

In the Part Time MBA Program

Name	Function/Institution
• Robert Bossuyt	Corporate Vice President Global Purchasing, <i>Henkel AG & Co. KGaA</i>
• Peter Wessmann	Partner, <i>INVERTO AG</i>



Teaching

Guest Speakers

In the Full Time MBA Program

Name	Function/Institution
• Peter Wessmann	Partner, <i>INVERTO AG</i>
• Robert Bossuyt	Corporate Vice President Global Purchasing, <i>Henkel AG & Co. KGaA</i>
• Benjamin Vanstaevel	Purchasing Manager, <i>Henkel AG & Co. KGaA</i>
• Renaud Bertin	Purchasing Manager, Silicone Compounds, <i>Henkel AG & Co. KGaA</i>
• Xudong Gao	Professor, <i>Tsinghua University, Beijing</i>
• Steven Xu	Professor, <i>Tsinghua University, Beijing</i>
• Hengyuan Zhu	Professor, <i>Tsinghua University, Beijing</i>
• Mark Rushton	Senior Business Manager, <i>European Chamber of Commerce China</i>
• Mattias Lentz	Head of Political Section, <i>European Union Delegation to China</i>
• Minrui Ji	General Manager, <i>INVERTO China</i>
• Jack Nie	Sales Manager, <i>ThyssenKrupp Engine Components China</i>
• David Morrison	CEO, <i>ThyssenKrupp Engine Components China</i>
• Roberto Miranda	Product Engineering Manager, <i>ThyssenKrupp Engine Comp. China</i>
• Thomas Holenia	Head of Corporate Purchasing, <i>Henkel Asia-Pacific</i>
• Juliane Hefel	Head of Indirect Material Service, <i>Henkel Asia-Pacific</i>
• Jianqiang Hu	Professor, <i>Fudan University, Shanghai</i>
• Xiaorong Zhang	Professor, <i>Fudan University, Shanghai</i>
• Youzhen Zhao	Professor, <i>Fudan University, Shanghai</i>
• Chun Ding	Professor, <i>Fudan University, Shanghai</i>
• Pablo Cardona	Professor, <i>China Europe International Business School, Shanghai</i>
• Zhu Tian	Professor, <i>China Europe International Business School, Shanghai</i>
• Byungtae Kim	Deputy General Manager, <i>Beijing Hyundai Motor Company</i>
• Geun Hee Cho	Manager, <i>Beijing Hyundai Motor Company</i>
• Marco Gerrits	Partner & Managing Director, <i>The Boston Consulting Group</i>
• Xiaoyi Zhou	Head of Marketing, <i>Shanghai Shen Yuan Printing Co. Ltd.</i>
• Weide Jing	President, <i>Samyca Cixi Shengyi Mould Co. Ltd., Cixi</i>

Teaching

WHU Case Study awarded a prize at John Molson MBA International Case Competition

The John Molson MBA International Case Competition (ICC) is a not-for-profit event organized by students from the John Molson School of Business, Concordia University, Montreal, Canada. The competition is open to top business schools worldwide and is recognized as the largest competition of its kind. Its main purpose is to bridge the gap between corporate and academic worlds, which ultimately enriches both students and executives alike. The competition format is a round-robin tournament consisting of business cases. The cases are selected from among the top entries from the annual Case Writing Competition. The ICC invited the submission of original business cases for the 33rd competition in January 2014 in Montreal, Canada. Six cases were finally selected for use during the competition. One of them was the WHU case study, "Henkel's Journey to Purchasing Excellence - Escape from an Adverse Sourcing Situation".

This case study is the result of one of WHU's teaching innovations. Students at WHU can write their thesis in the format of a case and teaching note. As such, the theses are firmly rooted in both practice and research. The case selected for the ICC was written by Sotiris Politis as his master thesis in WHU's Part Time MBA program in summer 2013. Sotiris further refined the case together with the supervisors of his thesis, Professor Lutz Kaufmann and Gavin Meschnig.



Sotiris Politis

The competition brought together 36 schools and more than 270 executives as judges. In total, more than 1,000 attendees participated in the weeklong event. The case from WHU was the first in the history of the event that transported the topic of purchasing - in particular of purchasing at the German DAX-icon Henkel AG & Co. KGaA - into the heads and hearts of many participants.

Opening Paragraph of the Henkel Case:

October 1 st , 2013	 Otto Beisheim School of Management
Henkel's Journey to Purchasing Excellence - Escape from an adverse sourcing situation -	
<i>On a gloomy morning on January 7, 2013, Katharina Wallace enters her new office at Henkel's headquarters in Düsseldorf, Germany. Just a week earlier, Katharina had started her new job as Global Purchasing Head for Polyesters at Henkel. After working for a consulting company for two years in New York and completing her MBA, she had relocated to Germany for personal reasons. Katharina considers herself a team player who can effectively communicate with and motivate others. She has been looking forward to the new challenge because she anticipates a lot of cross-functional collaboration. However, the new challenge also means top management attention because it includes the responsibility for one of Henkel's major raw material categories, which was causing challenges for the firm.</i>	
<i>In her first week, her new boss, Renaud Lavil, the Vice President for Raw Materials—who was an</i>	

Teaching

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

On July 23rd, 2014, WHU's Full Time MBA class of 2015 visited Henkel's Düsseldorf headquarters as part of the core course "Strategic Sourcing" (Lutz Kaufmann). With the visit, Henkel and WHU continued the successful format that Henkel's Global Purchasing Head, Bertrand Conquéret, launched four years ago along with the team of WHU's Henkel Center for Consumer Goods.

In the morning, Robert Bossuyt, Corporate Vice President in Conquéret's team, welcomed the group and shared insights about current hot topics and challenges on international supply markets as well as about Henkel's purchasing strategies. Renaud Bertin and Benjamin Vanstaevel 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 live cases. The event closed with a highly effective "speed-networking" session between the MBA students and other members of Henkel's global purchasing leadership team.



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 (SG) is the longest-standing business administration association in Germany. Its mission is to provide a forum for exchange between leading business researchers and top executives from various industries. The working groups host bi-annual meetings to spark discussion on current topics that are highly relevant to both management and academic community.

Lutz Kaufmann heads SG's working group, "Integrated Corporate Planning" (AK-IUP), together with Harald Rudolph, Director of Strategy at Daimler AG. Felix Reimann is a member of the working group.

The working group's 2013 fall meeting took place on November 28 upon the invitation of Wolfgang Hagen, BASF AG, in Ludwigshafen. Members of the working group shared their perspectives on business models for various industries, focusing on megatrends for the coming years, market developments and product opportunities, and particularly the current evolution of energy markets. The topics were introduced with brief presentations by working group members, followed by in-depth discussions.

The following companies have been represented in the working group:



Community Outreach & Services provided to the school

Community Outreach

- European Editor of the *Journal of Supply Chain Management*
- Associate Fellow of the Saïd Business School at the University of Oxford (until August 2014)
- Member of the Awarding Committee for the "Hochschulpreis für Materialwirtschaft, Einkauf und Logistik" of BME e. V. (Bachelor/Diploma/Master-Theses)
- Academic Director of the Working Group, "Corporate Planning", of the Schmalenbach Association for Business Administration
- Recommendation Letters for



George A. Zsidisin
Appointment as Professor of Supply Chain Management,
Virginia Commonwealth University



August Michael Knemeyer
Promotion as Full Professor, Ohio State University

- 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 Editorial Advisory Board of the *Journal of Purchasing and Supply Management* and of *International Journal of Physical Distribution and Logistics Management*
- 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*, *Strategic Management Journal*, *Journal of Business Ethics*)

Services provided to the school

- Member of the Executive Education Competence Team
- Associated Member of the Advisory Board of the Henkel Center for Consumer Goods
- Case and teaching note publications at The Case Centre: 1,663 copies downloaded (WHU total since 2004: 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.

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

One more manuscript was accepted with what today is called a sustainability focus. It is titled "MNE Subsidiaries' Strategic Commitment to CSR in Emerging Economies: The Role of Administrative Distance, Subsidiary Size, and Experience in the Host Country" (*Journal of Business Ethics*). How companies implement sustainability initiatives in distant environments is a critical issue. In many cases, firms are challenged by a lack of fit between their sustainability commitments in their home country operations and the institutional environments of their foreign subsidiaries.

Another 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.

Finding answers to the question "how green are the supply chains of green products really" is one more 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.

In memoriam: Linda Sprague



Linda Sprague

We mourn the loss of Linda Sprague, a major contributor to our Asia research stream and the WHU MBA program, who passed away on September 9th, 2013. Linda and Lutz co-designed and jointly ran the first China modules of WHU's MBA program. She also offered invaluable help on different research projects and on the bestselling book, *China Champions*, co-authored by Lutz Kaufmann, Dirk Panhans, Boney Poovan, and Benedikt Sobotka.

Linda was a graduate of the Massachusetts Institute of Technology, where she was the first woman to serve as editor-in-chief of MIT's student paper, manage the student radio station, and win MIT's Karl Taylor Compton Award for service to the Institute.

After earning an MBA from Boston University in 1967, she became the third woman ever admitted to Harvard Business School's Doctoral Program.

She was the first female faculty member of the Stanford Graduate School of Business in 1972.

Linda worked at the Graduate Business School at the University of New Hampshire as a Professor of operations management for three decades. She taught at and created partnerships with several European universities in England, Switzerland, and Spain.

In 1980, she was invited by the U.S. Commerce Department to join a team of U.S. professors to create China's first formal management training program in Dalian. While in Dalian, Linda took every opportunity to learn about China's manufacturing base by getting right onto the factory floor or the backroom of a family's workshop. Linda was never happier than when she donned her hard hat and watched the manufacturing "action" from the center of the factory floor.

In 1997, she joined the faculty of the China Europe International Business School (CEIBS) in Shanghai, where she held a number of key positions, including writing the school's strategic plan. When Linda left in 2007, she was named the first Professor Emerita of CEIBS.

Linda finished her teaching career at Rollins College School of Management in Florida until her retirement in 2009.*

Whenever she traveled between China and Boston, she visited WHU. She will be missed.



Linda and Lutz at the farewell dinner for the WHU MBA China Module in October 2005

Team

Head of the Chair



Lutz Kaufmann

Chair Secretary



Renate Schirra

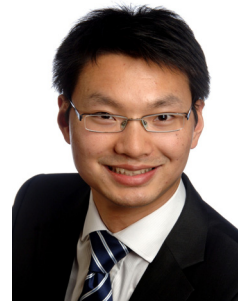
Research Associates and Ph.D. Students



Julia Gäckler



Gavin Meschnig



Pei Shen



Tobias Kosmol



Stéphane Timmer



Yannick Hecker



Jörg Rottenburger



Jens Esslinger

Asia Center

The mission of the WHU Asia Center is to conduct leading international business research along the Asian-Europe axis, and to make research findings available for the academic community, practitioners, and students. Felix Reimann, Assistant Professor at the Chair of International Business & Supply Management, coordinated the research activities of the WHU Asia Center as Co-Director. At the end of August 2014, Felix left WHU and joined Korea University Business School.



Felix Reimann

Research

Ongoing Ph.D. Projects (First Supervisor Lutz Kaufmann)

Name	Working Title	Second Supervisor
Pei Shen	Power in Buyer-Supplier Relationships	Jürgen Weigand
Johan Rauer	Multinational Enterprises' Sustainability in an International Business Context	Carl Marcus Wallenburg
Harez Nursai	Einfluss der Unternehmensgröße auf die Internationalisierung	Jürgen Weigand
Tobias Kosmol	Intra- and Interorganizational Routines	Jürgen Weber

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

Name	Working Title	First Supervisor
Li Chen	When the Chinese Dragon Goes Abroad: Leadership Challenges for Chinese Managers in Germany	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 - A Comparative Analysis to German Controllershship	Jürgen Weber

Asia Center

Research

Assistant Professor Felix Reimann received Best Reviewer Award of the *Journal of Supply Chain Management*

The Editorial Team, including Craig R. Carter (Arizona State University), Chad W. Autry (University of Tennessee), and Lisa M. Ellram (Miami University), honored WHU Assistant Professor Felix Reimann with the Best Reviewer Award of the *Journal of Supply Chain Management (JSCM)*. With its award, *JSCM* annually recognizes scholars whose contribution as reviewers for the *Journal* stands out through depth of content, rapport established with authors, and timeliness.



Felix Reimann interacting with MBA students

The *Journal of Supply Chain Management* is among the leading international journals in the area of empirical research on supply chain management. It is part of the Thomson-Reuters ISI Web of Knowledge used to calculate the Impact Factor. For 2013, *JSCM* received an Impact Factor of 3.717. This places *JSCM* 11th among 172 management journals. In addition, the *Journal* has been ranked first or second among supply chain and operations management journals for four consecutive years.

Conference Papers

- Felix Reimann, Matthias Ehrgott, Sonja Vorwerk-Handing, Lutz Kaufmann:
The Influence of Middle Management Role Characteristics on Middle Managers' Commitment to Change
33rd Annual Strategic Management Society Conference (SMS), Atlanta, September/October 2013

Participants of the 33rd SMS Conference attending an event...



...at the Georgia Aquarium/Atlanta

Asia Center

Teaching

Guest Speakers

In the CIO Program, Executive Education

Name	Function/Institution
• Clas Neumann	Senior Vice President, Global Head of SAP Labs Network, <i>SAP China</i>
• Joachim Klink	Director Global Automotive & Aerospace Industry Architect, <i>HP</i>
• Marc Lampe	CIO, <i>Daimler Greater China</i>
• Mark Rushton	Senior Business Manager, <i>European Chamber of Commerce China</i>
• Mattias Lentz	Head of Political Section, <i>European Union Delegation to China</i>
• Xiaoyi Zhou	Head of Marketing, <i>Shanghai Shen Yuan Printing Co. Ltd.</i>

In the BSc Program

Name	Function/Institution
• Alexander Sixt	Head of Corporate Development, <i>Sixt AG</i>
• Dennis Spreizer	Senior Manager, Corporate Development, <i>Sixt AG</i>
• Luis Röver	Executive Manager, <i>Sixt AG</i>
• Johanna Scheffer	Manager Employer Branding & University Relations, <i>Sixt AG</i>
• Angela Yeung	Head HR Development & Training, <i>Sixt AG</i>
• Heinz Landau	Former CEO, <i>Merck Thailand</i>
• Sapthagiri Chapalapalli	Director Central Europe, <i>TATA Consultancy Services</i>

In the MSc Program

Name	Function/Institution
• Jörg Nürnberg	Managing Director, <i>Dröge Group China Ltd.</i>
• Gesa Troeger	Director Global Purchasing, <i>Henkel AG & Co. KGaA</i>
• Renaud Bertin	Purchasing Manager, Silicone Compounds, <i>Henkel AG & Co. KGaA</i>
• Shreerang Talekar	Head Large Deals & Strategic Solutions, <i>Tata Consultancy Services</i>
• Oliver Weirauch	Managing Director, <i>Dröge Group</i>
• Christian Zeller	Head of Global Competence Center Purchasing, <i>Dröge Group</i>

In the Full Time MBA Program

Name	Function/Institution
• Xudong Gao	Professor, <i>Tsinghua University, Beijing</i>
• Steven Xu	Professor, <i>Tsinghua University, Beijing</i>
• Hengyuan Zhu	Professor, <i>Tsinghua University, Beijing</i>

Asia Center

Teaching

Guest Speakers

In the Full Time MBA Program (cont.)

Name	Function/Institution
• Mark Rushton	Senior Business Manager, <i>European Chamber of Commerce China</i>
• Mattias Lentz	Head of Political Section, <i>European Union Delegation to China</i>
• Minrui Ji	General Manager, <i>INVERTO China</i>
• Jack Nie	Sales Manager, <i>ThyssenKrupp Engine Components China</i>
• David Morrison	CEO, <i>ThyssenKrupp Engine Components China</i>
• Roberto Miranda	Product Engineering Manager, <i>ThyssenKrupp Engine Comp. China</i>
• Thomas Holenia	Head of Corporate Purchasing, <i>Henkel Asia-Pacific</i>
• Juliane Hefel	Head of Indirect Material Service, <i>Henkel Asia-Pacific</i>
• Jianqiang Hu	Professor, <i>Fudan University, Shanghai</i>
• Xiaorong Zhang	Professor, <i>Fudan University, Shanghai</i>
• Youzhen Zhao	Professor, <i>Fudan University, Shanghai</i>
• Chun Ding	Professor, <i>Fudan University, Shanghai</i>
• Pablo Cardona	Professor, <i>China Europe International Business School, Shanghai</i>
• Zhu Tian	Professor, <i>China Europe International Business School, Shanghai</i>
• Byungtae Kim	Deputy General Manager, <i>Beijing Hyundai Motor Company</i>
• Geun Hee Cho	Manager, <i>Beijing Hyundai Motor Company</i>
• Marco Gerrits	Partner & Managing Director, <i>The Boston Consulting Group</i>
• Xiaoyi Zhou	Head of Marketing, <i>Shanghai Shenyuan Printing Co. Ltd.</i>
• Weide Jing	President, <i>Samyea Cixi Shengyi Mould Co. Ltd., Cixi</i>

Theses

BSc Program

Supervisor Felix Reimann

- Hans Görtz: Success Factors to Internationalize Strategic Procurement in the German Engineering Industry
- Kilian Zedelius: Successful Sourcing from China: An Empirical Analysis of Performance

MSc Program

Supervisor Felix Reimann

- Christian Wierschem: Dual-Institutional Influences on International Business Strategy – Evidence from German Subsidiaries in Canada

Asia Center

Teaching

Guest Speakers

SIXT AG



Dennis Spreizer (left) & Luis Röver (right)



Alexander Sixt

Dröge Group



Christian Zeller

TATA Consultancy Services



Shreerang Talekar



Sapthagiri Chapalapalli

Merck



Heinz Landau

Asia Center

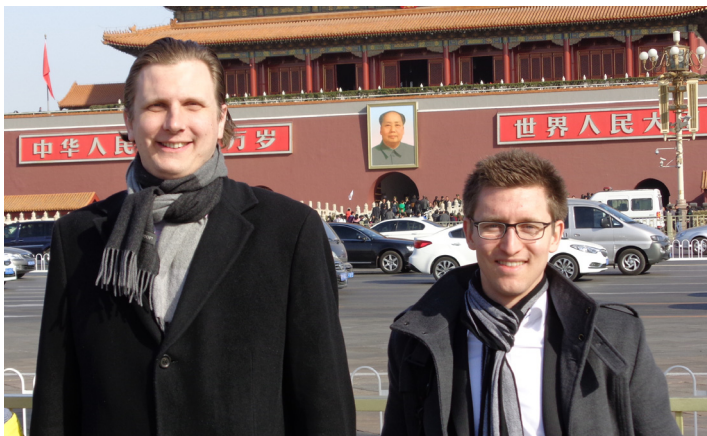
Teaching

WHU Full Time and Part Time MBA students visit China

At the end of February 2014, the Full Time and Part Time MBA students headed off for yet another essential part of their studies: the International Module in China, Shanghai, and Beijing, which serves to broaden the students' experience of and knowledge about global business environments.

Lectures on doing business in China and on the Chinese economy were given by senior faculty members at our highly ranked partner schools: CEIBS, Fudan, and Tsinghua. Afterward, the students were well prepared for the real-life experience during visits to corporate partners, such as Henkel in Shanghai and ThyssenKrupp in Nanjing.

During the extra-curricular events, students not only experienced the business side of China, but also learned about the Chinese culture and what living as an expatriate in China would be like.



*Felix Reimann and Tobias Kosmol
accompanying the Full Time MBA students
in Shanghai and Beijing;
here: in front of the Tiananmen Gate, Beijing*



Full Time MBA Class of 2015 at the Tiananmen Square, Beijing

Asia Center

Teaching

WHU Full Time and Part Time MBA students visit China

Guest lecture at CEIBS given by Prof. Pablo Cardona



Guest lecture at Henkel held by ADSmith's Managing Director Mike Golden



Farewell dinner in a famous Beijing duck restaurant



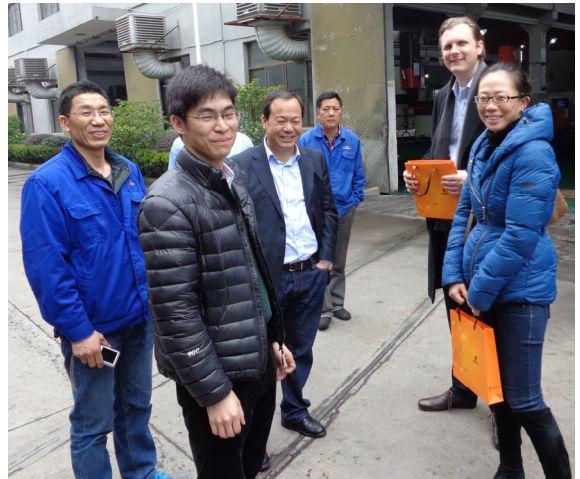
Souvenir shopping in the Old Town of Nanjing



Climbing the Great Wall at Mutianyu



Company visit guided by INVERTO AG



Asia Center

Teaching

Courses

Bachelor of Science Program			
Title	Term	Professor	Share of International Students
International Management	Spring Term 2014	Felix Reimann	17 %
Global Supply Management	Fall Term 2013	Lutz Kaufmann	33 %
Negotiations & Dispute Resolution	Spring Term 2014	Lutz Kaufmann	9 %

Master of Science Program			
Title	Term	Professor	Share of International Students
Advanced Supply Management	Spring Term 2014	Felix Reimann	16 %
Global Business Strategies and Emerging Markets	Fall Term 2013	Felix Reimann	20 %

Full Time MBA Program			
Title	Term	Professor	Share of International Students
International Business Strategies	Fall Term 2013	Lutz Kaufmann	49 %
Negotiations	Spring Term 2014	Lutz Kaufmann	67 %
Accelerated Skill Development	Spring Term 2014	Felix Reimann	57 %
International Module China	Spring Term 2014	Felix Reimann	49 %

Executive Education			
Title	Term	Professor	Share of International Students
CIO Leadership Excellence Program International Module China	Spring Term 2014	Felix Reimann	–

Asia Center

Executive Education & Corporate Connections

Insight into the Chinese Economy - German Chief Information Officers travel to China

The CIO Leadership Excellence Program is an Executive Education Program designed for CIOs and IT Executives. WHU offers this General Management Program in close cooperation with IDG Business Media GmbH. Main topics are strategy, leadership, and innovation.

In May 2014, Felix Reimann accompanied the participants of the WHU CIO Leadership Excellence Program on a one-week module to China. The objective of the module was to provide deeper insight into the characteristics and challenges of the Chinese economy and business environment.

Throughout the trip, the twenty Senior IT Executives gained a deep insight into the Chinese economy and culture. The program took the group to Shanghai and Beijing and combined academic perspectives with various company visits and discussions with experienced managers. In several talks at Fudan Business School, the participants learned about the economic conditions and current developments in the Chinese political system. During company visits at SAP, HP, and Daimler, among others, the executives met with local Chinese and expat CIOs and exchanged views on managerial challenges and best practices in the Chinese environment. Finally, a visit to the European Union Delegation and the European Chamber Delegation concluded the program offering a perspective on how politics and regulations affect Chinese-European business relationships.

Felix Reimann during the company visit to Mercedes-Benz, Beijing



Participants of the WHU CIO Leadership Excellence Program

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

The Chair's Hall of Fame



Dr. Holger Materlik



Dr. Matthias Ehrgott



Dr. Felix Reimann



Dr. Elmar Gans



Dr. Christian Buhrmann



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

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