



Excellence in
Management
Education

Chair of International Business & Supply Management
Assistant Professorship for International Business
Assistant Professorship for International Business & Supply Management
WHU Asia Center
Activity Report 2011/2012

Contents

	Page
Preface	3
Research	5
Teaching	15
Executive Education & Business Engagement.....	24
Community Outreach	32
Sustainability	33
Asia Center.....	34
Team	40
The Chair's Hall of Fame	42



WHU - Otto Beisheim School of Management offers top-level academic programs in business administration (BSc, MSc), a full-time, a part-time and an Executive MBA, the Bucerius/WHU Master of Law and Business - Joachim Herz program, customized company programs and the possibility to pursue a doctoral degree and the German "Habilitation".

WHU stands for excellence in management education. The results are expressed with leading positions in national and international rankings. In the 2011 Financial Times European Business School Ranking, WHU was once again rated the best business school in Germany. It is now ranked 20th in the list of the top 75 European business schools.

Preface

Dear Readers,

Today, you hold in your hands the joint annual report of the Chair of International Business & Supply Management, the Assistant Professorship for International Business, and the Assistant Professorship for International Business & Supply Management for the academic year 2011/2012. The last 12 months have been eventful and successful. Our intensive, fruitful, and productive collaboration allowed us to continue and further expand a rich portfolio of research, teaching, and executive education activities.

Particularly good news that we are especially proud of is that the *Journal of Supply Chain Management* confirmed its position as one of the top three SCM journals worldwide as measured by the impact factor from Thomson-Reuters ISI.

Our research stream on Behavioral Supply Management yielded a new article in the *Journal of Purchasing and Supply Management*. Also, our project on the Internationalization of Emerging Market Firms is building a strong publication record, with papers accepted in the *Journal of International Management* and *Journal of International Marketing* during this reporting period. Another highlight are our two accepted papers on research methodologies in the *Journal of Supply Chain Management* and the *International Journal of Physical Distribution & Logistics Management*. Not least, our successful research stream on Corporate Social Responsibility yielded another paper accepted for publication by the *Journal of Business Logistics*.

Thanks to the great engagement of our doctoral students, our colleagues of WHU's Henkel Center for Consumer Goods, and our corporate partner Henkel AG & Co. KGaA our current projects on team decision making and strategy execution are well progressing and first papers are now entering the review processes.

Together, we were active in all of WHU's pre- and post-experience programs with our teaching activities. Matthias Ehr Gott and Felix Reimann took our full-time and part-time MBA classes to Shanghai and Beijing as part of their international modules China. Also, we continued to offer classes on Advanced International Supply Management and Advanced International Business in our Master of Science program, as well as classes on Strategic Sourcing and Accelerated Skill Development in WHU's Düsseldorf-based part-time MBA program. Like many of our WHU faculty colleagues, we greatly appreciated welcoming a number of exciting corporate and academic guest speakers on campus and in our lectures. In particular, we would like to thank Bertrand Conquéret (Henkel), Robert Bossuyt (Henkel), Jean-Philippe Caye (Henkel), Ines Breuer and Kiran Mazumdar (INVERTO), Joachim Ihrcke (Droege Group Singapore), Lydia Bals (Bayer CropScience), Lisa Ellram (Miami University), Wendy Tate (University of Tennessee), and Christoph Bode (ETH Zurich), amongst others.

We are excited that the award winning management development program jointly designed by WHU's Executive Education team, Saïd Business School of Oxford University, and MAN SE went into its fourth year. Since its start, this program has been awarded the "EFMD Excellence in Practice Award in Executive Education" that, for the first time ever, was given to a German business school. In January 2012, we contributed to further expanding WHU's executive education

Preface

engagement by joining the academies of h&z and BME to deliver parts of tailor-made training programs for purchasing professionals of financial services firms.

We are also excited about the great recognition that this year's Campus for Strategy & Leadership received in the corporate and academic world. On March 27, 2012, we welcomed more than 120 managers and other guests who discussed the question on how firms can manage increasing volatility in both up- and down-stream markets through developing flexible strategies and creating agile organizations. High-caliber executives like Sabine Bach (President of Siemens Management Consulting), Georg Schreiner (Partner at Bain & Company), Heiko Schäfer (Head of Operations at Fashion adidas), and Jürgen W. Müller (Chief Economist at Daimler AG) shared their perspectives on the topic. A particular highlight of the conference was marked by the impressive key note speech of the former FIFA referee Urs Meier.

Last but not least, we would like to thank once more our key corporate partners, in particular, those with whom we continued to work most closely during the reporting period, namely 3M, INVERTO, Henkel, Merck, Merz, Dr. Rochus Mummert & Partner, Miele, ThyssenKrupp, Volkswagen, and Eckert & Caine.

We look forward to continuing our joint successful way and the exciting research projects in the year to come.

On the following pages, we are happy to share with you deeper insights into our manifold activities during the last year and hope you enjoy the reading.



Assistant Professor
Matthias Ehrgott

Professor
Lutz Kaufmann

Assistant Professor
Felix Reimann

Research

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

Name	Working Title	Second Supervisor
Sonja Vorwerk-Handing	How Top Management Interaction and Role Characteristics can Influence Middle Managers' Commitment to Change	Assistant Professor Felix Reimann
Aischa Astou Saw	Leadership Behavior and Outcomes within Vertical Relationship Networks	Professor Jürgen Weigand
Barbara Wichmann	The Effective Implementation of Environmental Projects in Supply Management - A Social Network Perspective	Professor Carl Marcus Wallenburg
Gavin Meschnig	Decision-Making in Cross-Functional Teams - A Behavioral Perspective on Supplier Selection Decisions	Professor Jürgen Weber
Claudia Wagner	Intuition in Supplier Selection	Professor Miriam Müthel
Philipp Zimmermann	Momentum in a Procurement Context - Antecedents and Moderators of Demand Management Efforts	Professor Jürgen Weigand
Julia Gäckler	Empowering the Purchasing Function	Professor Utz Schäffer
Sascha Stürze	Cross-Border Subcontracting Relations in Knowledge-Intensive Business Services	Professor Thomas Hutzschenreuter
Jonathan Hao Chen	Internationalization of Chinese Firms - The Role of "Guanxi" for Chinese Outward Internationalization	Professor Jürgen Weigand
Andreas Kissling	The Impact of Expatriate Cross-Cultural Adaptation on Job Satisfaction of their Latin American Direct Reports	Professor Jürgen Weber
Christian Wagener	A Strategic Management Perspective on Service Transition of Product-Centric Firms	Professor Martin Fassnacht
Harez Nursai	Einfluss der Unternehmensgröße auf die Internationalisierung	Professor Jürgen Weigand
Johan Rauer	Multinational Enterprises' Corporate Social Responsibility in an International Business Context	Professor Carl Marcus Wallenburg

Research

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

Name	Working Title	First Supervisor
Eike-Lorenz Bubbel-Ramdohr	Strategic Leadership Dynamics: An Examination of the Impact of Leadership - Structures on Innovation Capabilities	Professor Jürgen Weigand
Tim Droste	Competitive Advantage through Strategic Renewal	Professor Jürgen Weigand
Visar Krasniqi	Unternehmenswertsteigerungen durch Restrukturierungsmaßnahmen mit Fokus auf strategische Divests bei deutschen Unternehmen weltweit	Professor Jürgen Weigand
Un-Seok Han	Die Bedeutung der Managerial Intentionality im Rahmen des Internationalisierungsprozesses	Professor Thomas Hutzschenreuter
Martin Hammes	The Role of Speed in International Expansion	Professor Thomas Hutzschenreuter
Sandra Lange	The Concept of Distance and its Performance Effects in International Expansion of Multinational Enterprises	Professor Thomas Hutzschenreuter
Ines Christoph	Managerial Accounting in South Korea - A Comparative Analysis to German Controllershship	Professor Jürgen Weber
Jessica Alejandrina Quiroz Mory	Cross-Border Logistics Control Mechanism in Emerging Markets - An Empirical Study of German Corporations Operating in Latin America	Professor Jürgen Weber
Andreas Bahke	Outsourcing komplexer Dienstleistungen - eine Betrachtung der Problemfelder und ihrer Ursachen bei der Implementierung von Kontraktlogistikdienstleistungen	Professor Jürgen Weber
Heiko Icks	Controllershship im Logistikbereich: Fallstudien zu Aufgaben und Organisation	Professor Jürgen Weber

Research

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

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	Professor Utz Schäffer
Sebastian Tobias Fabel	Managing Horizontal LSP Cooperations: Strategic Decision-Making, Alliance Learning, and the Impact of Co-opetition	Professor Carl Marcus Wallenburg
Lena Schneider	Implementing Sustainable Sourcing: Concept, Usage, and Internal Coordination with Corporate and Functional Sustainability Efforts	Professor Carl Marcus Wallenburg
Anna Doreen Diehl	Supply Chain Risk Management	Professor Stefan Spinler
Eva Schuckmann	Shopping Enjoyment	Professor Martin Fassnacht
Wolfgang Weichenrieder	Der Trade-Off zwischen Lokalisierung und globaler Effizienz	Professor Peter-J. Jost
Gunnar Froh	Behavioral Mechanism Design for Advance Booking	Professor Arnd Huchzermeier
Christian Rau	Determinanten des Lieferantenwechsels bei Geschäftskunden: eine empirische Untersuchung	Professor Stephan Wagner

Research

Completed Dissertations

First Supervisor Professor Lutz Kaufmann

- Internationalization of Industrial R & D in Emerging Economies; Concept and Empirical Evidence from the German Manufacturing Industry
Ph.D. Student: Colin Tritt
Second Supervisor: Professor Jürgen Weigand
- Internationalization of Chinese Multinational Corporations; Qualitative Evidence from Western Europe
Ph.D. Student: Jan-Frederik Rösch
Second Supervisor: Professor Ove Jensen

Second Supervisor Professor Lutz Kaufmann

- Successful New Product Development for International Markets
Ph.D. Student: Anna Dubiel
First Supervisor: Professor Holger Ernst

Publications

Articles in Academic Journals

- Nikola Denk, Lutz Kaufmann, Craig R. Carter:
Increasing the Rigor of Grounded Theory Research - A Review of the SCM Literature
In: *International Journal of Physical Distribution & Logistics Management*, June 2012 (online)
- Lutz Kaufmann, Christian Buhrmann, Craig R. Carter:
The Impact of Individual Debiasing Efforts on Financial Decision Effectiveness in the Supplier Selection Process
In: *International Journal of Physical Distribution & Logistics Management*, 42 (5): 411-433
- Lutz Kaufmann, Sebastian Kreft, Matthias Ehrgott, Felix Reimann:
Rationality in Supplier Selection Decisions: The Effect of the Buyer's National Task Environment
In: *Journal of Purchasing & Supply Management*, May 2012 (online)
- Michael Maloni, Craig R. Carter, Lutz Kaufmann:
Author Affiliation in Supply Chain Management and Logistics Journals: 2008 - 2010
In: *International Journal of Physical Distribution & Logistics Management*, 42 (1): 83-100
- Lutz Kaufmann:
Findings Sweet and Sour
In: *Journal of Supply Chain Management*, 47 (4): 17-18
- Lutz Kaufmann, Nikola Denk:
How to Demonstrate Rigor when Presenting Grounded Theory Research in the Supply Chain Management Literature
In: *Journal of Supply Chain Management*, 47 (4): 64-72

Research

Publications

Articles in Practitioner Journals

- Matthias Ehgott, Felix Reimann, Lutz Kaufmann, Barbara Wichmann, Juliane Eichblatt: Nachhaltigkeit in der Lieferkette verankern (Managing Supply Chain Sustainability)
In: *io management*, (1): 48-52

Conference Papers

- Lutz Kaufmann, Sonja Vorwerk-Handing, Felix Reimann, Matthias Ehgott: Determinants of Middle Managers' Commitment to Change: The Influence of Top Management Communication
31st Annual Strategic Management Society Conference (SMS), Miami, November 2011
- Claudia Maria Wagner, Matthias Ehgott, Felix Reimann, Lutz Kaufmann, Craig R. Carter: Intuition in Supplier Selection Decisions - Development of a Measurement Scale
22nd Annual North American Research Symposium on Purchasing & Supply Management, Phoenix, March 2012
- Lutz Kaufmann, Claudia Maria Wagner, Matthias Ehgott, Felix Reimann: Developing a Scale for Measuring the Use of Intuition in Supplier Selections
21st Annual IPSERA Conference Purchasing & Supply Management in a Changing World, Naples, April 2012



Matthias Ehgott and Lutz Kaufmann at the 21st IPSERA Conference, Naples (from left to right)



Felix Reimann and Matthias Ehgott at the 31st SMS Conference, Miami (from left to right)

Matthias Ehgott, Craig R. Carter (Professor Arizona State University) and Lutz Kaufmann at the 22nd NARS Conference, Phoenix (from left to right)



Research

Nikola Denk and Christian Buhrmann honored by Emerald/EFMD in Outstanding Doctoral Research Award Competition

Emerald and EFMD have honored Dr. Nikola Denk and Dr. Christian Buhrmann with an "Highly Commended Award" for their dissertations "*Internationalization of Emerging Market Firms - Grounded Theory-based Evidence of Relational Ambidexterities*" and "*Supplier Selection Decisions - Reducing the Vulnerability to Judgment and Decision Biases and the Implications for Supplier Performance*". Both researchers have participated in Emerald's and EFMD's annual Outstanding Doctoral Research Award Competition: Nikola Denk in the "Management & Governance" category and Christian Buhrmann in the "Logistics & Supply Chain Management" category. Following the successful publication of parts of their works in leading academic journals, such as the *Journal of Supply Chain Management* and the *International Journal of Physical Distribution & Logistics Management*, the awards reflect once more WHU's strong position as a leading European institution in business research.

Dr. Denk and Dr. Buhrmann both wrote their dissertations under the supervision of Professor Lutz Kaufmann. For the award, a jury of international scholars assesses doctoral works that are submitted from around the world.



Christian Buhrmann's work focuses on the supplier selection decision. Particular attention lies on the question of how purchasing managers can reduce complexity- and cognition-driven deviations from rational decision-making (so called "decision biases"). Based on a survey among 306 German purchasing managers from various manufacturing industries, Christian Buhrmann tests the effectiveness of specific rationality-enhancing measures (so called "debiasing strategies") in the supplier selection process.

In her research, Nikola Denk investigates factors related to social networks that help companies from emerging economies, such as India, to gain a competitive edge in the European market. In this, a particular focus lies on the theoretical constructs "Organizational Ambidexterity" and "Liabilities of Foreignness". Furthermore, Nikola Denk discusses the question of which structural elements and conceptual approaches help researchers to successfully disseminate and publish findings out of interview-based, qualitative empirical studies.



Research

Assistant Professors Felix Reimann and Matthias Ehgott appointed as Editorial Review Board Members



Dr. Felix Reimann has been appointed as a member of the Editorial Review Board of the *Journal of Supply Chain Management (JSCM)*. *JSCM* is among the leading academic journals in the field of Supply Chain Management. The *Journal* is part of the Thomson-Reuters ISI Web of Knowledge. The inclusion in the Thomson-Reuters Social Sciences Citation Index is an important, tangible indicator of the *Journal's* high quality and its ascendancy to the status of a premier journal.



In January 2012, Dr. Matthias Ehgott was appointed as a member of the Editorial Review Board of the *Journal of Operations Management (JOM)*. *JOM* is the premier ranked journal for empirical research in the field of Operations Management and Supply Chain Management (0.7 Handelsblatt points). As calculated by Thomson-Reuters ISI, the industry standard for measuring citations, *JOM* garnered a 2011 impact factor of 4.4 on the Thomson-Reuters Social Sciences Citation Index.

Assistant Professor Matthias Ehgott received Best Reviewer Award of the Journal of Supply Chain Management

The editorial team around Professor Craig R. Carter (Arizona State University) and Professor Lisa M. Ellram (Miami University) honored WHU Assistant Professor Matthias Ehgott 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 in respect of content, rapport established with authors, and timeliness. The *Journal of Supply Chain Management* is among the leading international journals in the area of empirical research on supply chain management.



Research

The Journal of Supply Chain Management

Lutz Kaufmann continues to act as European Editor for the *Journal of Supply Chain Management*.

The *Journal of Supply Chain Management* ...

- is 2012 in its 48th year of publication.
- publishes papers by thought leaders and top scholars in the field of supply chain management, as well as related disciplines including marketing channels and strategy (Gary Frazier, Shelby Hunt, Mike Hutt, and Bob Lusch), transaction cost economics (Oliver Williamson), strategic management (Mike Hitt, Jay Barney, Richard Priem, and Greg Dess), operations management (Aleda Roth, Barb Flynn, Yossi Sheffi, Jack Meredith, and Hau Lee), and social network analysis (Steve Borgatti and Joe Galaskiewicz).
- engages the top scholars in the field of supply chain management, as evidenced by the Advisory, Associate Editor, and Review Boards. These scholars also represent the top universities worldwide.
- has had an acceptance rate below 10 % since 2008.
- is included in the Thomson-Reuters ISI Web of Knowledge, the industry standard for measuring citations. The ISI Impact Factor has placed *JSCM* as one of the top-ranked journals for empirical supply chain and operations management research.

On August 1, 2012, Professor Chad W. Autry, University of Tennessee, joined *JSCM* as Co-Editor-in-Chief.



Dr. Chad W. Autry

Dr. Chad W. Autry is an Associate Professor of Supply Chain Management at the College of Business Administration at the University of Tennessee, Knoxville. His research focuses primarily on supply chain network design, with specific attention placed on issues related to relationship integration and technological connectivity across multiple firms simultaneously. Dr. Autry is a well respected scholar in the field of supply chain management. He brings strong experience as a guest editor and systems editor of other journals in the discipline. For Dr. Chad W. Autry's detailed CV, see http://mlt.bus.utk.edu/meet_the_dept/bio/autry.html.

The Journal of Supply Chain Management

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The Journal of Supply Chain Management

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Walter Zinn, *The Ohio State University*

Teaching

Courses

Bachelor of Science Program			
Title	Term	Instructor	Share of International Students
Global Supply Management	Fall Term 2011	Professor Lutz Kaufmann	24 %
Strategic Sourcing - Development of Field-based Cases	Spring Term 2012	Asst. Prof. Matthias Ehrgott Asst. Prof. Felix Reimann	5 %
Global Supply Management	Spring Term 2012	Professor Lutz Kaufmann	21 %

Master of Science Program			
Title	Term	Instructor	Share of International Students
Advanced Supply Management	Spring Term 2012	Asst. Prof. Matthias Ehrgott	13 %
Advanced International Strategy	Spring Term 2012	Asst. Prof. Felix Reimann	20 %

Full Time MBA Program			
Title	Term	Instructor	Share of International Students
International Business Strategies	Fall Term 2011	Professor Lutz Kaufmann	45 %
International Business Strategies	Spring Term 2012	Professor Lutz Kaufmann	55 %
Strategic Sourcing	Spring Term 2012	Professor Lutz Kaufmann	36 %
International Module China	Spring Term 2012	Asst. Prof. Matthias Ehrgott Asst. Prof. Felix Reimann	55 %
Accelerated Skill Development	Spring Term 2012	Asst. Prof. Matthias Ehrgott Asst. Prof. Felix Reimann	36 %

Teaching

Courses

Part Time MBA Program			
Title	Term	Instructor	Share of International Students
Strategic Sourcing	Spring Term 2012	Professor Lutz Kaufmann	19 %
International Module China	Spring Term 2012	Asst. Prof. Matthias Ehrgott Asst. Prof. Felix Reimann	33 %
Accelerated Skill Development	Fall Term 2011/ Spring Term 2012	Asst. Prof. Felix Reimann Asst. Prof. Matthias Ehrgott	19 %

Kellogg-WHU Executive MBA Program			
Title	Term	Instructor	Share of International Students
Strategic Implementation in Times of Organizational Change	Spring Term 2012	Professor Lutz Kaufmann	45 %

MLB Program			
Title	Term	Instructor	Share of International Students
Strategic Sourcing and Logistics	Spring Term 2012	Professor Lutz Kaufmann (together with Professor Stefan Spinler, WHU)	72 %

Ph.D. Program			
Title	Term	Instructor	Share of International Students
Case Study Research	Spring Term 2012	Professor Lutz Kaufmann	—

Teaching

Guest Speakers

in the BSc Program

Name	Function/Institution
• Ines Breuer	Manager, <i>Inverto AG</i>
• Dr. Kiran Mazumdar	Managing Partner, <i>Inverto AG</i>
• Jean-Philippe Caye	Corporate Purchasing Director, <i>Henkel AG & Co. KGaA</i>
• Dr. Lydia Bals	Head of Procurement Solutions, <i>Bayer CropScience AG</i>

in the MSc Program

Name	Function/Institution
• Dr. Christoph Bode	Senior Researcher, <i>ETH Eidg. Technische Hochschule Zurich</i>
• Jean-Philippe Caye	Corporate Purchasing Director, <i>Henkel AG & Co. KGaA</i>
• Joachim Ihrcke	Managing Director, <i>Droege Group Singapore</i>
• Dr. Lydia Bals	Head of Procurement Solutions, <i>Bayer CropScience AG</i>
• Fiete Röer	Senior Consultant, <i>Bayer Business Services GmbH</i>
• Friederike Merten	Consultant, <i>Bayer Business Services GmbH</i>
• Constantin Dönges	Consultant, <i>Bayer Business Services GmbH</i>

in the Full Time MBA Program

Name	Function/Institution
• Lisa Ellram	Professor of Supply Chain Management, <i>Miami University</i>
• Wendy Tate	Professor of Global Supply Chain Operations, <i>Univ. of Tennessee</i>
• Bertrand Conquéret	Corporate Senior VP Global Purchasing, <i>Henkel AG & Co. KGaA</i>
• Robert Bossuyt	Corporate VP Global Purchasing, <i>Henkel AG & Co. KGaA</i>
• Lionel Bouché	Purchasing Manager, <i>Henkel AG & Co. KGaA</i>
• Laury Smagghe	Purchasing Manager, <i>Henkel AG & Co. KGaA</i>

in the Part Time MBA Program

Name	Function/Institution
• Robert Bossuyt	Corporate VP Global Purchasing, <i>Henkel AG & Co. KGaA</i>

Teaching

Guest Speakers

in the Full Time & Part Time MBA Program

Name	Function/Institution
• Sam Lee	Founder & CEO, <i>InnoCSR</i>
• David Gosset	Professor, <i>China Europe International Business School (CEIBS)</i>
• Jian Mao Wang	Professor, <i>China Europe International Business School (CEIBS)</i>
• Katharina Hoehne	Head of Cosmetics Professional Business <i>Henkel Asia-Pacific</i>
• Luc Godefroid	Head of Global Sales, <i>Henkel Electronics</i>
• Tilo Weiss	Head of Corporate Purchasing, <i>Henkel Asia-Pacific</i>
• Stephen Bratt	Regional Sales Training & Develop. Manager, <i>Henkel Asia-Pacific</i>
• Holger Gerdes	Head of HR, <i>Henkel Asia-Pacific</i>
• Eric Yau	Manager Adhesives, <i>Henkel Asia-Pacific</i>
• Edwin Huang	VP Corporate Marketing, <i>Suntech</i>
• Christian Vollmer	Head of Production, <i>Shanghai Volkswagen</i>
• Michael Li	Partner, <i>Tsing Capital</i>
• Xudong Gao	Professor, <i>Tsinghua University Beijing</i>
• Stephen Xu	Professor, <i>Tsinghua University Beijing</i>
• Haengyuan Zhu	Professor, <i>Tsinghua University Beijing</i>
• Annika Melander	Head of Economic & Financial Section, <i>EU Delegation Beijing</i>
• Mark Rushton	Senior Business Manager, <i>European Chamber of Commerce China</i>

in the EMBA Program

Name	Function/Institution
• Robert Bossuyt	Corporate VP Global Purchasing, <i>Henkel AG & Co. KGaA</i>
• Thomas Tellert	VP Vertical Portf. Management, <i>Atos IT Solutions & Services GmbH</i>

Teaching

WHU Full-Time and Part-Time MBA Classes visit China

In the first two weeks of March 2012, WHU's Full-Time and Part-Time MBA classes headed out for their "International Module China", accompanied by their Professors Matthias Ehr Gott and Felix Reimann. The one week (PT-MBA) and two weeks (FT-MBA) visit to China is an integral part of both WHU MBA programs and allows students to deepen their knowledge about business opportunities and management challenges in the booming Asian market environment. Beyond participating in tailor-made lectures at two of China's most renowned universities, China Europe International Business School (CEIBS) and Tsinghua University School of Economics and Management, the group also experienced a rich portfolio of visits and management discussions at both global MNEs operating in China as well as at local companies. As such, firms like Shanghai Volkswagen, Baosteel, POSCO - Zhangjiagang Pohang Stainless Steel, Beijing Hyundai, Hailiang, Tencent, and Shenyuan Printing welcomed our MBAs and allowed them to gain rich insights into their operations and strategies. Continuing a tradition of successful cooperation, also Henkel welcomed the MBAs with a rich and diverse program in its Shanghai-based APAC headquarters: Katharina Hoehne (Head of Henkel's Cosmetics Professional Business Asia-Pacific), Luc Godefroid (Head of Global Sales Henkel Electronics), Tilo Weiss (Head of Corporate Purchasing Asia-Pacific), Stephen Bratt (Regional Sales Training & Development Manager Asia-Pacific), Eric Yau (Manager Henkel Adhesives Asia-Pacific), and Holger Gerdes (Head of Human Resources Asia-Pacific) used the opportunity to extensively discuss Henkel's Asia business with our MBA group. To further deepen the discussion, students had also prepared four presentations in which they shared and openly discussed their perspectives on the different Asia-related market trends with the Henkel management team.



Holger Gerdes, Head of HR Asia-Pacific



Tilo Weiss, Head of Corp. Purchasing Asia-Pacific



WHU Full-Time and Part-Time MBA Classes together with their Profs. Matthias Ehr Gott and Felix Reimann

Teaching

WHU MBA Class of 2013 @ Henkel Purchasing

On July 26, 2012, WHU's MBA class of 2013 visited Henkel's Düsseldorf headquarters under the supervision of Professor Lutz Kaufmann. The visit was organized as part of the MBA course "Strategic Sourcing". Bertrand Conquéret, Head of Global Purchasing at Henkel, welcomed the group together with members of his global leadership team. After a brief introduction by Robert Bossuyt to the challenges and characteristics of sourcing packaging materials, the participants worked on a live case allowing them to apply and discuss important concepts learned in class. Following a plant tour, Stephanie Briehs (WHU full time MBA class of 2011) and Avinash Madhavan (WHU full time MBA class of 2012) shared insights from their work experience at Henkel and introduced the group to potential entry paths and career opportunities. The event closed with a highly effective "speed-networking" session that the participants used to meet with large parts of the leadership team. In their feedback, students emphasized both the outstanding commitment of the Henkel Purchasing team members and their winning spirit.



Discussion sessions....

*... with Bertrand Conquéret
(Head of Global Purchasing Henkel)*



*... and Thorsten Schneeberg
(Purchasing Manager Henkel,
Material Group Services)*



Teaching

Matthias Ehr Gott and Felix Reimann joined “Global Colloquium on Participant-Centered Learning” at Harvard Business School

From July 22 - July 28, 2012, Assistant Professors Matthias Ehr Gott and Felix Reimann attended the Global Colloquium on Participant-Centered Learning (GLOCOLL) at Harvard Business School. GLOCOLL is a two-module program committed to provide faculty members from leading business schools worldwide with a platform for exchanging views on innovative teaching methods and course design. In the first seven-day module, the discussion focused on the changing needs of educators in various regions throughout the world, innovation in program design, teaching by using the case method, and incorporating participant-centered learning methods into conventionally-thought curricula. The second GLOCOLL module is scheduled for January 2013 and addresses the development and design of original, field-based case studies and teaching materials.



Matthias Ehr Gott moderating a living group discussion & Felix Reimann at the Harvard Business School Campus



Global Colloquium on Participant-Centered Learning 2012

Teaching

Theses

BSc Program

Supervisor Professor Lutz Kaufmann

- Anju Yu: Chinese Branding in Western Markets - Challenges that Chinese Companies Face and how to Overcome them
- Clemens Baumgart: Strategies for Managing Commodity Price Risk in the Supply Chain - Agricultural Raw Materials
- Alexandra Dombrowski: Strategies for Managing Commodity Price Risk in the Supply Chain - Industrial Raw Materials
- Carolin Turbahn: Sustainability in Logistics: Improving Truck Load Utilization
- Nicolai von Bismarck: Improving Effectiveness and Efficiency in Strategic Purchasing of Capital Investments to Optimize Return on Investment at Nematik

Supervisor Assistant Professors Matthias Ehgott and Felix Reimann

- Witali Bytschkow: Recycling Industry in Russia - How can a German Recycling Start-Up Enter Successfully into the Russian Market
- Jasmin Hege: Diversity and Consensus in Sourcing Teams
- Marik Hermann: Intuitive Decision Making under Environmental Uncertainty in Supplier Selection
- Svenja Clever: Fostering Employee Engagement: The Role of Managerial Influence Behavior
- Amelie Schrader: Creating Middle Manager Commitment in Change Projects - A Qualitative Analysis
- Max Spielmann/Clemens von Finckenstein: Sourcing and Distribution of a German Brewery - Case Studies on Weldebräu

MSc Program

Supervisor Assistant Professors Matthias Ehgott and Felix Reimann

- Philip Rotering: Vignette Studies: Environmental Uncertainty in Supply Management Decision Making
- Heiko Dassau: Evolution of the Literature of Supply Management Decision Making

Teaching

Theses

Full Time MBA Program

Supervisor Assistant Professors Matthias Ehgott and Felix Reimann

- Andrew De Luca: A Business Plan for a Vapino Fast Casual Restaurant Franchise in China
- Avinash Madhavan: Leveraging E-Sourcing in International Purchasing - A Strategy for Paraffinic Waxes
- Mario Picasso: Global Purchasing Operations: How to Get to Full Potential

Part Time MBA Program

Supervisor Professor Lutz Kaufmann

- Alexander Rott: Team Decisions in Supplier Selection Processes at Miele & Cie. KG

MLB Program

Supervisor Professor Lutz Kaufmann

- Julie Pimentel: Climate Change-Related Supply Disruptions: Adaptation Strategies for Purchasing Management



*Professor Wendy Tate
University of Tennessee, Knoxville*



*Professor Lisa Ellram
Miami University, Ohio*

during their MBA Guest Lecture
"Strategic Sourcing"
July 6, 2012

Executive Education & Business Engagement

CAMPUS FOR STRATEGY & LEADERSHIP

“There is no comprehensive insurance against volatility”

“Everybody is talking about volatility at the moment and increasing fluctuations in many areas are visible,” Professor Lutz Kaufmann emphasized in his opening speech at the latest Campus for Strategy & Leadership conference on March 27, 2012. Hosted by WHU - Otto Beisheim School of Management, the theme of this year’s conference was “Utilizing volatility - flexible strategies, agile organizations”. Professor Kaufmann reminded participants that volatility should indeed be regarded as an opportunity instead of only viewing fluctuations as a threat. Leading experts from the worlds of business and academia went on to explore appropriate strategic approaches for achieving this goal.



Prof. Lutz Kaufmann



Prof. Jürgen Weigand

In her speech Dr. Sabine Bach, President of Siemens Management Consulting, explained how Siemens, a major multinational, has dealt with the extreme market volatility of the past few years, and how the company is preparing for unstable market conditions in the future. “Volatility calls for a good early warning system,” Ms. Bach summarized an approach, which relies on continuously analyzing global trends. Even though large corporations are often perceived as “sluggish supertankers”, Siemens has succeeded in preserving a pioneer spirit that allows swift and flexible responses to change. “For example, we weren’t surprised by the financial crisis: we identified the situation in time and adapted our strategy accordingly - that’s why we emerged from the crisis stronger than before.” In her opinion, companies that want to take advantage of volatility must constantly review the boundaries of their business and should have the courage to try new approaches.



Dr. Sabine Bach

Executive Education & Business Engagement

Dr. Heiko Schäfer, Head of Operations at Fashion adidas, part of the adidas Group, explained that his company must deal with constant volatility, due to both seasonal fluctuations and reoccurring major sporting events such as the Olympic Games or Soccer World Championships. In Dr. Schäfer's opinion, these "predictable" fluctuations present excellent opportunities to launch new products and collections. As adidas has outsourced most of its production facilities to global manufacturers, the real challenges lie in managing the global logistics network: volatile commodity



prices, fluctuating exchange rates and new tax regimes require international organizations to be flexible: "You have to be quick when you're dealing with volatility," Dr. Heiko Schäfer emphasized. Genuine crises - such as environmental disasters that cause individual suppliers to fail - are not events you can predict or plan for. In such cases a hands-on task force is usually the only appropriate response.



Dr. Heiko Schäfer

Dr. Georg Schreiner, partner at the consulting company Bain & Company, posed the question whether strategies actually provide any guidance at all during times of volatility. The problem, he explained, is the increasing complexity of the business environment. Complexity, a "silent killer", prevents about a tenth of organizations from growing sustainably. According to Dr. Schreiner, traditional strategies that rely on data and facts are useless in this respect. The only appropriate response is a strategic approach based on reducing complexity - an approach that focuses on core business activities, clear organizational structures and continuous development.



Dr. Georg Schreiner



Urs Meier

A highlight of the conference was marked by the impressive keynote speech of the former FIFA referee Urs Meier. Using numerous examples drawn from years of experience as a top soccer referee, he clarified key strategic principles such as leadership, fair play, teamwork and workforce motivation. He felt that the biggest challenge encountered by a referee is the need to make fast decisions in front of thousands of spectators and a global TV audience. "Senior managers have to make decisions in similar conditions, even when each decision involves taking a

risk," Urs Meier explained. But managers are also responsible for the decisions they do not make! Fair play is not just important in a sporting context: "The companies that will enjoy sustainable success are those that deal fairly with their stakeholders."

Executive Education & Business Engagement

Jürgen W. Müller, Chief Economist at Daimler AG, used his presentation to emphasize that volatility has been around for a long time: “There’s no comprehensive insurance cover in dealing with volatile markets.” In order to respond to volatile market conditions, the automotive manufacturer relies on sophisticated early warning systems. But Mr. Müller believes it is also vital to be able to draw the correct conclusions from early warnings and develop appropriate tools - such as a flexible manufacturing operation, for example. The Chief Economist also highlighted the limitations of such forecasts. Historical analyses show us, for example, that companies must expect to have to deal with at least one unforeseen external shock each year. On the one hand, globalization can have a stabilizing effect by encouraging the formation of a common currency - on the other hand, globalization may make it more difficult to compensate for unexpected volatility: “Fluctuations are ubiquitous and impact the entire global economy.”



Jürgen W. Müller

Both participants and speakers took advantage of lively debates, in particular, at the World Café stands where real-world solutions regarding a wide range of volatility-induced outcomes were discussed.

The conference attracted more than 120 participants, which marked a new record of attendance for the Campus for Strategy & Leadership series.



Campus Team together with Urs Meier

SAVE THE DATE 2013

Campus for Strategy & Leadership 2013: Friday, April 12, 2013

at the new WHU campus in **Düsseldorf**

Topic: *Tough Times - Clear Decisions, Clear Strategy Communication*

Further information is available at www.strategyandleadership.de.

CFSL 2013: 2 weeks after Easter

Executive Education & Business Engagement

Strategist of the Year 2011



For the eighth time in a row, the Financial Times Germany, WHU - Otto Beisheim School of Management, and the global strategy consulting firm Bain & Company awarded the "Strategist of the Year" prize in Frankfurt/Main. The 2011 winners were Jürgen Hambrecht (BASF), in the category of companies over €7.5 billion in sales, Axel Heitmann (Lanxess), in the category of firms between €2.5 and 7.5 billion sales, and Karl-Heinz Streibich (Software AG), in the category of companies between €1 and 2.5 billion sales.

Professor Lutz Kaufmann has been part of the team who designed the award methodology. He also lauded Karl-Heinz Streibich at the award ceremony: "Streibich is an ambitious strategist specialized in acquisitions who, in addition, has visited hundreds of customers all over the world per year as CEO and has always taken personal responsibility for major deals."

Only leaders demonstrating outstanding performance that can be objectively measured for three consecutive years are eligible for the "Strategist of the Year" award. Relevant performance indicators are the economic success of a company reflected through an above-average increase in sales, number of employees, profitability, and capital market performance, amongst others.



"Strategist of the Year 2011", Karl-Heinz Streibich, Software AG, and Professor Lutz Kaufmann

STRATEGIE DES JAHRES

Zum achten Mal zeichneten die Financial Times Deutschland, Bain & Company und die Hochschule WHU besonders weitsichtige Manager börsennotierter Unternehmen aus



Methodik

Die Strategien des Jahres werden allein auf Basis veröffentlichter Daten bestimmt. In der Auswahl wird die Leistung der Vorstandschaft aller börsennotierten deutschen Unternehmen mit einem Scorepunkt von mindestens zwei Prozent in den zurückliegenden drei Geschäftsjahren 2010 muss mindestens ein Umsatz von 1 Mrd. Euro angefallen sein. Für den Strategien des Jahres 2011 blieben 102 Kandidaten übrig.

Quantitative Analyse Vier Indikatoren für profitables Wachstum werden untersucht: Jahresbes. Umsatz- und Mitarbeiterwachstum, Eigenkapitalrendite. Überwiegend definiert als Aktienkurssteigerung. Zurückgelassen: Dividenden, abzüglich Eigenkapitalkosten. Die Kandidaten müssen gesamtwirtschaftliche und branchenspezifische Schwellenwerte überspringen. 19 Manager schafften das – sieben mehr als 2010.

Qualitative Analyse In der Due Diligence rücken die Vorstandschaftsmitglieder persönlich in den Mittelpunkt. Sind sie auch tatsächlich für den Erfolg verantwortlich? Dazu müssen sie mindestens drei Jahre ihren Posten innehaben. Zudem darf es keine Zweifel an ihrer sauberen Amtsführung geben – etwa durch geschichtene staatsanwaltliche Ermittlungen. Auch wird überprüft, ob das Unternehmen nicht nur nach kurzfristigen Zielen ausgerichtet wird. Verstößen Vorstandschaftsmitglieder gegen diese sogenannten Sustainability-Prinzipien, werden sie ebenfalls ausgeschlossen. Am Ende dieses zweiten Filters blieben zehn Vorstandschaftsmitglieder übrig. Sie teilten sich auf in die Größenklassen zwischen 1 und 2,5 Mrd. Euro Umsatz, zwischen 2,5 und 5 Mrd. Euro Umsatz, mehr als 5 Mrd. Euro Umsatz.

Mehr Informationen: www.strategiedesjahres.de



Ein Abend in Sprachbildern

Die Sieger und Platzierten beim Strategien des Jahres 2011 waren hörbar froh, mal einen Abend nur feiern zu können

Sven Clausen, Frankfurt am Main

Nach mindestens drei Jahren Finanzkrise samt konjunkturellen Dauerbeben und Hunderten Erklärungsversuchen voller finanzieller Verbalakrobatik wurde es wohl mal Zeit für ein paar lebensnahe Worte. Bei der Preisverleihung zum Strategien des Jahres 2011 am Donnerstag in Frankfurt gab es davon ungewöhnlich reichlich. Axel Heitmann, Vorstandschef des Chemiekonzerns Lanxess und Preisträger in der Kategorie der Unternehmen zwischen 2,5 und 7,5 Mrd. Euro Umsatz, widmete seine Auszeichnung den rund 16.000 Beschäftigten, um ihnen auch gleich in drei Imperativen mitzuteilen, was er von ihnen erwartet: „Immer voller Einsatz, immer Mut zum Risiko und Freude an der Zukunft.“

Der 51-Jährige nutzte den Auftritt auch gleich für eine Klarstellung in ganz eigener Sache: Vor wenigen Wochen hatte er mitten hinein in die Börsenturbulenzen rund 254.000 Aktien an Lanxess im Wert von fast 10 Mio. Euro verkauft, fast sein gesamtes Paket. Das dürfte man durchaus als Misstrauensvotum für die Entwicklung seines Konzerns interpretieren. Heitmann gab nun erstmals nach diesem Schritt ein Bekenntnis zu seinem Job ab: „Ich bleibe auf der Brücke. Es gilt, weiter Kurs zu halten, und das werden wir auch tun.“

Alexander Dibelius, Deutschland-Chef von Goldman Sachs, skizzierte in seiner Rede vor der Preisverleihung die neue Rolle der Finanzwirtschaft. Für den wichtigsten europäischen Vertreter der US-Investmentbank, deren Geschäft an der Wall Street anhand der Quartalszahlen gemessen wird, gab er eine ungewöhnliche Leitlinie aus. Er betonte sich bei einem der Überwörter der deutschen Industriebranche: Er zitierte Berthold Beitz, den langjährigen Chef des Krupp-Konzerns, der heute, 97-jährig, über die Krupp-Stiftung mit gut 25 Prozent den DAX-Konzern ThyssenKrupp kontrolliert. „Man kann nicht heute Apfelbäume pflanzen und schon im nächsten Jahr die Früchte ernten.“

Um als Strategie des Jahres ausgezeichnet zu werden, ist zumindest auch ein nachhaltigeres Konzept vonnöten. Nur wer als Vorstandschef drei Jahre hintereinander konkret messbare Erfolgsparameter nachweist (siehe nebenstehende Kästen), hat eine Chance auf das Finale. Die jeweils Besten in drei Umsatzgrößenklassen (1 bis 2,5 Mrd. Euro Umsatz, zwischen 2,5 und 7,5 Mrd. Euro Umsatz, mehr als 7,5 Mrd. Euro Umsatz) gewinnen, die übrigen werden als Platzierte geehrt. Die Finanzbranche hat sich dabei bislang nicht hervorgetan, wie Dibelius selbstkritisch analysierte. In den acht Jahren, in denen der „Strategie“ nun verliehen wird, kamen bislang lediglich die MünchRe und die Deutsche Postbank unter

die Preisträger. In der Klasse der Unternehmen mit einem Umsatz zwischen 1 und 2,5 Mrd. Euro siegte erstmals Karl-Heinz Streibich von der Software AG. Bis zum Jahr 2020 will er seinen Umsatz auf 5 Mrd. Euro erhöhen – durch Innovationen ebenso wie durch Zukäufe. Er will, dass sein Unternehmen in größeren Märkten aktiv ist.

Um dafür die Sinnhaftigkeit zu erklären, bediente er sich ebenfalls eines Bildes: „In kleinen

„In kleinen Aquarien wachsen kleine Fische, in großen Aquarien wachsen große Fische.“

KARL-HEINZ STREIBICH

Aquarien wachsen kleine Fische, in großen Aquarien große Fische.“ Der Baumarkt-Anbieter Hornbach erschließt sich deswegen verstärkt den europäischen Markt. Finanzvorstand Roland Pelka, ein altkonstanzer Gast unter den Preisträgern, berichtete von Neueröffnungen in Schweden, Rumänien und der Schweiz. Seine Halbjahreszahlen wird er Ende September veröffentlichen. „Ich verrate nicht zu viel, wenn ich sage, dass es weiterhin gut läuft.“



JÜRGEN HAMBRECHT

„Hin und wieder spielt auch das Bauchgefühl eine Rolle“



Jürgen Hambrecht gewann den Preis in der Größenklasse über 7,5 Mrd. Euro Umsatz. Er war von 2003 bis Mai 2011 Vorstandschef von BASF.

FTD Was war für Sie das wichtigste Element Ihrer Strategie?

JÜRGEN HAMBRECHT Die BASF ist ein Unternehmen, bei dem langfristig gedacht wird, und dies insbesondere bei der Strategie. Das liegt einmal daran, dass Forschung und technologische Entwicklung in der chemischen Industrie sehr aufwendig und kapitalintensiv sind. Zum anderen führen langwierige Zulassungsverfahren dazu, dass bei Investitionen in Produktionsanlagen eher in Jahrzehnten als in Quartalen gedacht werden muss. Strategische Entscheidungen, die bei der BASF heute getroffen werden, müssen Bestand über Jahrzehnte bewältigen können. Welche Rolle spielt der Bauch?

HAMBRECHT BASF hat für bestimmte Entscheidungen wie zum Beispiel Akquisitionen klare Kriterien entwickelt. Bei langfristigen und nachhaltigen Weichenstellungen darf man sich aber weder auf starre Kriterien noch auf sein Bauchgefühl verlassen. Hier hilft nur die genaue Analyse einer Vielzahl von Entwicklungen in Gesellschaft,

Wirtschaft und Wissenschaft. Ein Beispiel dafür ist das immense Wachstum der Weltbevölkerung und die damit einhergehende wachsende Nachfrage nach Produkten der Biotechnologie. Am Ende steht eine Strategie, die keine einsame Vorstandsentscheidung darstellt, sondern im intensiven Dialog mit allen Führungskräften erarbeitet wurde. Hin und wieder spielt dabei auch das Bauchgefühl eine Rolle.

Was war Ihre wichtigste strategische Entscheidung?

HAMBRECHT Die wichtigste strategische Entscheidung meiner Vorgänger und von mir war es, die BASF als breit aufgestelltes und eigenständiges Chemieunternehmen zu erhalten. Die Forschung, Entwicklung und Produktion im Verbund sind eine der strategischen Stärken der BASF im weltweiten Wettbewerb. Deshalb sind wir „The Chemical Company“. Mit besonderem Stolz erfüllt mich auch, wie wir die Krise 2008/09 bewältigt haben. Wir hatten uns entschlossen, auf die dramatischen Auftragsrückgänge schnell und beherzt zu reagieren und die Produktion zurückzufahren. Die Mitarbeiter haben diese Entscheidung mitgetragen. Dank ihrer Flexibilität und Solidarität konnten wir nahezu alle Mitarbeiter an Bord halten. Das hat uns geholfen, den Aufschwung mit voller Kraft zu nutzen. OLAV MAX SMOLKA

AXEL HEITMANN

„Wir haben das beste Managementteam“



Axel Heitmann gewann in der Klasse von 2,5 bis 7,5 Mrd. Euro Jahresumsatz. Sein Konzern gilt inzwischen als Anwärter auf den DAX.

FTD Was macht Ihre Strategie nach den anfänglichen Jahren der Sanierung heute aus?

AXEL HEITMANN Im Wesentlichen fünf Punkte: exzellentes Kostenmanagement in Kombination mit einem hervorragenden Preismanagement. Wir fahren eine Preis-vor-Volumen-Strategie. Wenn wir keine ausreichenden Preise erzielen können, verzichten wir auch mal auf Geschäft. Das können wir uns leisten, weil unsere Anlagen auch bei mittlerer Auslastung rentabel fahren. Zweitens setzen wir auf Innovation und Technologie – wir konzentrieren uns auf Premiumprodukte, mit denen wir uns im Wettbewerb differenzieren. Dann unsere globale Ausrichtung, gerade auch in den BRIC-Staaten, also Brasilien, Russland, Indien, China. Wir gehören als Gesamtkonzern nicht zu den größten der Welt – sind aber mit allen unseren Einzelprodukten die Nummer eins bis drei. Viertens betreiben wir effiziente Ressourcenallokation – beim Kapital wie beim Personal: Wir haben auf die rich-

tigen Priorität gesetzt. Und schließlich: Wir haben das beste Managementteam der Branche.

Gab es Situationen, in denen es mehr auf Intuition ankam?

HEITMANN Zum Beispiel 2004 und 2005, als das Unternehmen aus dem Bayer-Konzern ausgegliedert wurde. In dieser Startphase war unklar, ob die Rechnung aufgehen wird. Wir mussten ja einen beträchtlichen Teil unseres Produktportfolios fallen lassen – das war nicht einfach.

Ihre wichtigste Entscheidung?

HEITMANN Auf die deutschen Standorte zu setzen. Stellen Sie sich vor, wir hätten die Aufgabe geben. Nein, uns ist es gelungen, diese Standorte wieder wettbewerbsfähig zu machen. Außerdem die Preis-vor-Volumen-Strategie. Offen eingestanden zu haben, dass es Geschäfte gab, die wir nicht erfolgreich in die Zukunft bringen konnten.

Was kommt als Nächstes?

HEITMANN Unser Ziel, das wir vor einem Jahr verkündet haben: bis 2015 ein Ergebnis (Ebitda) vor Sondereinflüssen von 1,4 Mrd. Euro zu erzielen.

Ihr Ziel, das Sie selbst noch erfüllen wollen?

HEITMANN Ja. Ich bin glücklich, dass ich Lanxess weitere fünf Jahre mit einem außergewöhnlichen Team gestalten kann. OLAV MAX SMOLKA

KARL-HEINZ STREIBICH

„Bis 2020 soll die Software AG in den DAX gehören“



Karl-Heinz Streibich gewann den Preis in der Klasse der Unternehmen zwischen 1 und 2,5 Mrd. Euro Umsatz.

FTD Was würden Sie als Ihr größtes Talent bezeichnen?

KARL-HEINZ STREIBICH Man muss Talent ja immer relativ sehen. Vielleicht, dass ich über lange Zeit konsequent an einem Ziel dranbleibe und es umsetzungsorientiert nach vorne treibe. Es ist wie bei Ballspielen oder beim Golfen, wo ich allerdings sehr wenig Zeit habe. Wenn sie putten und am Ende dem Ball nicht die Chance geben, am Loch vorbeizugehen, wird er auch nie reinfallen. Man kann die Möglichkeiten nur voll ausschöpfen, wenn man auch ein gewisses Risiko eingeht.

Ihre bislang wichtigste strategische Entscheidung?

STREIBICH Man muss versuchen, der „absoluten Wahrheit“ so nahe wie möglich zu kommen. In unserem Falle sind die Bedürfnisse der Kunden die „absoluten Wahrheiten“. Ich bin im Hotel- und Gaststättenbetrieb meiner Eltern aufgewachsen. Dort konnte ich von klein auf jeden Tag sehen, was kundenorientierte Umsetzung bedeutet. ANJIRA GRAF

Ihr größter Fehler?

STREIBICH Es kommt ja im Leben oft nicht darauf an, was einem ausfällt, sondern was man daraus macht. Aber wir können von den Amerikanern lernen, früh groß zu denken. Es würde uns in Europa helfen, wenn wir uns Größe früher zutrauen würden. Bei der Software AG hätten wir uns viel leichter gleich ein Umsatzziel von 5 Mrd. Euro zutrauen sollen.

Wie wollen sie die 5 Mrd. Euro erreichen?

STREIBICH Unser Ziel ist es, alle zwei bis vier Jahre eine größere Übernahme vorzunehmen und stark organisch zu wachsen.

Und darüber hinaus?

STREIBICH Wir haben uns für die nächsten fünf Jahre vorgenommen, dass wir unsere Profitabilität noch mal verdoppeln. Bis spätestens 2020 soll die Software AG so groß sein, dass sie in den DAX gehört. Große bedeutet Sichtbarkeit. Wir haben globale Wettbewerber wie IBM und Oracle. Sichtbarkeit hilft, an Aufträge zu kommen, wo der Esdonkrak vom Kunden ausgeht. Eine IT-Drama aus Deutschland wird nie an die 100 Mrd. Umsatz von IBM herankommen. Aber wenn wir groß genug für den DAX sind, haben wir, was Srahkraft und globale Präsenz angeht, eine neue Stufe erreicht. ANJIRA GRAF

Executive Education & Business Engagement



Optimist FTD-Chefredakteur **Steffen Klusmann** nahm die Jahre seit 2008 als gutes Omen. Die deutschen Unternehmen hätten auch nach der Lehman-Pleite die Rezession rasch überwunden. Die Euro-Krise werde sie nicht umwerfen.



Tempomacher Moderator **Florian Fischer-Fabian** machte sich in kurzen Fragen und Antworten auf die Suche nach den Erfolgsrezepten der Preisträger. Kurz sprachlos war der Münchner nur einmal als Lothar Lanz, einst Finanzvorstand bei Pro Sieben Media und jetzt in gleicher Funktion bei Axel Springer in Berlin, ihm auf die Frage, ob er nicht München doch ein wenig vermisse, mit einem knappen „Nein“ antwortete.



Qual der Wahl für **Stephan Goetz**, Inhaber Goetzpartners (oben, M.) und **Axel Herberg**, Deutschland-Chef Blackstone (oben, r.). Hand drauf: **Karl-Heinz Streibich**, Vorstandschef Software AG (rechtes Bild, l.) bedankt sich für die Laudatio bei **Lutz Kaufmann**, WHU.



Drägers Kommunikationschefin **Melanie Kamann** (Bild rechts) vertrat ihren Chef **Stefan Dräger**, der zu einer Aufsichtsratssitzung musste. **Steffen Klusmann**, **Lutz Kaufmann** und **Rolf-Magnus Weddigen**, Deutschland-Chef von Bain, erläuterten mit **Florian Fischer-Fabian** die Methodik des Preises (Foto unten).



Initiatoren und Preisträger (v. l.): **Lutz Kaufmann** (WHU), **Gert Wendroth** (H&R), **Lothar Lanz** (Axel Springer), **Melanie Kamann** (Dräger), **Axel Heitmann** (Lanxess), **Egon Behle** (MTU), **Elisabeth Schick** (Kommunikationschefin BASF, in Vertretung von Jürgen Hambrecht), **Karl-Heinz Streibich** (Software AG), **Roland Pelka** (Hombach), **Oliver Maier** (Fresenius Medical Care), **Rolf-Magnus Weddigen** (Bain)



Guido Rettig, Vorstandschef TÜV Nord, (Foto oben, r.) mit **Niko-Laus Förster**, Chefredakteur des Unternehmensmagazins Ingolise. Vielgefragt: Preisträger **Axel Heitmann** mit Bains Deutschland-Chef **Weddigen** (Foto oben rechts) und Goldman-Sachs-Deutschland-Chef **Alexander Dibelius** sowie FTD-Chef **Klusmann** (unten).



Stammgast **Roland Pelka**, Finanzvorstand Hombach (Foto links oben, 2. v. l.). Rund 150 Topmanager verfolgten als Gäste die Preisverleihung (Foto oben rechts). **Wolfgang Grupp**, Inhaber Trigema, mit seiner Frau **Elisabeth** und **Peter Haid**, Vorstand BW-Bank (Foto links, v. l. n. r.), **Alexander Sixt**, Leiter Konzernentwicklung des Autovermieters, (Foto unten, l.) und **Lothar Lanz**, Finanzvorstand Axel Springer.



Stehvermögen: Aktuelle und ehemalige Preisträger sowie weitere Topmanager tauschten sich vor der Preisverleihung in den Räumen im Campus Westend der Frankfurter Universität aus (Foto links). **Sven Elverfeld** (Foto unten, r.), Stemekoch aus dem Restaurant Aqua in Wolfsburg, servierte ein Drei-Gänge-Menü.



Executive Education & Business Engagement

Tailoring with Passion

WHU Executive Education offers its customers open and truly customized executive programs. Through intense interviews with board members, participants, their superiors, and the human resource department, the Executive Education team carefully tailors the contents and methodologies of the programs to the specific needs of the company. Once the general path is set, continuous and open feedback ensures that all stakeholders fine-tune the program until it matches the demands of the client perfectly.



This unique and demanding process has supported our client MAN since 2008. The 12th run of this program has just been completed in the summer of 2012. Already in 2010, the respective program was rewarded with the “Excellence in Practice Award” for our customized program which we deliver jointly with the Saïd Business School, Oxford University. This was the first time ever that this award went to a business school from the German speaking parts of Europe.

&



In January 2012, WHU joined the academies of h&z and BME, both leading training providers in the supply management arena, to deliver parts of tailor-made training programs for purchasing professionals of financial services firms. A perfect match of the program contents with the central needs of our clients is ensured through a continuous alignment of both training concepts and schedules with a consortium of purchasing heads, organized as a financial services expert committee under the umbrella of BME.



Faculty Directors and Trainers working with Executives from MAN

Executive Education & Business Engagement

Working Group „Corporate Planning“ of the Schmalenbach Association for Business Administration



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 with high relevance for both the management and the academic community.

Schmalenbach-Gesellschaft für Betriebswirtschaft e.V.

Professor Lutz Kaufmann heads SG's working group "Integrated Corporate Planning" (AK-IUP) together with

Harald Rudolph, Director Strategy at Daimler AG. Harald Rudolph took over this role from Michael Rademacher, former CFO of ThyssenKrupp Stainless, in March 2012. Assistant Professor Felix Reimann is a member of the working group.



Harald Rudolph

The working group's 2011 fall meeting took place on November 9 upon invitation of Karl-Heinz Steinke, Lufthansa AG, in Seeheim-Jugenheim near Frankfurt. Members of the working group presented their perspectives on the challenges and opportunities firms face today with regard to CSR and corporate governance. In particular, the discussion centered on the interplay between the firm's supervisory board and management in shaping the CSR strategy, as well as the increasing influence of CSR rating agencies and investment companies in this regard. Further, participants shared their views on the most appropriate ways to communicate CSR activities to the firm's various stakeholders.

The 2012 spring meeting took place on March 27 upon invitation of Professor Kaufmann, as part of WHU's annual strategy conference "Campus for Strategy & Leadership". The overarching question was how firms can react to the continuously high market volatility and uncertainty by devising flexible strategies and keeping their organizations agile. Discussions amongst the members of the working group were enriched with speeches by Jürgen W. Müller, chief economist at Daimler AG, Dr. Matthias A. Vogt, CFO Merz Group, Dr. Heiko Schäfer, Head of Operations Fashion adidas, and Dr. Sabine Bach, President of Siemens Management Consulting, amongst others.

In November 2012, the fall meeting of the working group will take place upon invitation of Daimler AG in Stuttgart.

The following companies are represented in the working group: *BASF AG, Bayer AG, BMW AG, BP Europe SE, B. Braun AG, Daimler AG, DB Mobility Logistics AG, Detecon International GmbH, Deutsche Lufthansa AG, Deutscher Ring Lebens- und Sachversicherungs AG, E.ON Inhouse Consulting GmbH, FTE Verwaltungs GmbH, Haniel & Cie. GmbH, Jenoptik AG, Merz GmbH & Co. KGaA, Miele & Cie. KG, Robert Bosch GmbH, Siemens AG, Sinosol AG, Steria Mummert Consulting AG, TRUMPF GmbH + Co. KG, Vodafone, Zwiesel Kristallglas AG.*

Community Outreach

Professor Lutz Kaufmann

- European Editor of the *Journal of Supply Chain Management*
- Associate Fellow of the Saïd Business School at the University of Oxford
- Member of the Awarding Committee for the "Hochschulpreis für Materialwirtschaft, Einkauf und Logistik" of BME e. V. (Bachelor/Diploma/Master-Theses)
- Member of the Jury "Strategist of the Year"
- Member of the Ph.D. Committee of WHU - Otto Beisheim School of Management
- Member of the Assessment Committee on Peter Holm Andreasen's Ph.D. thesis at the Copenhagen Business School
- Academic Director of the Working Group "Corporate Planning" of the Schmalenbach Association for Business Administration
- Member of the "Institute for Purchasing" of the Volkswagen AG
- Case and teaching note publications at the European Case Clearing House (ECCH): 2,132 copies downloaded (WHU total: 3,372)
- Reviewer for various double-blind reviewed scholarly journals in the fields of international business and supply management (e.g., *MIR - Management International Review*, *Journal of Operations Management*, *International Journal of Physical Distribution & Logistics Management*, *Journal of International Management*, *Journal of International Marketing*, *European Management Journal*)
- Daniela and Jürgen Westphal-Foundation: Professor Lutz Kaufmann is WHU's mentor for the Daniela and Jürgen Westphal-Foundation which supports students from private universities financially during their semester abroad.

Assistant Professor Matthias Ehrgott

- Member of the Editorial Review Board of the *Journal of Operations Management*
- Member of the Editorial Review Board of the *Journal of Supply Chain Management*
- Reviewer for various double-blind reviewed scholarly journals in the fields of International Business and Supply Management (e.g., *Journal of Supply Chain Management*, *MIR - Management International Review*, *Journal of Operations Management*, *International Journal of Physical Distribution & Logistics Management*)
- Member of the Academy of International Business, Academy of Management, Strategic Management Society, German Academic Association for Business Research (VHB), Institute for Supply Management
- Case and teaching note publications at the European Case Clearing House (ECCH)

Assistant Professor Felix Reimann

- Member of the Editorial Review Board of the *Journal of Supply Chain Management*
- Reviewer for the *Journal of International Management* and *Journal of Supply Chain Management*
- Member of the Academy of International Business, Academy of Management, Strategic Management Society, German Academic Association for Business Research (VHB)
- Member of the Working Group "Corporate Planning" of the Schmalenbach Association for Business Administration
- Case and teaching note publications at the European Case Clearing House (ECCH)

Sustainability

- Our research stream on sustainability has been successfully continued with
 - the following Ph.D. projects:
 - Multinational Enterprises' Corporate Social Responsibility in an International Business Context (Ph.D. student Johan Rauer)
 - The Effective Implementation of Environmental Projects in Supply Management - A Social Network Perspective (Ph.D. student Barbara Wichmann)
 - the following theses:
 - Carolin Turbahn: Sustainability in Logistics: Improving Truck Load Utilization
 - Witaly Bytschkow: Recycling Industry in Russia - How can a German Recycling Start-Up Enter Successfully into the Russian Market
 - Julie Pimentel: Climate Change-Related Supply Disruptions: Adaptation Strategies for Purchasing Management
- We donated to a Non Governmental Organization (NGO) for each participant in our most recent survey for a purchasing research project.
- A research proposal to study raw materials was accepted by the leading research institute, CAPS, USA.
- Our team continues the successful research stream on corporate sustainability. Papers on the topic have been published or accepted for publication by the *Journal of Business Ethics*, *Journal of International Management* and *Journal of Business Logistics*.

Local stakeholders and local legitimacy: MNEs' social strategies in emerging economies

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ABSTRACT

Despite the ever-increasing footprint emerging economies, the role of corporate operations has only recently started to attract scholars. We add to this growing stream in their emerging economy subsidiaries, stakeholders in the respective countries, legitimacy, we argue that employees and firms to push for high standards in their local community. Further, we hypothesize that the subsidiary's employees and its relations with international suppliers from the world's emerging economies in Asia, Latin America, and Eastern Europe, and Latin America. Our results drive corporate social efforts and also positive social strategies. Their support of the firm may include development of the local community.

Social Sustainability in Selecting Emerging Economy Suppliers

ABSTRACT. Despite the growing public awareness of social sustainability issues, little is known about what drives firms to emphasize social criteria in their supplier management practices and what the precise benefits of such efforts are. This is especially true for relationships with international suppliers from the world's emerging economies in Asia, Latin America, and Eastern Europe. Building on stakeholder theory, we address the issue by examining how pressures from customers, the government, and employees as primary constituencies of the firm determine the extent to which firms consider social aspects in the selection of emerging economy suppliers. Further, we analyze how such socially sustainable supplier selection relates to the capabilities of the firm's supply management organization, and the learning in its market reputation, and the developed research framework empirically using data from 244 U.S. and German corporations. Our findings, consistent with our hypothesized model, suggest that middle-level supply managers in internal stakeholders play a major driving role for firms' socially sustainable supplier selection, and that strong positive links exist between that selection and the investigated outcomes.

KEY WORDS: social sustainability, supplier selection, emerging markets, international sourcing, stakeholder

research, given the differences in social standards between the industrialized markets and emerging economies (Gugler and Shi, 2009) and the increasing need for firms to ensure adequate social standards along the entire supply chain (Linton et al., 2007). The extant literature has started to make inroads into the topic, but is still in an early stage. Most of the previous research concerning social issues in emerging market sourcing applies a case study approach (Andersen and Skjøtt-Larsen, 2009; Tsou, 2010; Yu, 2008) or provides a descriptive overview on the use of social standards and codes of conduct (Preuss, 2009; Tate et al., 2010; van Tulder et al., 2009). Quantitative studies of the specific drivers and outcomes of socially sustainable supplier selection in emerging economy sourcing are still rare. Our work addresses this gap in two ways: first, we investigate which pressures influence firms' social standards in selecting suppliers from emerging economies, and second, we examine which tangible outcomes firms can capture through such studies.

Matthias Ehrgott
Felix Reimann
Lutz Kaufmann
Craig R. Carter

Asia Center

Research

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

Name	Working Title	Second Supervisor
Jonathan Hao Chen	Internationalization of Chinese Firms - The Role of "Guanxi" for Chinese Outward Internationalization	Professor Jürgen Weigand
Johan Rauer	Multinational Enterprises' Corporate Social Responsibility in an International Business Context	Professor Carl Marcus Wallenburg

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

Name	Working Title	First Supervisor
Ines Christoph	Managerial Accounting in South Korea - A Comparative Analysis to German Controlling	Professor Jürgen Weber

Completed Dissertations

First Supervisor Professor Lutz Kaufmann

- Internationalization of Chinese Multinational Corporations; Qualitative Evidence from Western Europe
Ph.D. Student: Jan-Frederik Rösch
Second Supervisor: Professor Ove Jensen

Publications

Articles in Academic Journals

- Lutz Kaufmann, Christian Buhrmann, Craig R. Carter:
The Impact of Individual Debiasing Efforts on Financial Decision Effectiveness in the Supplier Selection Process
In: *International Journal of Physical Distribution & Logistics Management*, 42 (5): 411-433

Asia Center

Research

Nikola Denk honored by Emerald/EFMD in Outstanding Doctoral Research Award Competition

Emerald and EFMD (European Foundation for Management Development) have honored Dr. Nikola Denk with an "Highly Commended Award" for her dissertation "*Internationalization of Emerging Market Firms - Grounded Theory-based Evidence of Relational Ambidexterities*". For the award, a jury of international scholars assesses doctoral works that are submitted from around the world.



Nikola Denk participated in the "Management & Governance" category of Emerald's and EFMD's annual Outstanding Doctoral Research Award Competition. Following the successful publication of parts of her work in leading academic journals, such as the *Journal of Supply Chain Management* and the *International Journal of Physical Distribution & Logistics Management*, the award reflects once more WHU's strong position as a leading European institution in business research.

In her research, Nikola Denk investigates factors related to social networks that help companies from emerging economies, such as India, to gain a competitive edge in the European market. In this, a particular focus lies on the theoretical constructs "Organizational Ambidexterity" and "Liabilities of Foreignness". Furthermore, Nikola Denk discusses the question of which structural elements and conceptual approaches help researchers to successfully disseminate and publish findings out of interview-based, qualitative empirical studies.

Dr. Denk wrote her dissertation under the supervision of Professor Lutz Kaufmann.

Asia Center

Teaching

Courses

Bachelor of Science Program			
Title	Term	Instructor	Share of International Students
Global Supply Management	Fall Term 2011	Professor Lutz Kaufmann	24 %
Global Supply Management	Spring Term 2012	Professor Lutz Kaufmann	21 %

Master of Science Program			
Title	Term	Instructor	Share of International Students
Advanced International Strategy	Spring Term 2012	Asst. Prof. Felix Reimann	20 %

Full Time MBA Program			
Title	Term	Instructor	Share of International Students
International Business Strategies	Fall Term 2011	Professor Lutz Kaufmann	45 %
International Business Strategies	Spring Term 2012	Professor Lutz Kaufmann	55 %
Strategic Sourcing	Spring Term 2012	Professor Lutz Kaufmann	36 %
International Module China	Spring Term 2012	Asst. Prof. Matthias Ehrgott Asst. Prof. Felix Reimann	55 %

Part Time MBA Program			
Title	Term	Instructor	Share of International Students
International Module China	Spring Term 2012	Asst. Prof. Matthias Ehrgott Asst. Prof. Felix Reimann	33 %

Asia Center

Teaching

WHU Full-Time and Part-Time MBA Classes visit China

In the first two weeks of March 2012, WHU's Full-Time and Part-Time MBA classes headed out for their "International Module China", accompanied by their Professors Matthias Ehr Gott and Felix Reimann. The one week (PT-MBA) and two weeks (FT-MBA) visit to China is an integral part of both WHU MBA programs and allows students to deepen their knowledge about business opportunities and management challenges in the booming Asian market environment. Beyond participating in tailor-made lectures at two of China's most renowned universities, China Europe International Business School (CEIBS) and Tsinghua University School of Economics and Management, the group also experienced a rich portfolio of visits and management discussions at both global MNEs operating in China as well as at local companies. As such, firms like Shanghai Volkswagen, Baosteel, POSCO - Zhangjiagang Pohang Stainless Steel, Beijing Hyundai, Hailiang, Tencent, and Shenyuan Printing welcomed our MBAs and allowed them to gain rich insights into their operations and strategies. Continuing a tradition of successful cooperation, also Henkel welcomed the MBAs with a rich and diverse program in its Shanghai-based APAC headquarters: Katharina Hoehne (Head of Henkel's Cosmetics Professional Business Asia-Pacific), Luc Godefroid (Head of Global Sales Henkel Electronics), Tilo Weiss (Head of Corporate Purchasing Asia-Pacific), Stephen Bratt (Regional Sales Training & Development Manager Asia-Pacific), Eric Yau (Manager Henkel Adhesives Asia-Pacific), and Holger Gerdes (Head of Human Resources Asia-Pacific) used the opportunity to extensively discuss Henkel's Asia business with our MBA group. To further deepen the discussion, students had also prepared four presentations in which they shared and openly discussed their perspectives on the different Asia-related market trends with the Henkel management team.



*Photo left:
Holger Gerdes, Head of HR
Asia-Pacific*

*Photo right:
Tilo Weiss, Head of Corp.
Purchasing Asia-Pacific*



WHU Full-Time and Part-Time MBA Classes together with their Profs. Matthias Ehr Gott and Felix Reimann

Asia Center

Teaching

Guest Speakers

in the MSc Program

Name	Function/Institution
• Joachim Ihrcke	Managing Director, <i>Droege Group Singapore</i>
• Dr. Lydia Bals	Head of Procurement Solutions, <i>Bayer CropScience AG</i>

in the Full Time & Part Time MBA Program

Name	Function/Institution
• Sam Lee	Founder & CEO, <i>InnoCSR</i>
• David Gosset	Professor, <i>China Europe International Business School (CEIBS)</i>
• Jian Mao Wang	Professor, <i>China Europe International Business School (CEIBS)</i>
• Katharina Hoehne	Head of Cosmetics Professional Business, <i>Henkel Asia-Pacific</i>
• Luc Godefroid	Head of Global Sales, <i>Henkel Electronics</i>
• Tilo Weiss	Head of Corporate Purchasing, <i>Henkel Asia-Pacific</i>
• Stephen Bratt	Regional Sales Training & Develop. Manager, <i>Henkel Asia-Pacific</i>
• Holger Gerdes	Head of HR, <i>Henkel Asia-Pacific</i>
• Eric Yau	Manager Adhesives, <i>Henkel Asia-Pacific</i>
• Edwin Huang	VP Corporate Marketing, <i>Suntech</i>
• Christian Vollmer	Head of Production, <i>Shanghai Volkswagen</i>
• Michael Li	Partner, <i>Tsing Capital</i>
• Xudong Gao	Professor, <i>Tsinghua University Beijing</i>
• Stephen Xu	Professor, <i>Tsinghua University Beijing</i>
• Haengyuan Zhu	Professor, <i>Tsinghua University Beijing</i>
• Annika Melander	Head of Economic & Financial Section, <i>EU Delegation Beijing</i>
• Mark Rushton	Senior Business Manager, <i>European Chamber of Commerce China</i>

Asia Center

Teaching

Theses

BSc Program

Supervisor Professor Lutz Kaufmann

- Anju Yu: Chinese Branding in Western Markets - Challenges that Chinese Companies Face and how to Overcome them

Supervisor Assistant Professors Matthias Ehgott and Felix Reimann

- Witali Bytschkow: Recycling Industry in Russia - How can a German Recycling Start-Up Enter Successfully into the Russian Market

Full Time MBA Program

Supervisor Assistant Professors Matthias Ehgott and Felix Reimann

- Andrew De Luca: A Business Plan for a Vapino Fast Casual Restaurant Franchise in China
- Mario Picasso: Global Purchasing Operations: How to Get to Full Potential

Sustainability

Our research stream on sustainability has been successfully continued with the following Ph.D. project:

- Multinational Enterprises' Corporate Social Responsibility in an International Business Context (Ph.D. student Johan Rauer)

Team

Head of the Chair



Lutz Kaufmann

Lutz Kaufmann (kaufmann@whu.edu) has been a faculty member of WHU since 2001. He holds the chair of International Business & Supply Management at WHU. He heads the WHU Asia Center and serves as academic director of WHU's Executive Education and WHU's Campus for Strategy & Leadership conference.

In April 2010, he became an Associate Fellow in Executive Education of the Saïd Business School at the University of Oxford.

Assistant Professors associated to the Chair



Felix Reimann

Felix Reimann (felix.reimann@whu.edu) is Assistant Professor of International Business and has been a faculty member with WHU since January 2010. His publications include, amongst others, articles in the *Journal of International Management*, *Journal of Business Ethics*, *Journal of Purchasing and Supply Management*, *Wall Street Journal*, *Harvard Business manager*, and *io management*. In May 2012, he was appointed as a member of the Editorial Review Board of the *Journal of Supply Chain Management (JSCM)*. He also serves as a reviewer for the *Journal of International Management*. Further, he is the author and co-author of several teaching case studies on international strategies which all appeared at the European Case Clearing House (ECCH).



Matthias Ehgott

Matthias Ehgott (matthias.ehgott@whu.edu) is Assistant Professor of International Business & Supply Management and has been a faculty member with WHU since January 2010. In January 2012, he was appointed as a member of the Editorial Review Board of the *Journal of Operations Management (JOM)*. He is also a member of the Editorial Review Board of the *Journal of Supply Chain Management*, and he serves as an ad hoc reviewer for the *International Journal of Physical Distribution & Logistics Management* and *Management International Review*. His publications include, amongst others, articles in the *Journal of Business Ethics*, *Journal of International Management*, *Journal of Purchasing and Supply Management*, *Wall Street Journal*, *Harvard Business manager* and *io management*. Further, he is the author and co-author of several teaching case studies on purchasing and internationalization strategies which all appeared at the European Case Clearing House (ECCH).

For the detailed CVs, see www.whu.edu/en/research/faculty/strategy-and-organization-group/international-business-supply-management/team/.

Team

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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

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