



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 2010/2011

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WHU - Otto Beisheim School of Management offers top-level academic programs in business administration (MSc, BSc), a full time, a part time and an Executive MBA, the Bucerius/WHU Master of Law and Business-Joachim Herz program, 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 the excellent national and international rankings. In 2010, the Kellogg-WHU-EMBA program was once again rated the best German program in the Financial Times EMBA Ranking. Internationally, WHU is now ranked 14th. WHU Executive Education and Saïd Business School of Oxford University won the Excellence in Practice Award 2010 of the EFMD (European Foundation for Management Development) for the best customized executive program in Europe. This was the first such award for a German business school. Further information on the WHU executive education programs is available at www.whu.edu/en/transfer/executive-education/.

Preface

Dear Readers,

Today, you hold in your hands the first 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.

We look back on a very eventful and successful academic year 2010/2011. Our intensive, fruitful, and productive collaboration allowed us to launch and engage in 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* received its first impact factor from Thomson Reuters ISI and entered this globally renowned and all-important ranking as the second-highest graded outlet among 144 management journals.

Our research on antecedents and outcomes of firms' Corporate Social Responsibility efforts appeared in further prestigious outlets such as the *Journal of International Management* and the *Journal of Business Ethics*, listed by the Financial Times as one of the world's 45 leading scientific journals in business research. Our research stream on Behavioral Supply Management yielded a new article in the *International Journal of Distribution and Logistics Management*. Also, our young project on the Internationalization of Emerging Market firms has already been successful in its early stages with a paper accepted for publication in the *Journal of Supply Chain Management* and further contributions currently being in different revision processes.

With the start of three new doctoral students at the Chair of International Business & Supply Management, we also launched two new exciting research streams in cooperation with WHU's Henkel Center for Consumer Goods and Henkel AG & Co. KGaA as a corporate partner.

Together, we were active in all of WHU's pre- and post-experience programs with our teaching activities. For the first time, two of us, Matthias Ehrgott and Felix Reimann, took our full-time MBA class to Shanghai and Beijing as part of their international module China. Also for the first time, we offered classes on Advanced International Supply Management and Advanced International Business in our Master of Science program. We are very proud that, as a result of the outstanding work of the entire WHU faculty and program management, this program was rated as the best M.Sc. curriculum in Germany and as the sixth-best such curriculum worldwide by the Financial Times masters ranking. Another first were our classes on Strategic Sourcing and Accelerated Skill Development in WHU's new 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), Jürgen Scherer (Cognis), Florian Clemens (Effective Brands), Lydia Bals (Bayer Business Services), Roland Parg (Bayer Business Services), Britta Gammelgaard (Copenhagen Business School), and Christoph Bode (ETH Zurich) amongst others.

Preface

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 now went into its third year. Last year, this program was awarded the "EFMD Excellence in Practice Award in Executive Education" that, for the first time ever, was given to a German business school.

We are also excited about the great recognition that this year's Campus for Strategy received in the corporate and academic world. On April 13 and 14, we welcomed around 100 managers and other guests who discussed question and challenges of decision making strategies with high-caliber executives like Herbert Henzler (Credit Suisse / McKinsey & Company), Imeyen Ebong (Bain & Company), GSG9 Special Forces General and Commander Ulrich K. Wegener, and Michael Rademacher (ThyssenKrupp).

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 MAN, ThyssenKrupp, Henkel, Merck, Merz, Inverto, 3M, and Volkswagen.

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
Felix Reimann

Professor
Lutz Kaufmann

Assistant Professor
Matthias Ehrgott

Research

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

Name	Working Title	Second Supervisor
Claudia Wagner	Intuition in Supplier Selections	tbd.
Philipp Zimmermann	Momentum in a Procurement Context - Antecedents and Moderators of Demand Management Efforts	Professor Jürgen Weigand
Gavin Meschnig	Strategic Decision-Making in Cross-Functional Teams - A Behavioral Perspective of Supplier Selection Decisions	Professor Jürgen Weber
Barbara Wichmann	Determinants of Cross-Functional Commitment for Environmental Projects within a Social Network Context	Professor Carl Marcus Wallenburg
Sonja Vorwerk-Handing	Middle Managers' Preference for the Status Quo	Assistant Professor Felix Reimann
Aischa Astou Saw	Downward Influence Behavior in a Social Exchange Context	Professor Jürgen Weigand
Jan-Frederik Rösch	Internationalization of Chinese Brands - Mitigation of Brand Challenges through Brand Management	Professor Ove Jensen
Andreas Kissling	The Impact of Expatriate Cross-Cultural Adaptation on Job Satisfaction of their Latin American Direct Reports	Professor Jürgen Weber
Harez Nursai	Einfluss der Unternehmensgröße auf die Internationalisierung	Professor Jürgen Weigand
Jonathan Hao Chen	Internationalization of Chinese Firms - The Role of "Guanxi" for Chinese Outward Internationalization	Professor Jürgen Weigand
Sascha Stürze	Cross-border Subcontracting Relations in Knowledge-Intensive Business Services	Professor Thomas Hutzschenreuter
Christian Wagener	Service Transition Strategies	Professor Martin Fassnacht

Research

Ongoing Ph.D. Projects (Second Supervisor Role by 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
Urs Bramsemann	Nutzung psychologischer Erkenntnisse zur handlungstheoretischen Fundierung betriebswirtschaftlicher Forschung	Professor Jürgen Weber
Gunnar Froh	Behavioral Mechanism Design for Advance Booking	Professor Arnd Huchzermeier
Un-Seok Han	Die Bedeutung der Managerial Intentionality im Rahmen des Internationalisierungsprozesses	Professor Thomas Hutzschenreuter
Ines Christoph	Managerial Accounting in South Korea - A Comparative Analysis to German Controllershship	Professor Jürgen Weber
Anna Teresa Dubiel	Successful New Product Development for International Markets	Professor Holger Ernst
Jessica Alejandrina Quiroz Mory	Cross-Border Logistics Control Mechanisms in Emerging Markets - An Empirical Study of German Corporations Operating in Latin America	Professor Jürgen Weber
Wolfgang Weichenrieder	Der Trade-Off zwischen Lokalisierung und globaler Effizienz	Professor Peter-J. Jost
Andreas Bahke	Outsourcing komplexer Dienstleistungen - Eine Betrachtung der Problemfelder und ihrer Ursachen bei der Implementierung von Kontraktlogistikdienstleistungen	Professor Jürgen Weber
Visar Krasniqi	Unternehmenswertsteigerungen durch Restrukturierungsmaßnahmen mit Fokus auf strategische Divests bei deutschen Unternehmen weltweit	Professor Jürgen Weigand

Research

Ongoing Ph.D. Projects (Second Supervisor Role by 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
Eva Schuckmann	Shopping Enjoyment	Professor Martin Fassnacht
Lena Schneider	Implementing Sustainable Sourcing: Concept, Usage, and Internal Alignment with Corporate and Functional Sustainability Efforts	Professor Carl Marcus Wallenburg
Christian Rau	Determinanten des Lieferantenwechsels bei Geschäftskunden: eine empirische Untersuchung	Professor Stephan Wagner
Heiko Icks	Controllershship im Logistikbereich: Fallstudien zu Aufgaben und Organisation	Professor Jürgen Weber
Anna Doreen Diehl	Supply Chain Risk Management	Professor Stefan Spinler

Research

Completed Dissertations

First Supervisor Role by Professor Lutz Kaufmann

- Behavioral Supply Management - A Decision Theory-based Investigation of Decision Process Decomposition in the United States and China
Ph.D. Student: Dominik Riedl
Second Supervisor: Professor Utz Schäffer
- Internationalization of Emerging Market Firms - Grounded Theory-based Evidence of Relational Ambidexterities
Ph.D. Student: Nikola Denk
Second Supervisor: Professor Martin Högl
- Attainment Discrepancy Effects in Cumulative Prospect Theory: Implications and Limitations for Strategic Management Research
Ph.D. Student: Philipp Rossner
Second Supervisor: Professor Peter-J. Jost
- Buyer-Supplier Relationships in Service Procurement - The Impact of Relationship Quality on Service Performance
Ph.D. Student: Lukas Schönberger
Second Supervisor: Professor Jürgen Weber

Second Supervisor Role by Professor Lutz Kaufmann

- Rationalität von Make-or-buy-Entscheidungen in der Produktion
Ph.D. Student: Christof Irle
First Supervisor: Professor Jürgen Weber
- Leitungsstrukturen von Gründungs- und Wachstumsunternehmen - Analyse der Veränderungen im Zeitverlauf
Ph.D. Student: Markus Kurch
First Supervisor: Professor Peter Witt
- Die Erbringung von unterstützenden Funktionen durch deutsche Unternehmen - eine fallstudienbasierte Analyse
Ph.D. Student: Alexander Strathmann
First Supervisor: Professor Thomas Hutzschenreuter

Research

Publications

Articles in Academic Journals

- Lutz Kaufmann, Craig R. Carter, Christian Buhrmann:
Debiasing the Supplier Selection Decision: A Taxonomy and Conceptualization
In: *International Journal of Physical Distribution & Logistics Management*, 40 (10): 792-821
- Matthias Ehrgott, Felix Reimann, Lutz Kaufmann, Craig R. Carter:
Social Sustainability in Selecting Emerging Economy Suppliers
In: *Journal of Business Ethics*, 98 (1): 99-119
- Felix Reimann, Matthias Ehrgott, Lutz Kaufmann, Craig R. Carter:
Local Stakeholders and Local Legitimacy: MNEs' Social Strategies in Emerging Economies
In: *Journal of International Management (JIM)*: in press

Articles in Practitioner Journals

- Matthias Ehrgott, Aischa Astou Saw, Lutz Kaufmann, Felix Reimann:
The Art of Decision Making
In: *io management*, (4): 42-45

Conference Papers

- Felix Reimann:
Developing and Teaching Case Studies in Cooperation with Companies, Annual Conference of the German Academic Association for Business Research (VHB), Graz, November 2010
- Matthias Ehrgott:
Social and Environmental Sustainability in Supplier Management - Motivations and Payoffs, Daimler Sustainability Dialogue, Stuttgart, November 2010
- Lutz Kaufmann, Matthias Ehrgott:
Procedural Rationality in Supplier Selection Decisions: The Effect of the National Task Environment, 20th Annual IPSERA Conference, Maastricht, April 2011
- Matthias Ehrgott:
Analytics vs. Intuition: WHU's Research Stream on Supply Management Decision Making & Sustainable Sourcing - WHU Research Agenda, Second Academic Forum Volkswagen AG, Wolfsburg, August 2011

Research

The Journal of Supply Chain Management

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Stephan Wagner, *Swiss Federal Institute of Tech,
Zurich*



The picture shows (from left to right):

Professor Craig R. Carter, Co-Editor-in-Chief, Professor Lutz Kaufmann, European Editor, Professor Oliver Williamson, Advisory Board (Nobel Prize Winner 2009), Professor Lisa Ellram, Co-Editor-in-Chief

Research

2010 ISI Impact Factor places the Journal of Supply Chain Management Second among 144 Management Journals

The *Journal of Supply Chain Management* received its first impact factor from Thomson Reuters ISI. The 2010 Impact Factor, calculated based on citations of articles published in 2008 and 2009, is 5.853, placing *JSCM* 2nd among 144 management journals encompassed within Thomson Reuters's Social Sciences Citation Index (see the below table).

The inclusion in the 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.

Rank	Journal Title	ISSN	JCR Data						Eigenfactor™	Metrics™
			Total Cites	Impact Factor	5-Year Impact Factor	Immediacy Index	Articles	Cited Halflife	Eigenfactor™ Score	Article Influence™ Score
1	ACADEMY OF MANAGEMENT REVIEW	0363-7425	15782	6.720	11.657	0.926	27	>10.0	0.02181	5.205
2	JOURNAL OF SUPPLY CHAIN MANAGEMENT	1523-2409	886	5.853	11.706	1.333	24	6.1	0.00129	1.958
3	ACADEMY OF MANAGEMENT ANNALS	1941-6067	206	5.440	5.342	0.231	13	2.6	0.00223	3.028
4	ACADEMY OF MANAGEMENT JOURNAL	0001-4273	17239	5.250	10.779	0.603	63	>10.0	0.03125	5.406
5	JOURNAL OF OPERATIONS MANAGEMENT	0272-6963	4040	5.093	6.029	0.459	37	7.7	0.00786	1.661
6	MIS QUARTERLY	0276-7783	7419	5.041	9.821	0.737	38	9.8	0.00926	2.760
7	RESEARCH IN ORGANIZATIONAL BEHAVIOUR	0191-3085	2179	4.833	5.167	0.125	8	>10.0	0.00203	2.906
8	ORGANIZATIONAL RESEARCH METHODS	1094-4281	1737	4.423	5.350	0.297	37	6.6	0.00744	2.681
9	JOURNAL OF INTERNATIONAL BUSINESS STUDIES	0047-2506	6307	4.184	5.539	0.728	81	>10.0	0.00909	1.512
10	JOURNAL OF BUSINESS LOGISTICS	0735-3766	1798	3.905		0.462	13	9.9	0.00140	
11	JOURNAL OF MANAGEMENT STUDIES	0022-2380	4457	3.817	4.684	1.333	60	7.8	0.00929	1.530
12	ORGANIZATION SCIENCE	1047-7039	9120	3.800	5.838	0.394	71	>10.0	0.01512	2.942
13	JOURNAL OF MANAGEMENT	0149-2063	7184	3.758	6.210	1.018	56	>10.0	0.01106	2.665
14	ADMINISTRATIVE SCIENCE QUARTERLY	0001-8392	11539	3.684	7.539	0.083	12	>10.0	0.00879	5.093
15	STRATEGIC MANAGEMENT JOURNAL	0143-2095	15626	3.583	6.818	0.500	74	>10.0	0.01928	2.957

Teaching

Courses

Bachelor of Science Program			
Title	Term	Instructor	Share of International Students
Strategic Sourcing - Development of Field-based Cases	Spring Term 2011	Ass. Prof. Matthias Ehrgott Ass. Prof. Felix Reimann	5 %
Global Supply Management	Fall Term 2010	Professor Lutz Kaufmann	25 %
Global Supply Management	Spring Term 2011	Professor Lutz Kaufmann	19 %

Master of Science Program			
Title	Term	Instructor	Share of International Students
Advanced Supply Management	Spring Term 2011	Ass. Prof. Matthias Ehrgott	33 %
Advanced International Strategy	Spring Term 2011	Ass. Prof. Felix Reimann	21 %

Full Time MBA Program			
Title	Term	Instructor	Share of International Students
International Business Strategies	Fall Term 2010	Professor Lutz Kaufmann	48 %
Strategic Sourcing	Spring Term 2011	Professor Lutz Kaufmann	48 %
International Module China	Spring Term 2011	Ass. Prof. Matthias Ehrgott Ass. Prof. Felix Reimann	43 %
Accelerated Skill Development	Spring Term 2011	Ass. Prof. Matthias Ehrgott Ass. Prof. Felix Reimann	43 %

Teaching

Courses

Part Time MBA Program			
Title	Term	Instructor	Share of International Students
Strategic Sourcing	Spring Term 2011	Professor Lutz Kaufmann	37 %
Accelerated Skill Development	Fall Term 2010	Ass. Prof. Matthias Ehgott Ass. Prof. Felix Reimann	43 %

Kellogg-WHU Executive MBA Program			
Title	Term	Instructor	Share of International Students
Strategic Sourcing & Logistics	Spring Term 2011	Professor Lutz Kaufmann (together with Professor Stefan Spinler, WHU)	62 %
Strategic Implementation in Times of Organizational Change	Spring Term 2011	Professor Lutz Kaufmann	62 %

Ph.D. Program			
Title	Term	Instructor	Share of International Students
Case Study Research	Spring Term 2011	Professor Lutz Kaufmann (together with Professor Britta Gammelgaard, Copenhagen Business School)	—

Teaching

Guest Speakers

in the BSc Program

Name	Function/Institution
<ul style="list-style-type: none">• Bertrand Conquéret	Corporate Senior Vice President Global Purchasing <i>Henkel AG & Co. KGaA</i>

in the MSc Program

Name	Function/Institution
<ul style="list-style-type: none">• Dr. Christoph Bode	Senior Researcher <i>ETH Eidgenössische Technische Hochschule Zurich</i>
<ul style="list-style-type: none">• Florian Clemens	Global Brand Marketing Manager <i>Danone GmbH</i>
<ul style="list-style-type: none">• Bertrand Conquéret	Corporate Senior Vice President Global Purchasing <i>Henkel AG & Co. KGaA</i>

in the Full Time MBA Program

Name	Function/Institution
<ul style="list-style-type: none">• Dr. Lydia Bals	Project Manager <i>Bayer Business Services AG</i>
<ul style="list-style-type: none">• Dr. Christian Buhrmann	Manager <i>Bosch Rexroth AG</i>
<ul style="list-style-type: none">• Johan Cauwenbergh	Minister Councillor/Head of EU Operations <i>European Union</i>
<ul style="list-style-type: none">• Linda Cao	Deputy General Manager Marketing & Sales Div. <i>Shanghai Wingsbook Co.</i>
<ul style="list-style-type: none">• Charles J. P. Chen	Associate Dean <i>CEIBS</i>
<ul style="list-style-type: none">• Geun Hee Cho	Public Relation Section <i>Beijing Hyundai Motor Co.</i>
<ul style="list-style-type: none">• Fernando Cutando	Membership & Sponsorship Manager <i>European Union Chamber of Commerce in China</i>
<ul style="list-style-type: none">• Ludwig Fella	Senior Relationship Manager/Director <i>Commerzbank AG</i>
<ul style="list-style-type: none">• Professor Wang Gao	Professor of Marketing <i>CEIBS</i>
<ul style="list-style-type: none">• Professor David Gosset	Director of the Academic Sinica Europeae <i>CEIBS</i>

Teaching

Guest Speakers

in the Full Time MBA Program (cont.)

Name	Function/Institution
• Walter Inkemann	Head of Ameco Aviation College <i>Ameco Beijing</i>
• Minrui Ji	Project Manager <i>Inverto Shanghai</i>
• Professor Wang Jianmao	Professor of Economics <i>CEIBS</i>
• Alexandra Lehmann	Project Officer Development & Co-operation <i>European Union</i>
• Olivia Liu	National Account Director Sales Dept. <i>Shanghai Wingsbook Co.</i>
• Dr. Roland Parg	Principal <i>Bayer Business Services AG</i>
• Xavier Lluís Sans Powell	Business Manager <i>European Union Chamber of Commerce in China</i>
• Sven Schoedel	Senior Project Manager <i>Commerzbank AG</i>
• Dr. Wen X. Yuan	Vice President <i>Beijing Hyundai Motor Co.</i>
• Li Yueqing	General Manager <i>Shanghai Wingsbook Co.</i>
• Wing Zhou	Head of Marketing <i>Shanghai Shenyuan Printing Co.</i>
• Robert Bossuyt	Corporate Vice President Global Purchasing <i>Henkel AG & Co. KGaA</i>
• Dr. Jürgen Scherer	Corporate Key Account Manager <i>Cognis</i>

in the Ph.D. Program

Name	Function/Institution
• Professor Britta Gammelgaard	Professor of Logistics and Supply Chain Management <i>Copenhagen Business School</i>

Teaching

Guest Speakers



Dr. Christian Buhrmann
Project Manager
Bosch Rexroth AG



13 December 2010

Guest lecture on Dr. Buhrmann's work with Bosch Rexroth in China. The presentation was part of the lecture series on "International Business Strategies" in the MBA Program.

19 January 2011



Florian Clemens
Global Brand Marketing Manager
Danone GmbH



Guest lecture on "Global Marketing Strategy, Structure, Capability" held as part of the lecture series "Advanced International Strategy" in the MSc Program.

Teaching

Guest Speakers



24 January 2011

Dr. Christoph Bode

Senior Researcher of Logistics Management
ETH Zurich

Dr. Bode gave a guest lecture on Supply Risk Management as part of the classes on „Advanced Supply Management“ in the MSc Program.



Bertrand Conquéret
Corporate Senior Vice President
Global Purchasing
Henkel AG & Co. KGaA

31 January 2011



Guest lecture as part of the classes on „Advanced Supply Management/Advanced International Strategy/Global Supply Management“ in the MSc Program. Mr. Conquéret talked about innovation in Henkel’s global purchasing function as well as in the management of international supplier relationships.

Teaching

Guest Speakers



25 June 2011

Robert Bossuyt
Corporate Vice President
Global Purchasing
Henkel AG & Co. KGaA



The team of the Henkel Center for Consumer Goods (HCCG) and the participants of WHU's Part Time MBA Program welcomed Robert Bossuyt for a guest lecture on "Strategic Sourcing". As a member of Henkel's global purchasing leadership team, Robert Bossuyt manages the company's worldwide activities in sourcing packaging materials.



25 June 2011

Dr. Jürgen Scherer
Vice President Corporate Key Account Management
Cognis Germany



"Competitive bridge building" workshop as part of the guest lecture on "Strategic Sourcing" in the Part Time MBA Program. In this simulation of real life customer-supplier negotiations, the participants of the Part Time MBA Program had the chance to implement their knowledge of the previous lessons.

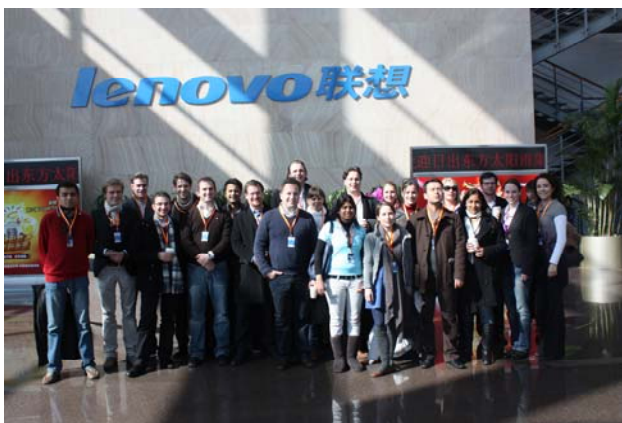
Teaching

WHU MBA class visits Henkel APAC headquarters

On March 3, 2011, WHU's current Full Time MBA Class visited Henkel's APAC headquarters in Shanghai, accompanied by their professors Matthias Ehgott and Felix Reimann. Henkel welcomed the WHU class with a rich and diverse program: In the morning, the students were invited to join the jury for the final presentations of Henkel's regional APAC Innovation Challenge. Further, a number of Henkel managers from different areas and functions used a panel discussion and lunch round-tables to discuss the company's Asia business with the student group. To start the discussion, students presented their perspectives on the opportunities and challenges Henkel faces in Asia and particularly in China. In this, they placed special emphasis on the specific implications for Henkel's purchasing, marketing, finance, and HR functions. Following the presentations, a rich and open exchange of ideas between the WHU and Henkel teams emerged that many participants saw as the highlight of the day. The visit was part of the students' two weeks long "International Module China" during which they deepened their knowledge about business opportunities and management challenges in the booming Asian market environment. Beyond participating in tailor-made lectures by China experts at WHU's partner university *China Europe International Business School (CEIBS)*, the group also experienced a rich portfolio of visits to subsidiaries of global MNEs operating in China as well as to local companies.



WHU Full Time MBA Class with their professors Matthias Ehgott and Felix Reimann at Henkel and lenovo Asia-Pacific headquarters



Teaching

WHU MBA Class of 2012 at Henkel Purchasing

On 25 May 2011, WHU's MBA class of 2012 visited Henkel's Düsseldorf headquarters under the supervision of their professors Lutz Kaufmann and Matthias Ehrhoff. The visit took place as part of the MBA lecture "Strategic Sourcing". Bertrand Conquéret, Head of Global Purchasing at Henkel, welcomed the group together with his entire purchasing leadership team. Designed as a "Purchasing live" experience, the event schedule provided the students with rich opportunities to discuss issues and strategic challenges of a global supply function. The morning program was moderated by Dr. Tilo Weiss, Head of Purchasing, Henkel Asia Pacific. Part of the company visit was a presentation by Adrián Garcia (WHU full time MBA class of 2011) who currently develops his thesis with Henkel on the topic of "Corporate Social Responsibility in Supply Management". The event closed with a guided factory tour as well as a presentation of entry and career opportunities at Henkel Purchasing.



Welcome by Bertrand Conquéret



Meeting with Henkel Purchasing Management Team



Discussions with Bertrand Conquéret

Teaching

Theses

BSc Program

Supervisor Role by Professor Lutz Kaufmann

- Juliane Eichblatt: Measuring Social and Environmental Supplier Performance - Development of a Quantitative KPI Cockpit
- Victoria Markewitz: Relevance and Implications of Rare Earth Materials and Mitigation Strategies
- Marianna Pruchnitzkaja: Risk Mitigation Strategies for the Industrial Raw Material Market
- Alexander Hoffmann: PaperSmart - Looking for Growth
- Michael Wendt: PaperSmart - Procuring Paper, Smart
- Markus Erken: Intraorganizational Influence Tactics

Supervisor Role by Assistant Professors Matthias Ehr Gott and Felix Reimann

- Olga Bart: Intuitive Expertise in Supply Management Decision Making
- Mario Schneider: Total Cost of Ownership Models
- Tilmann Volk: The Role of Middle Managers in Driving Change Projects - A Commitment to the Status Quo Perspective
- Oliver Wolf: Make-or-Buy Decision Making in Services - The Example of Bayer AG

MSc Program

Supervisor Role by Assistant Professors Matthias Ehr Gott and Felix Reimann

- Heiko Dassau: Supply Management Decision Making
- Kilian Dinkelaker: Raw Material Sourcing
- Markus Noack: Integrating Sustainability into the Corporate Strategy

Full Time MBA Program

Supervisor Role by Professor Lutz Kaufmann

- Kathryn Farrow: In Pursuit of Best Practice - Setting Standards in R&D Procurement

Supervisor Role by Assistant Professors Matthias Ehr Gott and Felix Reimann

- Adrián Garcia: The Relationship between Supplier Environmental Sustainability and Supplier Operational Performance - Literature Review and Empirical Analysis
- Simone Schwill: Analysis of the Chinese Automotive Market for e-Mobility and Development of a Corresponding Product-Market Strategy for Continental

EMBA Program

Supervisor Role by Professor Lutz Kaufmann

- Dr. Jürgen Schumacher: Executing Strategy - Defining and Executing Line of Business Strategy by Breaking Down the Corporate Strategy
- Thomas Tellert: IT Solutions and Services for the European Telecommunications, Media and Technology Market
- Jimmy Ee: Implementation of a Global Delivery Strategy for ecenta AG

Cases

Supervisor Role by Professor Lutz Kaufmann

- Volvo's and Mack's Australia Integration - The Best of Two Worlds, ECCH, Ref.-No. 310-252-1

Executive Education & Business Engagement

Tailoring with Passion

WHU Executive Education offers its customers truly customized executive programs. Through intense interviews with board members and human resource departments, 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 clients such as Metro, MAN, 3M and Deutsche Börse and was rewarded with the “Excellence in Practice Award 2010” for a customized MAN General Management Program in collaboration with the Saïd Business School. The distinguished MAN General Management Program has already hosted its ninth session.

Throughout April and June, WHU Executive Education had the pleasure to host the Deutsche Börse program. In three intense modules the themes, Change Management, Leadership and Innovation, were discussed and related to the day-to-day experiences of the participants.

3M and WHU Executive Education will start the third round of the “Key Account Leadership Development Program” (KALDP) in September 2011. In ten modules over two days each, 26 Key Account Managers from 3M Germany will gain insight into relevant topics. Combined with customized “hands on” projects which directly relate with their day-to-day business, this program will provide a unique learning experience.

Executive Education was also very glad to welcome 32 EMBA students of the Melbourne Business School at our campus. With focus on Transition Economics East/West Europe, European Economics, Competitive Strategy in European Markets and Innovation Strategies of European Companies, they faced a challenging, but fascinating deep insight into the European economic systems.



Executive Education & Business Engagement

Campus for Strategy

Successful Strategy Conference 2011

"It is the individual, who counts!"

On April 13 and 14, 2011, WHU - Otto Beisheim School of Management hosted the 4th Campus for Strategy.



Also this year, the annual conference was organized by an ambitious group of WHU students supported by the school's International Business & Supply Management team around Lutz Kaufmann, Felix Reimann, and Matthias Ehr Gott. Managers, academics, and students jointly discussed approaches on how companies can out-perform competition by making decisions better and faster. A particular focus was on the question of how intuitive and rational decision making should co-exist.

Professor Lutz Kaufmann opened the conference with a quote from Max Grundig "It's me, who thinks. My gut decides." In this, he raised the question of whether intuitive decision making yields better outcomes than purely rational decision processes. A logical question, thus, is whether the notion of a purely rational "homo oeconomicus" remains a theoretical concept only.



Ulrich K. Wegener

Prof. Herbert Henzler

Kaufmann emphasized, however, that relying exclusively on intuition entails the risk of taking wrong routes. "Analytics certainly is not a universal remedy but a necessary pre-requisite for managerial decision making."



Dr. Imeyen Ebong

Professor Herbert Henzler, Senior Advisor at Credit Suisse and former head of McKinsey Europe, tied in with this tenet, but pointed to the danger of "paralysis through analysis".

Roland O. Rechtsteiner, Partner at Oliver Wyman, emphasized that intuitive decision making always needs supporting tools. Only a well-balanced use of intuition and analytical tools allows managing uncertainty and can even turn it into opportunities for competitive advantages.

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A further highlight of the conference was marked by the appearance of Ulrich K. Wegener, former General and Commander of the German Special Forces Unit GSG 9. Wegener's remarks centered on decision making and people leadership in situations of extreme tension and pressure, both in military and civilian management contexts. The focus of all leadership, Wegener emphasized, should be the individual person, allowing for trustful interaction, even in the face of severe challenges. This implied that the responsibility of operational leadership should be "at the front line, on the ground". According to Wegener, this critical principle of military leadership equally holds true in daily corporate work. Targets need to be set by top management, but middle managers with full transparency on operational issues and developments need the authority to quickly adapt the course of

action within the guidelines given. An indispensable prerequisite is complete trust between top and middle management. From Wegener's experience, a good way for building such trust is conducting role plays and "war games", in which both sides can demonstrate their abilities in times of crisis.

Trust also marked the cornerstone of the talk by Dr. Imeyen Ebong, Partner at the international consulting firm Bain & Company. Ebong explained that trust represents the basis for effective corporate decision making. In that it gives lower levels in the organization the confidence

required to act quickly and sternly in the fast-paced environment of today's markets. According to a study by Bain & Company, firms that have implemented faster and more effective decision processes clearly outperform their competitors in the market place. Further, employee satisfaction across all levels is higher in such organizations.

In addition to these keynote speeches, participants intensely discussed decision making approaches and strategies in workshops and panel discussions. A re-occurring topic in the discussions was the question of which specific approaches allow for an effective combination of both analytical and intuitive approaches in decision making.

The conference marked a new record of attendance for the Campus for Strategy series, reflecting the attractiveness of the program and the high caliber of the speakers.



Lukas Bohl, WHU student

Executive Education & Business Engagement

Program Campus for Strategy 2011

Mi	13. April 2011	
13:30	Anreise und Registrierung	
14:30	Prof. Dr. Lutz Kaufmann, WHU – Otto Beisheim School of Management <i>Begrüßung</i>	
14:45	Prof. Dr. Herbert Henzler, Credit Suisse Group <i>Die Kunst des Entscheidens - Was Reverend Bayes uns sagen will</i>	
15:30	Pause	
16:00	Prof. Dr. Jörg Sauerbrey, Siemens AG <i>Strategie in Zeiten der Krise</i>	
16:30	Roland O. Rechtsteiner, Oliver Wyman <i>Effizient entscheiden unter Unsicherheit - Management von Chancen und Risiken</i>	
17:00	Pause	
17:15	General a. D. Ulrich K. Wegener, ehem. Kommandeur der GSG 9 im Bundesgrenzschutz <i>Führung – nicht nur im militärischen Bereich</i>	
18:00	Dr. Michael Rademacher, ThyssenKrupp Nirosta GmbH (Moderation) <i>Podiumsdiskussion</i>	
18:30	Galadinner im Gewölbekeller	
Do	14. April 2011	
08:00	Frühstück & Networking Session (optional: WHU Campus Tour)	
09:00	Karin Dohm, Deloitte & Touche GmbH <i>Innovation und Entscheidungen in der Krise</i>	Sascha Stürze, Analyx GmbH & Co. KG <i>The Wisdom of Crowds & Demokratie im Entscheidungsprozess</i>
09:45	Pause	
10:00	Alexander Zimmermann, Solyp Informatik GmbH <i>Weiche Daten und strategische Planung – vereinbar oder Wunschvorstellung?</i>	Prof. Dr. Konstantinos Katsikopoulos, Max-Planck-Institut <i>Complex Decision Making – Integrating Optimization and Heuristics</i>
10:45	Pause	
11:00	Dr. Chris Roetheli, Dr. Roetheli Consulting GmbH <i>Möglichkeiten und Grenzen der Intuition am Beispiel der Personalauswahl</i>	Dr. Wolfgang Schneider, Robert Bosch GmbH <i>Intuition als Entscheidungsinstrument</i>
11:45	Kulinarisches Mittagsbuffet (optional: WHU Campus Tour)	
13:15	Dr. Imeyen Ebong, Bain & Company Germany, Inc. <i>Das Entscheider-Prinzip: Entscheidungen besser und schneller treffen als die Konkurrenz</i>	
14:00	Pause	
14:15	Professoren Dr. Lutz Kaufmann, Dr. Felix Reimann, Dr. Matthias Ehrgott, WHU – Otto Beisheim School of Management <i>Zusammenfassung und Schlussfolgerungen</i>	
15:00	Ausklang	

Save the Date 2012

Our next conference bearing the new title “**Campus for Strategy & Leadership**” will take place on **March 27, 2012**. The conference offers a varied program ranging from speeches, panel discussions to networking sessions in order to debate the question on how to synchronize strategies and leadership. Next year’s campus will focus on the topic “Utilizing volatility - flexible strategies, agile organizations”. Top managers/executives as well as practitioners, consultants, and academics are invited to share their experiences, opinions, and ideas on this subject.

Further information is available at www.campusforstrategy.com.

Executive Education & Business Engagement

Strategist of the Year 2010



On September 30, 2010 the „Strategist of the Year“ award was conferred for the seventh time in Frankfurt. The business prize was awarded by Financial Times Deutschland, WHU, and the strategy consulting firm Bain & Company.

The award is presented in three size categories, which are based on business turnover. The winners of 2010's "Strategist of the Year“ award were Eckhard Heidloff (Wincor Nixdorf AG), Albrecht Hornbach (Hornbach Holding AG) and Dr. Ben J. Lipps (Fresenius Medical Care AG).

The award recognizes CEOs whose companies have implemented a long-term, consistent, progressive, and sustainable strategy and thereby outperformed their competitors in the marketplace. Economic success is measured by an above-average increase in sales, employment, profitability, and capital market performance.

Laudatory speech for Dr. Ben J. Lipps, Fresenius Medical Care AG, by Professor Dr. Lutz Kaufmann

Dr. Lipps, Ladies and Gentlemen,

we all know that our kidneys are basically the washing machines for our blood. If you are a patient with kidney failure, however, you need dialysis machines for filtering your blood. Now, that was all I knew when I started to prepare this laudatory speech, but that is not enough for us to be able to fully appreciate the achievements of our winner tonight.

So, please let me shortly take you back to the sixties, when Dr. Lipps started his career. Imagine you are average Joe or Jane, you live in Seattle, and you are diagnosed with kidney failure. You learn that patients are receiving hemodialysis experimentally. You hear further, that it is a very stressful procedure, typically lasting six to ten hours at a time, for three times a week. And after each treatment, you feel horrible and very, very tired. You develop nausea, peripheral neuropathy, and hyperkalemia – in other words, neither your nerves nor your muscles are doing what they are supposed to do. Above all, your life expectancy is now measured in months not years - *if* you get treated at all. In 1967, only about 800 dialysis patients can be treated in about 100 centers in the U.S. As demand greatly exceeds the capacity of the available dialysis machines, doctors in Seattle have established a committee that decides who shall live and who shall die within weeks.

For more than the last four decades, Dr. Ben Lipps did nothing less than dedicate his professional life to improving exactly this situation.

Ben received a Ph.D. in Chemical Engineering from MIT in 1966. Already his Ph.D. thesis centered on the design of artificial kidneys. He then led the research team that created the hollow fiber ar-

Executive Education & Business Engagement

Strategist of the Year 2010

tificial kidney used on August 1, 1967 for the first human hemodialysis. Almost all dialyzers in use today are based on the invention of Ben Lipps and his team. The project that originated from his Ph.D. thesis was truly revolutionary and changed millions of lives ever since.

Today, about 2 million patients with terminal kidney failure depend on dialysis. Their life expectancy has gone up sharply: Even in the 80s, only about 7% lived for more than 4 years, now 50% live longer than 10 and 25% even longer than 20 years. You can even enjoy vacation and go on a cruise ship or walk along the beautiful beaches on Fuerteventura where you may receive the necessary life-saving treatment with the artificial kidney in a local clinic through one of FMC's services called Holiday Dialysis International. What a change.

But Ben Lipps not only possessed the resourceful spirit of the true inventor. He was also the key figure in commercializing the dialyzer. It is no wonder that he still continues to press for simultaneously developing the technology *and* lowering its costs.

Dr. Lipps was CEO of Fresenius USA until 1996. Ben made it his business to personally know everyone who was anyone in the dialysis world and to know what they thought and what they wanted in terms of equipment. In 1996, he led the complex local negotiations for the acquisition of the much larger National Medical Care and managed the successful post merger integration. Since 1999, he has guided FMC as the Chairman and CEO. And he has positioned FMC very well as the leading provider in a comprehensive healthcare system for dialysis patients worldwide. Current and former members of his teams describe him as very humble, fair and always polite.

Dr. Lipps:

- has for more than forty years pursued the very worthwhile mission of improving the lives of kidney patients,
- tonight he wins this prestigious award for the second time in a row.

And this is so well-deserved!

Ladies and Gentlemen, please join me in congratulating Dr. Ben Lipps.



*"Strategist of the Year 2010", Dr. Ben J. Lipps, Fresenius Medical Care AG,
and Professor Dr. Lutz Kaufmann*

STRATEGIE DES JAHRES

Zum siebten Mal verliehen die Financial Times Deutschland, Bain & Company und die Hochschule WHU in Frankfurt den Preis für nachhaltig erfolgreiche Unternehmensführung. Es wurde ein Abend mit hohem Erkenntniswert

Methodik

Die „Strategen des Jahres“ werden auf Basis veröffentlichter Daten bestimmt. Untersucht wird die Leistung der Vorstandschafts aller börsennotierten deutschen Unternehmen mit einem Umsatz von mehr als 1 Mrd. Euro in den zurückliegenden drei Geschäftsjahren und einem Streubesitz von mindestens zwei Prozent. Für den Strategen des Jahres 2010 blieben 95 Kandidaten übrig, die für einen kumulierten Umsatz von 1318 Mrd. Euro verantwortlich sind.

Quantitative Analyse Das Wachstum bei Umsatz und Eigenkapitalrendite muss – vereinfacht – in den vergangenen drei Geschäftsjahren die Inflationsrate übersteigen. Die Beschäftigtenzahl muss zunehmen. Zwölf Manager schaffen die Hürde – elf weniger als im Vorjahr.

Qualitative Analyse In der sogenannten Due Diligence rücken die Vorstandschafts 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 fortgeschrittene staatsanwaltschaftliche Ermittlungen. Auch wird überprüft, ob das Unternehmen nicht nur nach kurzfristigen Zielen ausgerichtet wird. Verstößen Vorstandschafts gegen diese sogenannten Sustainability-Prinzipien, werden sie ebenfalls ausgeschlossen. Für den Beobachtungszeitraum 2009 gab es bei diesem Kriterium allerdings keinen einzigen Fall. Am Ende dieses zweiten Filters blieben fünf Vorstandschafts übrig. Im Vorjahr schaffte es noch einer mehr, davor waren es noch acht Topmanager.

Kategorien und Sieger Es gibt auch 2010 drei Sieger. Am weitesten nach den Umsatzgrößen mehr als 7,5 Mrd. Euro (Fresenius Medical Care vor Munich Re), zwischen 2,5 und 7,5 Mrd. Euro (Hornbach Holding vor Douglas Holding) und zwischen 1 und 2,5 Mrd. Euro (Wincor Nixdorf; hier qualifizierte sich kein weiteres Unternehmen für das Finale).

www.strategedesjahres.de

Talent zur Selbstkritik

Von wegen Lobgesänge: Die Konzernlenker nutzen den Abend der Preisverleihung für das eine oder andere Geständnis

Sven Clausen, Frankfurt

So eine vergleichsweise komfortable konjunkturelle Umgebung eröffnet Platz für verschüttete Talente. Auf der Preisverleihung zum Strategen des Jahres bedeutete das: Die rund 150 Gäste, zumeist Vorstände oder Geschäftsführer, kamen in den Genuss ungewöhnlich souveräner Selbstkritik von Konzernlenkern. Den Anfang macht Deutsche Telekom-Chef René Obermann. Der 47-Jährige, seit vier Jahren im Amt, war in das Campus Westend in Frankfurt am Main angereist, um in der Keynote von seinen großen strategischen Weichenstellungen bei dem Telekom-Koloss zu berichten. Er begann mit einem Höhepunkt auf die Bedeutung seiner Branche und die neue Beweglichkeit seines Konzerns, um sich dann nach einigen Minuten und einer Selbsterkenntnis („der Vertriebler in mir“) doch mal einen Realitätscheck abzuholen. Jetzt sei er gespannt, fragte er in die Runde, wer für den verbesserten Service der Telekom bereit ist zu klatschen. Das Ergebnis fiel freundlich, aber unter dem Strich doch mittelmäßig aus. Vermutlich schmunzelte Obermann, seien für den Beifall vor allem die „uns verbundenen Berater verantwortlich“. Den Preis vergibt die Financial Times Deutschland zusammen mit der Hochschule WHU und der Strategieberatung Bain & Company.

Frauenquote mit der Brechstange

Obermann schwenkte um und berichtete von den täglichen Kraftakten. Rund 300.000 Servicefälle landeten pro Tag bei seinen Mitarbeitern, auch wenn sein Konzern oft genug gar nicht für die Fehler verantwortlich sei. Inzwischen bedienten seine Kollegen 60 Prozent der Anrufer in den ersten 20 Sekunden vor einigen Jahren sei da mitunter in dieser Zeitspanne niemand durchgedrungen. „Wir wissen, dass wir uns als Unternehmen noch weiter verändern müssen. Aber wir verändern uns so schnell wir können. Wir kommen ganz gut vorwärts“, warb er mit einem anständigen Schluss Bescheidenheit.

Mittlerweile geht es bei dem immer noch Ex-Staatskonzern nur mit der Brechstange. Wie bei der Frauenquote. Die Deutsche Telekom hatte Mitte März als erstes deutsches Großunternehmen ein festes Ziel angekündigt: weltweit 30 Prozent Frauen in Führungspositionen bis Ende 2015. Kein Vorstandschaft hat grundaätzlich etwas gegen die Idee, nur scheint den meisten die strikte Vorgabe realitätsfer. Obermann hatte laut Obermann keine andere Wahl. „Unsere Strukturen sind immer noch so festgefahren, dass es ohne feste Vorgaben nicht ging.“

Die schwache Aktienkursentwicklung allerdings zog er sich nicht an. Da sei der Staat schuld, der mit seiner Regulierung „nur auf sinkende Preise setzt“. Wenn er sich aber nicht sicher sein könne, die Gewinne aus Investitionen in neue Netze über Jahre auch allein einfahren zu können, wundere es ihn nicht, dass die Investoren fernblieben.

Dafür gab es von Munich-Re-Chef Nikolaus von Bomhard Selbstkritisches und Lehrreiches zur Aktienkurspflege. Das Niveau, auf dem sich die gesamte Rückversicherungsbranche bewege, sei „eine einzige Katastrophe“. Der 54-Jährige sah immerhin die Hauptschuld bei sich und seinesgleichen: „Das

Hauptproblem ist, unser Geschäftsmodell zu erklären.“ Von Bomhard immerhin ist auf einem guten Weg: Erstmals in der siebenjährigen Geschichte der Preisverleihung kam mit dem Münchner DAX-Konzern ein Finanzdienstleister unter die Finalisten.

Von Bomhard wurde in der Größenklasse der Unternehmen mit mehr als 7,5 Mrd. Euro Umsatz nur geschlagen durch Ben Lipps, den Vorstandschafts des Dialysespezialisten Fresenius Medical Care. Der einzige Amerikaner an der Spitze eines DAX-Konzerns hatte auch schon im Vorjahr gewonnen. Er verkleidete seine Selbstkritik in einen lässigen Charme, der sich wohl erst dann einstellt, wenn man mit 70 Jahren immer noch unangefochten einen Großkonzern führt. „Wir verbinden die sehr, sehr langfristige ausgerichtete Denke der Deutschen mit der Unge dul-

„Unsere Strukturen sind so festgefahren, dass es ohne feste Vorgaben nicht ging“

RENÉ OBERMANN zur Frauenquote in seinem Konzern

der Amerikaner, die immer alles sofort erledigt haben wollen. Wenn man das zusammenpackt, kann man eigentlich nicht verlieren.“

Henning Kroke, Großaktionär und Vorstandschafts der Douglas Holding, ist nach seiner akademischen Ausbildung in den USA und Deutschland und dem Berufsstart in New York ein wenig beides in einer Person. Er hat eine Art Dauerarab auf den Finalisten bei den Unternehmen mit einem Umsatz zwischen 2,5 und 7,5 Mrd. Euro. In diesem Jahr musste er sich nur einem Unternehmen geschlagen geben: dem Baumarktkonzern Hornbach, ebenfalls familien-dominant. Kroke outete sich als „Bauchstrategie“. Das habe dazu geführt, dass er „große Fehler gemacht“ habe. „Aber halt auch richtig viele gute Sachen.“ Letzteres muss eindeutig in der Mehrzahl sein.



Strategen unter sich (v. l.): Lutz Kaufmann (WHU), Henning Kroke (Douglas), Roland Pelka, Susanne Jäger (Wincor Nixdorf), Nikolaus von Bomhard (Munich Re)

BEN LIPPS

„Mein größtes Verdienst: die Identifikation des Teams“



Der Amerikaner Ben Lipps, 70, gewann mit dem Dialysespezialisten Fresenius Medical Care den Preis in der Größenklasse über 7,5 Mrd. Euro Umsatz.

FTD Ihr größtes Talent?

BEN LIPPS Die Antwort auf diese Frage würde ich lieber anderen überlassen. Die Erfahrung der vergangenen Jahrzehnte hat mich aber gelehrt, dass ein CEO gut mit seinen Vorstandskollegen, seinem Managementteam und Aufsichtsrat zusammenarbeiten können muss, um erfolgreich zu sein. Bei Fresenius Medical Care war es unser größtes gemeinsames Verdienst, unser Geschäft auf den Dienstleistungssektor auszuweiten, gleichzeitig ständig an der Entwicklung neuer Technologien für unsere Dialyseprodukte zu arbeiten und unsere Behandlungskonzepte auf die regionalen Erfordernisse

der einzelnen Märkte zuzuschneiden. Insofern würde ich es als meine größte Gabe oder mein größtes Verdienst bezeichnen, dass es mir als CEO gelungen ist, eine starke Identifikation und Lösungsorientierung des gesamten Teams zu erreichen.

FTD Ihr größter Fehler?

LIPPS Wir alle machen in unserem Leben natürlich auch Fehler. Wichtig ist, aus diesen Fehlern die richtigen Lehren zu ziehen. Ich habe etwa den Fehler gemacht anzunehmen, dass sich der Wandel hin zu qualitätsorientierten Vergütungsmodellen in der Dialyse deutlich schneller vollziehen würde. Die Idee, die Höhe der Kostenerstattung an die Qualität der Behandlung zu knüpfen, lag für mich bereits in den späten 90er-Jahren auf der Hand. Tatsächlich lief dieser Prozess aber sehr viel langsamer. Dafür konnten wir die Zeit nutzen, um uns gut auf die uns nun in verschiedenen Ländern bevorstehenden Veränderungen einzurichten.

ROLAND PELKA

„Es gibt nichts, was ich tiefergehend bereue“



Hornbach-Chef Albrecht Hornbach, Gewinner in der Klasse 2,5 bis 7,5 Mrd. Euro Umsatz, schickte bei offiziellen Anlässen oft seinen Finanzchef Roland Pelka vor.

FTD Ihr größtes Talent?

ROLAND PELKA Meine nichtfachlichen Talente können andere besser beurteilen. Ich denke aber, dass meine Neugier an betriebswirtschaftlichen Fragen, verbunden mit meiner guten Ausbildung zum Diplom-Kaufmann und Weiterqualifizierung zum Wirtschaftsprüfer und Steuerberater, eine wichtige Grundlage für meinen Berufsweg war und ist.

FTD Was halten Sie für Ihre wichtigste Karriereentscheidung?
PELKA Meine wichtigste Karriereentscheidung war sicherlich der Eintritt in den Vorstand der Hornbach Baumarkt AG zum 1. Oktober 1996 mit der Ver-

antwortung für das Finanzressort. Zum 1. November 2001 wurde ich zusätzlich in den Vorstand der Muttergesellschaft Hornbach Holding AG berufen.

FTD Was war die wichtigste konzernstrategische Entscheidung, an der Sie maßgeblich beteiligt waren?
PELKA Die Mitwirkung an der rechtzeitigen Weichenstellung für eine erfolgreiche Expansion in das europäische Ausland. Vor allem, dass wir unseren unverwechselbaren Vertriebsstyp in allen acht Ländern außerhalb Deutschlands erfolgreich multiplizieren konnten, das Ganze langfristig solide finanziert ist und eingebettet in einer einheitlichen IT-Systemlandschaft mit wirksamen Controllingssystemen.

FTD Ihr größter Fehler?
PELKA Fehler sind menschlich, und niemand ist frei davon. Doch ich kann nicht sagen, dass es etwas Gutes, was ich tiefergehend bereue. Weder im Privaten noch im Beruflichen.

ECKARD HEIDLOFF

„Mein größter Fehler ist, nicht Chinesisch gelernt zu haben“



Eckard Heidloff, Vorstandschafts von Wincor Nixdorf, gewann in der Klasse der Unternehmen zwischen 1 und 2,5 Mrd. Euro Umsatz.

FTD Was würden Sie als Ihr größtes Talent oder Ihre größte Gabe bezeichnen?

ECKARD HEIDLOFF Analytisches Denkvermögen und Kreativität.

FTD Was war Ihre wichtigste Karriereentscheidung?
HEIDLOFF Gemeinsam mit meinen Kollegen aus dem damaligen Managementteam den Weg in die Eigenständigkeit von Wincor Nixdorf zu gehen. **FTD Sie wollen den Serviceanteil ausbauen. Wie soll das gehen?**

HEIDLOFF Das ist mit 49 Prozent schon unser umsatzstärkster Block, wenn Sie die Software dazuzählen. Wir bieten etwa Consulting für die IT-gestützte Neugestaltung von Geschäftsprozessen in Bank- oder Handelsfilialen an. Beim Outsourcing übernehmen wir zum Beispiel den Betrieb ganzer Infrastrukturen aus Selbstbedienungsterminals oder Geldautomaten.

FTD Was war die wichtigste konzernstrategische Entscheidung, an der Sie maßgeblich beteiligt waren?
HEIDLOFF Der Weg von der Verselbstständigung unserer Gesellschaft im Jahr 1998 bis zum Gang an die Börse im Jahr 2004.

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Florian Fischer-Fabian Der TV-Moderator wusste, dass er sich an diesem Abend durchweg auf sicherem Parkett bewegen würde: Für die Sendung „Telebörse“ war er insgesamt elf Jahre an der Frankfurter Börse unterwegs. Auch das Gespräch mit Wissler war eines unter „Experten“. Fischer-Fabian startete jüngst das Internetportal „Gourmet Globe“.



Joachim Wissler Für den „Strategen des Jahres“ war der Sterekoch mit einem Teil seiner Truppe aus seinem Restaurant Vendôme in Bergisch-Gladbach nach Frankfurt angereist, um den Gästen ein Drei-Gänge-Menü zu servieren. Im November verteilte der Michelin wieder seine Sterne. Wissler, der aus einer Gastronomiefamilie kommt, ist die Ruhe selbst: „Wenn man seine Sache gut macht, kann man so etwas gelassen entgegen sehen.“



Strenge Gutachter (oben): **Jens Schmidt-Bürgel**, Deutschland-Chef der Ratingagentur Fitch (r.) beim Steh-Dessert an der Bar nach der Preisverleihung mit **Thomas Sommer**, Vorstand der genossenschaftlichen WL-Bank. Rechts am Bildrand GE-Deutschlandchef Georg Knoth. Outete sich als „Bauch-Strategie“: **Henning Kreke**, Vorstandschef der Douglas-Holding (Foto rechts).



Tafelrunde (oben): **Nikolaus von Bomhard** (l.), **René Obermann** (M.), **Steffen Klusmann**, des Deutschlands Morgan-Stanley-Chef **Dirk Notheis** zuvor ins Verhör genommen hatte (unten).



Frankfurter Banker-Prominenz (oben rechts). Der ehemalige Chef der WestLB, **Heinz Hilgert** (r.), inzwischen als Berater tätig, plauderte mit UBS-Deutschlandvorstand **Stefan Winter**. Munich-Re-Chef **Nikolaus von Bomhard** (Foto darunter) glänzte im kurzen Interview mit Meinungsmut, während sich FMC-Chef **Ben Lipps** über die ungewöhnlich herzliche Laudatio von WHU-Professor **Lutz Kaufmann** freute (unten links). Telekom-Chef **René Obermann** argumentierte eindringlich, dass erst jetzt das IT-Zeitalter so richtig beginne. Zum Beweis hatte er zwei Smartphones und einen Tablet-PC an das Rednerpult mitgebracht.



U), **Rolf-Magnus Weddigen** (Bain), **Henning** (beide Hornbach), **Ben Lipps** (FMC), **Eckard** hard (Munich Re), **Steffen Klusmann** (FTD)



Die grüne Krawatte der Sympathie: **Klaus Rosenfeld**, einst Finanzchef der Dresdner Bank, inzwischen in selbiger Funktion bei Schaeffler (links). Bevor das Essen serviert wurde und die Verleihung begann (rechts), erläuterten die Gastgeber die Geschichte des Preises (unten): **Steffen Klusmann** (FTD), **Lutz Kaufmann** (WHU), **Rolf-Magnus Weddigen** (Bain) (v.l.n.r.).



Executive Education & Business Engagement

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



The Schmalenbach Association for Business Administration (SG) is the oldest association concerned with business administration in Germany. The SG counts both representatives from business research and top executive managers among its members. The dialogue between science and business practice and valuable cross-fertilization represent the main goals of the association.

Schmalenbach-Gesellschaft für Betriebswirtschaft e.V.

Professor Lutz Kaufmann heads SG's working group "Integrated Corporate Planning" (AK-IUP) together with Dr. Michael Rademacher, CFO of ThyssenKrupp Nirosta GmbH.

The working group's 2010 fall meeting took place on October 27/28 upon invitation of Dr. Holger Rath, IBM Germany, in Ehningen. Members of the working group presented their perspective on how corporate planning needs to evolve in response to the recent crises and market turbulence. In particular, the discussion centered on tools for scenario and corridor planning as well as new approaches for risk management and corporate communication (internal and external) in the case of unexpected events.

The 2011 spring meeting took place on April 13 upon invitation of Prof. Kaufmann, Vallendar. Again, the overarching question was how firms, and corporate planning in particular, can react to the dramatic recent increase in market volatility. Members of the working group presented new approaches for improved risk tracking and reporting ("risk cockpit"), techniques to better represent probability distributions in planning processes, and reputation management in times when a firm is under pressure from various stakeholders. After the meeting, all members were invited to join the WHU Campus for Strategy, the annual strategy conference at WHU.

In November 2011, the fall meeting of the working group will take place upon invitation of Lufthansa AG in Seeheim.

The following companies are represented in the working group:

BASF AG, Bayer AG, Bilfinger Berger AG, BMW AG, BP Europe SE, B. Braun AG, Daimler AG, DB Mobility Logistics AG, Deutsche Lufthansa AG, Deutsche Telekom AG, Deutscher Ring Lebens- und Sachversicherungs AG, E.ON AG, FTE Verwaltungs GmbH, Haniel & Cie. GmbH, Jenoptik AG, Merz GmbH & Co. KGaA, Robert Bosch GmbH, RWE IT, Siemens AG, Sinosol AG, Steria Mummert Consulting AG, ThyssenKrupp Nirosta GmbH, TRUMPF GmbH + Co.KG, Vodafone, Zwiessel 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 Board, Center for Leadership, Kansas State University, Manhattan, KS, USA
- Member of the Awarding Committee for the Hochschulpreis für Materialwirtschaft, Einkauf und Logistik of BME e. V. (Bachelor/Diploma/Master-Theses)
- Member of the Ph.D. Committee of WHU - Otto Beisheim School of Management
- Academic Director of the working group "Corporate Panning" of the Schmalenbach Association for Business Administration
- Interviewpartner for the evaluation teams of FIBAA and AACSB
- Case and teaching note publications at the European Case Clearing House (ECCH): 2,624 copies downloaded (WHU total: 3,649)
- 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 and Logistics Management*, *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 Ehr Gott

- 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 and 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

Assistant Professor Felix Reimann

- Member of the Academy of International Business, Academy of Management, Strategic Management Society, German Academic Association for Business Research (VHB), Institute for Supply Management and working group „Corporate Planning“ of the Schmalenbach Association for Business Administration

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Research

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

Name	Working Title	Second Supervisor
Jan-Frederik Rösch	Internationalization of Chinese Brands - Mitigation of Brand Challenges through Brand Management	Professor Ove Jensen
Jonathan Hao Chen	Internationalization of Chinese Firms - The Role of "Guanxi" for Chinese Outward Internationalization	Professor Jürgen Weigand

Ongoing Ph.D. Projects (First Supervisor Role by 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

Asia-Europe Research Dialogue with Professor Martin Hemmert, Korea University, Seoul

Professor Martin Hemmert from Korea University in Seoul met with Professor Lutz Kaufmann and Assistant Professor Felix Reimann to discuss perspectives on research topics and methods. The goal was to explore potential avenues for joint research to incorporate both Asian and European viewpoints and data. Professor Hemmert extended an invitation for a return visit to Korea, and the dialogue is to be continued over the coming year.



*From left to right:
 Ass. Prof. Felix Reimann, WHU
 Prof. Martin Hemmert,
 Korea University, Seoul
 Prof. Lutz Kaufmann, WHU*

Asia Center

Research

Articles in Academic Journals

- Matthias Ehrgott, Felix Reimann, Lutz Kaufmann, Craig R. Carter:
Social Sustainability in Selecting Emerging Economy Suppliers
In: *Journal of Business Ethics*, 98 (1): 99-119
- Felix Reimann, Matthias Ehrgott, Lutz Kaufmann, Craig R. Carter:
Local Stakeholders and Local Legitimacy: MNEs' Social Strategies in Emerging Economies
In: *Journal of International Management (JIM)*: in press

Conference Papers

- Matthias Ehrgott:
Social and Environmental Sustainability in Supplier Management - Motivations and Payoffs,
Daimler Sustainability Dialogue, Stuttgart, November 2010
- Lutz Kaufmann, Matthias Ehrgott:
Procedural Rationality in Supplier Selection Decisions: The Effect of the National Task
Environment, 20th Annual IPSERA Conference, Maastricht, April 2011
- Matthias Ehrgott:
Analytics vs. Intuition: WHU's Research Stream on Supply Management Decision Making
& Sustainable Sourcing - WHU Research Agenda, Second Academic Forum Volkswagen AG,
Wolfsburg, August 2011

Completed Dissertations

First Supervisor Role by Professor Lutz Kaufmann

- *Behavioral Supply Management - A Decision Theory-based Investigation of Decision Process
Decomposition in the United States and China*
Ph.D. Student: Dominik Riedl
Second Supervisor: Professor Utz Schäffer
- *Internationalization of Emerging Market Firms - Grounded Theory-based Evidence of
Relational Ambidexterities*
Ph.D. Student: Nikola Denk
Second Supervisor: Professor Martin Högl

Asia Center

Teaching

Courses

Bachelor of Science Program			
Title	Term	Instructor	Share of International Students
Global Supply Management	Fall Term 2010	Professor Lutz Kaufmann	25 %
Global Supply Management	Spring Term 2011	Professor Lutz Kaufmann	19 %

Master of Science Program			
Title	Term	Instructor	Share of International Students
Advanced Supply Management	Spring Term 2011	Ass. Prof. Matthias Ehrgott	33 %
Advanced International Strategy	Spring Term 2011	Ass. Prof. Felix Reimann	21 %

Full Time MBA Program			
Title	Term	Instructor	Share of International Students
International Business Strategies	Fall Term 2010	Professor Lutz Kaufmann	48 %
Strategic Sourcing	Spring Term 2011	Professor Lutz Kaufmann	48 %
International Module China	Spring Term 2011	Ass. Prof. Matthias Ehrgott Ass. Prof. Felix Reimann	43 %

Part Time MBA Program			
Title	Term	Instructor	Share of International Students
Strategic Sourcing	Spring Term 2011	Professor Lutz Kaufmann	37 %

Theses

Supervisor Role by Assistant Professor Felix Reimann

- Simone Schwille: Analysis of the Chinese Automotive Market for e-Mobility and Development of a Corresponding Product-Market Strategy for Continental

Asia Center

Teaching

Guest Speakers

in the BSc Program

Name

- **Bertrand Conquéret**

Function/Institution

Corporate Senior Vice President Global Purchasing
Henkel AG & Co. KGaA

in the MSc Program

Name

- **Dr. Christoph Bode**
- **Florian Clemens**
- **Bertrand Conquéret**

Function/Institution

Senior Researcher
ETH Eidgenössische Technische Hochschule Zurich

Global Brand Marketing Manager
Danone GmbH

Corporate Senior Vice President Global Purchasing
Henkel AG & Co. KGaA

in the Full Time MBA Program

Name

- **Dr. Lydia Bals**
- **Dr. Christian Buhrmann**
- **Johan Cauwenbergh**
- **Linda Cao**
- **Charles J. P. Chen**
- **Geun Hee Cho**
- **Fernando Cutando**
- **Ludwig Fella**
- **Professor Wang Gao**

Function/Institution

Project Manager
Bayer Business Services AG

Manager
Bosch Rexroth AG

Minister Councillor/Head of EU Operations
European Union

Deputy General Manager Marketing & Sales Div.
Shanghai Wingsbook Co.

Associate Dean
CEIBS

Public Relation Section
Beijing Hyundai Motor Co.

Membership & Sponsorship Manager
European Union Chamber of Commerce in China

Senior Relationship Manager/Director
Commerzbank AG

Professor of Marketing
CEIBS

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Teaching

Guest Speakers

in the Full Time MBA Program (cont.)

Name	Function/Institution
• Professor David Gosset	Director of the Academic Sinica Europeae <i>CEIBS</i>
• Walter Inkemann	Head of Ameco Aviation College <i>Ameco Beijing</i>
• Minrui Ji	Project Manager <i>Inverto Shanghai</i>
• Professor Wang Jianmao	Professor of Economics <i>CEIBS</i>
• Alexandra Lehmann	Project Officer Development & Co-operation <i>European Union</i>
• Olivia Liu	National Account Director Sales Dept. <i>Shanghai Wingsbook Co.</i>
• Dr. Roland Parg	Principal <i>Bayer Business Services AG</i>
• Xavier Lluís Sans Powell	Business Manager <i>European Union Chamber of Commerce in China</i>
• Sven Schoedel	Senior Project Manager <i>Commerzbank AG</i>
• Dr. Wen X. Yuan	Vice President <i>Beijing Hyundai Motor Co.</i>
• Li Yueqing	General Manager <i>Shanghai Wingsbook Co.</i>
• Wing Zhou	Head of Marketing <i>Shanghai Shenyuan Printing Co.</i>
• Robert Bossuyt	Corporate Vice President Global Purchasing <i>Henkel AG & Co. KGaA</i>
• Dr. Jürgen Scherer	Corporate Key Account Manager <i>Cognis</i>

Asia Center

Teaching

Guest Speakers

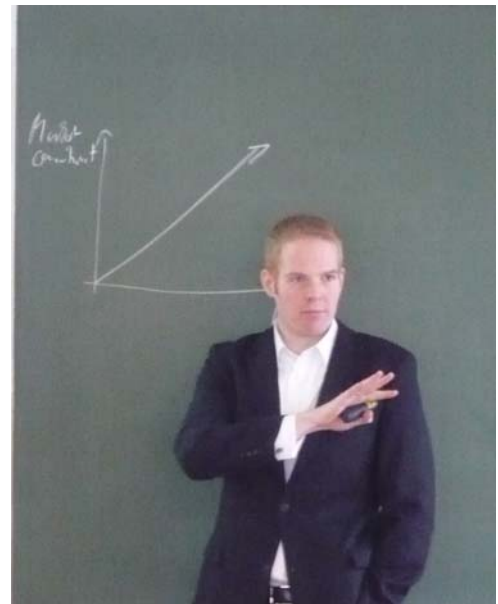


Dr. Christian Buhrmann
Project Manager
Bosch Rexroth AG

13 December 2010 - Guest lecture on Dr. Buhrmann's work with Bosch Rexroth in China. The presentation was part of the lecture series on "International Business Strategies" in the MBA Program.

Florian Clemens
Global Brand Marketing Manager
Danone GmbH

19 January 2011 - Guest lecture on "Global Marketing Strategy, Structure, Capability" held as part of the lecture series "Advanced International Strategy" in the MSc Program.



Dr. Christoph Bode
Senior Researcher of Logistics Management
ETH Zurich

24 January 2011 - Dr. Bode gave a guest lecture on Supply Risk Management as part of the classes on „Advanced Supply Management" in the MSc Program.

Asia Center

Teaching

Guest Speakers

Bertrand Conquéret

Corporate Senior Vice President Global Purchasing
Henkel AG & Co. KGaA

31 January 2011 - Guest lecture as part of the classes on „Advanced Supply Management/Advanced International Strategy/Global Supply Management” in the MSc Program. Mr. Conquéret talked about innovation in Henkel’s global purchasing function as well as in the management of international supplier relationships.



Robert Bossuyt

Corporate Vice President Global Purchasing
Henkel AG & Co. KGaA

25 June 2011 - The team of the Henkel Center for Consumer Goods (HCCG) and the participants of WHU’s Part Time MBA Program welcomed Robert Bossuyt for a guest lecture on “Strategic Sourcing”. As a member of Henkel’s global purchasing leadership team, Robert Bossuyt manages the company’s worldwide activities in sourcing packaging materials.



25 June 2011 - “Competitive bridge building” workshop as part of the guest lecture on “Strategic Sourcing” in the Part Time MBA Program. In this simulation of real life customer-supplier negotiations, the participants of the Part Time MBA Program had the chance to implement their knowledge of the previous lessons.

Dr. Jürgen Scherer

Vice President Corporate Key Account Management
Cognis Germany

Asia Center

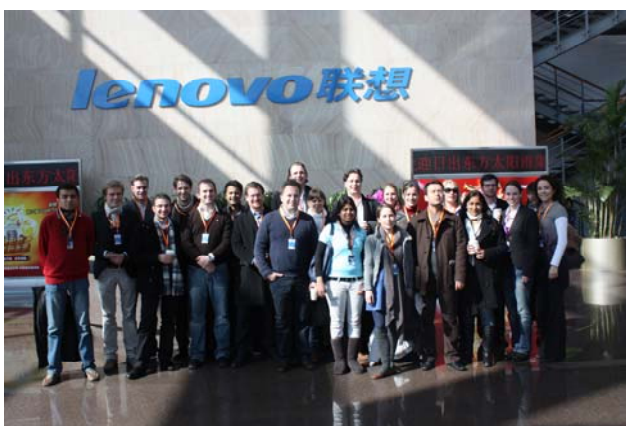
Teaching

WHU MBA class visits Henkel APAC headquarters

On March 3, 2011, WHU's current full time MBA Class visited Henkel's APAC headquarters in Shanghai, accompanied by their professors Matthias Ehrgott and Felix Reimann. Henkel welcomed the WHU class with a rich and diverse program: In the morning, the students were invited to join the jury for the final presentations of Henkel's regional APAC Innovation Challenge. Further, a number of Henkel managers from different areas and functions used a panel discussion and lunch round-tables to discuss the company's Asia business with the student group. To start the discussion, students presented their perspectives on the opportunities and challenges Henkel faces in Asia and particularly in China. In this, they placed special emphasis on the specific implications for Henkel's purchasing, marketing, finance, and HR functions. Following the presentations, a rich and open exchange of ideas between the WHU and Henkel teams emerged that many participants saw as the highlight of the day. The visit was part of the students' two weeks long "International Module China" during which they deepened their knowledge about business opportunities and management challenges in the booming Asian market environment. Beyond participating in tailor-made lectures by China experts at WHU's partner university *China Europe International Business School (CEIBS)*, the group also experienced a rich portfolio of visits to subsidiaries of global MNEs operating in China as well as to local companies.



WHU Full Time MBA Class with their professors Matthias Ehrgott and Felix Reimann at Henkel and lenovo Asia-Pacific headquarters



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Teaching

WHU MBA Class of 2012 at Henkel Purchasing

On 25 May 2011, WHU's MBA class of 2012 visited Henkel's Düsseldorf headquarters under the supervision of their professors Lutz Kaufmann and Matthias Ehrhoff. The visit took place as part of the MBA lecture "Strategic Sourcing". Bertrand Conquéret, Head of Global Purchasing at Henkel, welcomed the group together with his entire purchasing leadership team. Designed as a "Purchasing live" experience, the event schedule provided the students with rich opportunities to discuss issues and strategic challenges of a global supply function. The morning program was moderated by Dr. Tilo Weiss, Head of Purchasing, Henkel Asia Pacific. Part of the company visit was a presentation by Adrián Garcia (WHU full time MBA class of 2011) who currently develops his thesis with Henkel on the topic of "Corporate Social Responsibility in Supply Management". The event closed with a guided factory tour as well as a presentation of entry and career opportunities at Henkel Purchasing.



Welcome by Bertrand Conquéret



Meeting with Henkel Purchasing Management Team



Discussions with Bertrand Conquéret

Team

Head of the Chair



Professor Lutz Kaufmann (kaufmann@whu.edu)

Lutz Kaufmann 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 conference. He is also Associate Fellow in Executive Education of the Saïd Business School at the University of Oxford.

In July 2011, he and his team celebrated his 10-year anniversary as a faculty member of WHU.

Assistant Professors associated to the Chair



Felix Reimann (felix.reimann@whu.edu)

Felix Reimann is Assistant Professor of International Business and has been a faculty member with WHU since January 2010. Dr. Reimann's publications include, amongst others, articles in the Journal of International Management, Journal of Business Ethics, Wall Street Journal, and Harvard Business Manager. Further, Dr. Reimann is author of several teaching case studies on internationalization strategies which all appeared at the European Case Clearing House (ECCH). Both before and after his doctoral studies, Dr. Reimann worked for a total of three years as a consultant at McKinsey & Company, mainly in the high-tech and telecommunications sectors. The regional focus of his work was in Asia and Europe.



Matthias Ehrgott (matthias.ehrgott@whu.edu)

Matthias Ehrgott is Assistant Professor of International Business & Supply Management and has been a faculty member with WHU since January 2010. Dr. Ehrgott's publications include, amongst others, articles in the Journal of International Management, Journal of Business Ethics, Wall Street Journal, and Harvard Business manager. Further, Dr. Ehrgott is the author and co-author of several teaching case studies, especially on internationalization and market strategies as well as global value chain optimization which all appeared at the European Case Clearing House (ECCH). He also has several years of experience in training presentation skills and

problem solving techniques. Dr. Ehrgott has 3+ years of industry experience as a consultant at Bain & Company Germany Inc., mainly in the consumer goods, machinery & equipment, telecommunication, and high-tech sectors, and with a regional focus in Europe and Asia.

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

Team

Chair Secretary



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Barbara Wichmann
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The Chair's Hall of Fame



Dr. Sönke Rössing



Dr. Christopher Ridder



Dr. Daniel Schmidt



Dr. Andreas Jentsch



Dr. Alexander Becker



Dr. Peter Körte



Dr. Yvonne Schneider



Dr. Claus Thiel



Dr. Marco Barth



Dr. Thomas Germer



Dr. Fabian Hedderich



Dr. Alex Michel



Dr. Dirk Breitschwerdt



Dr. Dirk Panhans



Dr. Matthias Koch



Dr. Holger Materlik



Dr. Matthias Ehrgott



Dr. Felix Reimann



Dr. Elmar Gans



Dr. Christian Buhmann



Dr. Sebastian Kreft



Dr. Dominik Riedl



Dr. Nikola Denk



Dr. Philipp Rossner

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