



Excellence in
Management
Education

Chair of International Business & Supply Management

WHU Asia Center

Activity Report 2009/2010

Contents

	Page
Preface	3
Research	5
Teaching	11
Executive Education & Business Engagement.....	16
Community Outreach	29
Asia Center.....	30
Team	36
The Chair's Hall of Fame	38



WHU - Otto Beisheim School of Management offers MSc- and BSc-programs, full-time MBA and part-time MBA, EMBA-programs, the Bucerius/WHU Master of Law, doctoral programs and company programs. A total of about 1.000 enrolled students and 43 faculty provide a highly interactive environment. Today, WHU belongs to the most respected business schools in Europe. The Kellogg-WHU EMBA program was once again rated the best German program in the Financial Times EMBA Ranking. WHU Executive Development and Saïd Business School of Oxford University have won the Excellence in Practice Award 2010 of the EFMD (European Foundation for Management Development) for their programs for the senior management of MAN SE. This is the first time that this prestigious international award goes to a German business school and for the first time to a trio of partners.

Preface



This year, we had many “*firsts*” – very many indeed.

Two PhDs from our team won the prestigious worldwide “Emerald/EFMD Outstanding Doctoral Research Award” for their dissertations in the two categories supply chain and operations management. This is the *first* time in the history of this award that a business school won in two categories in the same year.

Moreover, for the *first* time in our Chair’s history, two other doctoral dissertations from our team were elected as global winners in award competitions by leading U.S. supply chain management institutions. This international recognition for our research reflects our successful positioning in the global supply management research community.

For the *first* time ever, EFMD gave the “Excellence in Practice Award in Executive Education” to a German business school. WHU won this award together with its partners DAX-listed MAN SE and Saïd Business School of Oxford University. I had the honor to receive the award on behalf of our school. As the academic director of the partnership, I now know how architects feel when they win design awards for their buildings.

I am now in my tenth year at WHU, and in my *first* one on the faculty of the University of Oxford; in April Saïd Business School made me an Associate Fellow in Executive Education.

For the *first* time, two assistant professors are associated to the Chair and the Center. Matthias Ehrgott and Felix Reimann returned to academia after working again full time with two leading strategy consultancies. I am very much looking forward to our joint onward journey in further strengthening both, our research and teaching.

It is one thing to be the team manager for a football club that plays in the Champions League year after year after year. It is another thing to develop a young and ambitious team and help it to rise to the next level of performance. The latter seems even more rewarding for me personally. Therefore, our team of editors of the *Journal of Supply Chain Management* is very proud that *JSCM* has been selected for coverage in the Social Sciences Citation Index (SSCI) for the *first* time. This is a major milestone for both, the journal and the field of purchasing & SCM. Last year, we celebrated that our advisory board member, Oliver E. Williamson, had been awarded the Nobel Prize in Economics, this year we celebrate SSCI, next for sure another achievement in 2011.

Preface

Like many of my WHU colleagues, I supported our accreditation processes with FIBAA and AACSB for the *first* time. These processes are not comparable to the many ISO certifications which are not overly relevant for the competitiveness of companies. Rather, they are more like due diligence processes where all parties involved come out smarter.

Many of our projects started out as safaris. You go beyond borders. You never know what exactly happens on your way. The trip itself is already exciting. And if you see so many things for the *first* time, it is even more exciting. In terms of research, teaching, and executive education, we will keep our pioneering spirits up. In the end, you cannot study gorillas from the comfortable environment of your office. You have to go out to the jungle and smell the beast.

Enough reporting for now, back to the safaris, and on to more "*firsts*".

A handwritten signature in black ink, appearing to read 'Lutz Kaufmann', written in a cursive style.

Professor Lutz Kaufmann, Ph.D.

P.S.: Last but not least, I would like to thank 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.

Research

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

Name	Working Title	Second Supervisor
Nikola Denk	Internationalization of Emerging Market Firms - How do Indian Companies Gain a Competitive Edge in Europe	Professor Dr. Martin Högl
Colin Tritt	Internationalization of Industrial R&D in Emerging Economies - Concept and Empirical Evidence from the German Manufacturing Industry	Professor Dr. Jürgen Weigand
Jan-Frederik Rösch	Internationalization of Chinese Brands - Mitigation of Brand Challenges through Brand Management	Professor Dr. Ove Jensen
Christian Wagener	Service Transition Strategies	Professor Dr. Martin Fassnacht
Philipp Rossner	Attainment Discrepancy Effects in Cumulative Prospect Theory - Implications and Limitations for Strategic Management	Professor Dr. Peter-J. Jost
Dominik Riedl	Behavioral Supply Management - A Decision Theory-Based Investigation of Decision Process Decomposition in the United States and China	Professor Dr. Utz Schäffer
Sonja Vorwerk-Handing	A Behavioral Perspective on Strategy Implementation	tbd
Andreas Kissling	The Impact of Expatriate Cross-Cultural Adaptation on Job Satisfaction of their Latin American Direct Reports	Professor Dr. Dr. h.c. Jürgen Weber
Lukas Schönberger	Buyer-Supplier Relationships in Service Procurement: The Impact of Relationship Quality on Service Performance	Professor Dr. Dr. h.c. Jürgen Weber
Harez Nursai	Einfluss der Unternehmensgröße auf die Internationalisierung	Professor Dr. Jürgen Weigand

Research

Name	Working Title	Second Supervisor
Sascha Stürze	Cross-border Subcontracting Relations in Knowledge-Intensive Business Services	Professor Dr. Thomas Hutzschenreuter
Jonathan Hao Chen	Internationalization of Chinese Firms - The Role of "Guanxi" for Chinese Outward Internationalization	Professor Dr. Jürgen Weigand

Ongoing Ph.D. Projects (Second Supervisor Role, by Professor Dr. Lutz Kaufmann)

Name	Working Title	First Supervisor
Andreas Bahke	Outsourcing komplexer Dienstleistungen - Eine Betrachtung der Problemfelder und ihrer Ursachen bei der Implementierung von Kontraktlogistikdienstleistungen	Professor Dr. Dr. h.c. Jürgen Weber
Urs Bramsemann	Nutzung psychologischer Erkenntnisse zur handlungstheoretischen Fundierung betriebswirtschaftlicher Forschung	Professor Dr. Dr. h.c. Jürgen Weber
Ines Christoph	Managerial Accounting in South Korea - A Comparative Analysis to German Controllershship	Professor Dr. Dr. h.c. Jürgen Weber
Anna Teresa Dubiel	International Orientation: Antecedents and Outcomes for Innovation	Professor Dr. Holger Ernst
Un-Seok Han	Die Bedeutung der Managerial Intentionality im Rahmen des Internationalisierungsprozesses	Professor Dr. Thomas Hutzschenreuter
Heiko Icks	Controllershship im Logistikbereich: Fallstudien zu Aufgaben und Organisation	Professor Dr. Dr. h.c. Jürgen Weber

Research

Name	Working Title	First Supervisor
Christof Irle	Rationalität von Make-or-Buy-Entscheidungen in der Produktion	Professor Dr. Dr. h.c. Jürgen Weber
Markus Kurch	Leistungsstrukturen von Gründungsunternehmen - Analyse der Veränderungen im Zeitverlauf	Professor Dr. Peter Witt
Jessica Alejandrina Quiroz Mory	Cross-Border Logistics Control Mechanisms in Emerging Markets - An Empirical Study of German Corporations Operating in Latin America	Professor Dr. Dr. h.c. Jürgen Weber
Christian Rau	Determinanten des Lieferantenwechsels bei Geschäftskunden: eine empirische Untersuchung	Professor Dr. Stephan Wagner
Eva Schuckmann	Shopping Enjoyment	Professor Dr. Martin Fassnacht
Alexander Strathmann	Die Erbringung von unterstützenden Funktionen deutscher Unternehmen	Professor Dr. Thomas Hutzschenreuter
Wolfgang Weichenrieder	Der Trade-Off zwischen Lokalisierung und globaler Effizienz	Professor Dr. Peter-J. Jost
Elmar Wyszomirski	Management Control Systems, their Design Characteristics and Impact on Managerial Decisions and Extra-Role Performance - Empirical Evidence from China and Germany	Professor Dr. Utz Schäffer

Research

Completed Dissertations

- Supplier Selection Decisions – Reducing the Vulnerability to Judgment and Decision Biases and the Implications for Supplier Performance
Ph.D. Student: Christian Buhrmann
Supervisors: Professor Dr. Lutz Kaufmann, Professor Dr. Dr. h.c. Jürgen Weber
- Decision Strategy Selection of Supply Managers in Multinational Enterprises
Ph.D. Student: Sebastian Kreft
Supervisors: Professor Dr. Lutz Kaufmann, Professor Dr. Martin Fassnacht

Publications

Articles in Academic Journals

- Responses of Advanced Country MNEs to Low-cost Country Imports in their Home Markets
In: *Management International Review (MIR)*, 50 (2)
- Social Sustainability in Selecting Emerging Economy Suppliers
In: *Journal of Business Ethics*, 27 June 2010 (online)

Articles in Practitioner Journals

- Doppelstrategien – International agil in Wettbewerb, Wertschöpfung und Leadership
In: *Zeitschrift für Controlling und Management (ZfCM)*, 54 (1): 34-36

Conference Papers

- Prospect Theory Implications for the Internationalization Performance Link, 35th EIBA (European International Business Academy) Annual Meeting, Valencia, December 2009
- Chinese Brand Challenges - Can Liabilities of Foreignness Explain the Lack of Global Chinese Brands?, Global Brand Management Conference, Koc University Istanbul, June 2010
- All Roads Lead to Rome: Converging Performance Trends in Cumulative Prospect Theory, 30th SMS (Strategic Management Society) Annual International Conference, Rome, September 2010

Research

Awards

Matthias Ehr Gott receives CSCMP Doctoral Dissertation Award

Our former Ph.D. student and now assistant professor Dr. Matthias Ehr Gott has received the Council of Supply Chain Management Professionals' (CSCMP) Doctoral Dissertation Award for his research entitled "Social and Environmental Sustainability in Supplier Management - A Stakeholder Theory Perspective on Antecedents and Outcomes".



CSCMP's Doctoral Dissertation Award is presented annually to an author of a submitted doctoral dissertation in a supply chain related field. The selected work must demonstrate significant originality and technical competence while contributing to the supply chain knowledge base. Its objective is the encouragement of research leading to advancement of the theory and practice of supply chain management related areas.

Dominik Riedl wins the 2010 SCMRC Doctoral Dissertation Proposal Award

The 2010 SCMRC Doctoral Dissertation Proposal Award was presented on September 26, 2010, to Dominik Riedl. 25 experts from 18 universities evaluated the submitted proposals based on their contribution to supply chain management research, their theoretical basis, and their methodology. The highly-respected members of the assembled jury considered all of the submitted work to be excellent, which makes it even more gratifying that Dominik Riedl was able to prevail with his proposal "Behavioral Supply Management

- A Decision Theory Based Investigation of Buyer Behavior in China, Mexico, Germany, and the United States". This is the first time in the 11-year history that the award was given to a researcher outside of the United States.

The graphic is a white rectangular box with a blue and green wavy border at the bottom. It contains the following information:

- SCMRC DOCTORAL DISSERTATION PROPOSAL AWARD - 2010** (top left)
- UNIVERSITY OF ARKANSAS SAM M. WALTON COLLEGE OF BUSINESS** and **Supply Chain Management Research Center** (top right logo)
- The 2010 Winner is:** (dark blue header)
- Dominik Fabian Riedl**, Ph.D. Candidate and Research Assistant (text)
- WHU** (Logo) - Otto von Guericke School of Management, Vallengard, Germany (text)
- Dissertation Chair** (dark blue header)
- Professor Lutz Kaufmann, Ph.D.**, WHU - Chair of International Business & Supply Management, European Editor of the *Journal of Supply Chain Management* (text)
- History** (dark blue header)
- **Dominik represents the WHU** as the first European university awardee
- There have been 10 prior awards, representing 9 U.S. Universities
- ANNUAL GLOBAL CSCMP CONFERENCE 2010** (bottom logo)

Research

Awards

Alex Michel and Dirk Breitschwerdt win the Emerald/EFMD Outstanding Dissertation Award 2009

Alex Michel, Ph.D., and Dirk Breitschwerdt, Ph.D., are two of the winners of the worldwide Emerald/EFMD Outstanding Doctoral Research Award 2009.



Dr. Michel's dissertation "Behavioral supply management – a review of human judgment and decision making theory and its integration into the field of supply management" persuaded in the Logistics and Supply Chain Management category.

Dr. Breitschwerdt's work "International production mandates of subsidiaries – conceptual framework and empirical evidence from German MNEs" was awarded in the Operations and Production Management category.



This prestigious prize was sponsored by Emerald/EFMD in twelve different categories. The jury, which was made up of international academics, certified the excellent quality of the dissertations which had been submitted from all over the world.



Presentation of the awards by Emerald/EFMD

Award winners in other categories come, for example, from: the George Washington University (USA), IE Business School (Spain), the University of Edinburgh (UK), University of San Diego (USA), Ba-Ilan University (Israel), Auckland University of Technology (New Zealand), Linköping University (Sweden), University of Technology Sydney (Australia), University of New South Wales (Australia).

WHU is the first and only university so far with two award winners in the same year.

Teaching

Courses

MBA Program			
Title	Term	Instructor	Share of international students
International Business Strategy	Fall Term 2009	Professor Dr. Lutz Kaufmann	60 %
Strategic Sourcing	Spring Term 2010	Professor Dr. Lutz Kaufmann	48 %
International Module China	Spring Term 2010	Professor Dr. Lutz Kaufmann	60 %

Bachelor of Science Program			
Title	Term	Instructor	Share of international students
International Strategy	Spring Term 2010	Professor Dr. Lutz Kaufmann	15 %
Global Supply Management	Spring Term 2010	Professor Dr. Lutz Kaufmann	5 %
International Management Pre-Course	Spring Term 2010	Professor Dr. Lutz Kaufmann	10 %

Teaching

Kellog-WHU Executive MBA Program			
Title	Term	Instructor	Share of international students
Strategic Sourcing & Logistics	Spring Term 2010	Professor Dr. Lutz Kaufmann (with Professor Dr. Stefan Spinler, WHU)	33 %
Strategic Implementation in Times of Organizational Change	Spring Term 2010	Professor Dr. Lutz Kaufmann (with Professor Dr. Karl-Ludwig Kley, CEO Merck KGaA)	50 %

Ph.D. Program			
Title	Term	Instructor	Share of international students
Case Study Research	Spring Term 2010	Professor Dr. Lutz Kaufmann (with Professor Craig R. Carter, Arizona State University)	—

Teaching

Guest Speakers

in the MBA Program

Name	Function/Institution
• Professor Dr. David Gosset	Director of the Academic Sinica Europeae <i>CEIBS</i>
• Professor Dr. Chen Junsong	Professor of Marketing <i>CEIBS</i>
• Professor Dr. Wang Jianmao	Professor of Economics <i>CEIBS</i>
• Professor Dr. Wang Gao	Professor of Marketing <i>CEIBS</i>
• Rama Velamuri	Associate Professor of Entrepreneurship <i>CEIBS</i>
• Dr. Rüdiger Weseloh & Dr. Guillaume Vignon	Directors <i>Merck KGaA, Darmstadt</i>
• Dr. Kiran Mazumdar	Partner <i>Inverto, Cologne</i>
• Minrui Ji	Constultant <i>Inverto, Shanghai</i>
• Cathy Jian	Executive Office <i>International Channel Shanghai</i>
• Nicolas de Lavigerie	Vice President <i>Metro Shanghai</i>
• Bogdan Mihai	Head of Regional Operation <i>Metro Shanghai</i>
• Miguel Garat	Managing Director Greater China & North Asia <i>Haworth</i>
• Dirk Moens	Secretary General <i>EU Chamber China</i>
• Alex Bell	Senior Business Manager <i>EU Chamber China</i>
• Christoph Geserick	Director of Innovation Management, Global Drug Discovery - Innovation Center China <i>Bayer China</i>

Teaching

Guest Speakers

in the MBA Program (cont.)

Name	Function/Institution
• Dr. Holger Michaelis	Partner <i>Boston Consulting Group China</i>
• William Wu	General Manager <i>Li Ning Sports Goods China</i>
• Victor Tseng	Head of Investor Relations <i>Baidu</i>

in the BSc Program

Name	Function/Institution
• Bertrand Conquéret	Global Purchasing Head <i>Henkel AG</i>

in the EMBA Program

Name	Function/Institution
• Erich Winsloe	Partner <i>ARAIA Supply Management Consultants</i>
• Hubertus von Wedel	Key Account Manager <i>Beiersdorf AG</i>

in the Ph.D. Program

Name	Function/Institution
• Craig R. Carter, Ph.D.	Professor of Supply Chain Management at <i>Arizona State University</i> , and Visiting Professor of Supply Chain Management at <i>WHU - Otto Beisheim School of Management</i>

Teaching

Theses

Master Theses EMBA Program

- Stephan Peters: Emerging Orthopaedic Market in China
- Timothy Ekstrand: Volvo's and Mack's Australia Integration – the Best of Two Worlds
- Maciej Gwozdz: Industrial Excellence: From Strategy Map to Implementation at TRW
- Fredi Lienhardt: The Next Generation of Swiss Re COYou2Programme
- Robert Wojczakowski: Strategy Development at Volkswagen AG - How Volkswagen got a Pragmatic Strategy for the Next 10 Years

Master Theses MBA Program

- Aniket Dawane: Succeeding in Developed Host Regions: Learning from Indian Companies
- Rahul Malhotra: Bharat Heavy Electricals Limited (BHEL) – Growth Driver of Solar Energy in India
- Fernando Crisosto: Market Expansion of Lacker Graphic Arts in China
- Miriam Schiesser: Internationalization of Product Service Solutions
- Naman Jolly: Chinese Global Brands

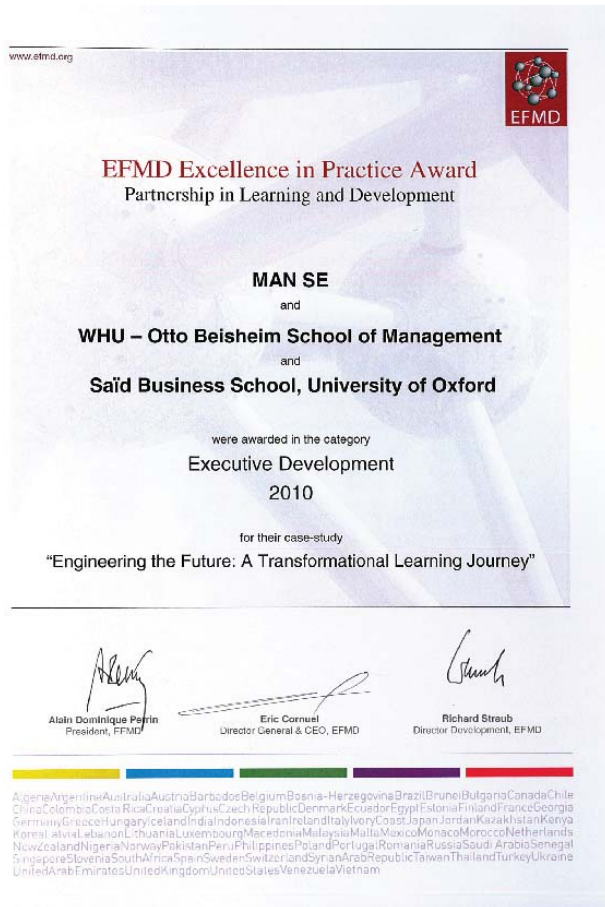
Bachelor Theses

- Maria Lembeck: The Concept of Uncertainty in Strategic Management
- Annika Reinartz: Business Models for BOP Markets – The Case of Osram's Product Service System in Kenya
- Jessica Köhler/Alexandra Diers: Global Product-Service Solutions
- Laura Borgel/Anna Frenzel: Obstacles in Chinese Brand Building – Towards an Integrated Model
- Lara Wibbe: The Development of Chinese Brands
- Christian Kaller: How Organizational Ambidexterity Drives Success in Europe
- Denis Ciofu: The Internationalization of Service Providers in Russia – The Case of Arvato

Executive Education & Business Engagement

Executive Education wins prestigious EFMD Award

Together with their client MAN, the WHU Executive Development Team and Saïd Business School of Oxford University have won the Excellence in Practice Award 2010 of the EFMD (European Foundation for Management Development) in Brussels for the programs for the senior management levels of MAN SE (category Executive Development).



This is the first time that the award goes to a German business school and for the first time to a trio of partners, a major company and two business schools in two different countries. International dimension and business impact were the key criteria for selection. The prize is a recognition that with the new WHU concepts in the Executive Development area it has reached European top quality and contribute to WHU’s strategic goal of positioning itself on a European level.

The picture shows the winning team (from left to right):

Professor Dr. Lutz Kaufmann, WHU
 Professor Dr. Gerd Islei, Oxford University

Tatjana Thiel, Head of Management Development MAN SE

Jörg Schwitalla, Chief Human Resources Officer MAN SE

and the two representatives of EFMD





global focus

The EFMD Business Magazine

A GLOBAL FOCUS SPECIAL SUPPLEMENT

Excellence in Practice

Outstanding and impactful partnerships between
businesses and educational organisations



Engineering the future MAN, WHU and Saïd Business School

German business school WHU and the University of Oxford's Saïd Business School in Britain worked with the MAN Group – one of Europe's leading industrial players – to open up new horizons globally and create leadership capabilities for the future

Look in the rear-view mirror on Europe's motorways and the chances are you will see a MAN logo on the truck or bus behind you. The MAN Group is one of Europe's leading transport-related engineering companies.

If you had to name one company enshrining the traditional virtues of German industry – a solid market position sustained over a long period on the back of a powerful reputation for technological excellence – MAN would undoubtedly be a leading candidate.

MAN, though, is increasingly reaching out to the wider world. Half of the company's workforce now operates outside Germany. Alongside its direct sales overseas MAN has recently added heavy vehicle subsidiaries in the fast-growing markets of Brazil and China.

A prime challenge for MAN, therefore, was to achieve a culture change that would transform it from a German to a global company. MAN identified three goals:

To refocus from local limited goals to more challenging international ones

To share the necessary strategic understanding and knowledge throughout MAN

To equip executives with the vital "soft" skills and intercultural competencies to deliver the company's new global agenda

To achieve these, MAN realised it needed to mobilise a broad range of resources and invited bids from business schools internationally to deliver its General Management Programme (GMP). The outcome was a new three-way partnership between the company, Oxford's Saïd Business School and the WHU-Otto Beisheim School of Management, resulting in a radical re-launch of the programme under the academic direction of professors Gerd Islei and Lutz Kaufmann.

Real-Time Responsiveness

The first step involved a process of deep immersion. Members of the partnership came together in a series of workshops to beat out a fresh and challenging basis for the programme. Participants, meanwhile, were being carefully screened and selected taking into account their leadership styles, strengths and weaknesses, with the

€200m

Over the period in question MAN successfully made cost savings of some 1200 million as result of the collaboration



“”

The financial crisis put added emphasis on value-based management, excellence in execution and the effective use of working capital



partnership team again working in close collaboration.

But as global economic woes mounted in 2008 and MAN subsequently engaged in major organisational restructuring, new challenges presented themselves. The financial crisis put greater emphasis on value-based management and the effective use of working capital. Organisational restructuring in turn brought into greater prominence the need for tighter strategic alignment and integration. All these challenges needed to be – and were – addressed as the programme evolved.

Outside-In, Inside-Out

The GMP is an established part of MAN's development portfolio, preparing participants to become future leaders within the Group. When the MAN-Oxford-WHU partnership took responsibility for the programme, it was given a new focus, with the experience of the programme conceived as an individual journey of transformational learning, progressing from external challenges out to a personal action agenda for the future (see Figure 1).

The programme is delivered in two modules, the first at Saïd Business School in Oxford drawing on an array of thought leaders to explore the "big picture", internationally and strategically, the second at WHU in Vallendar, focusing more specifically on issues of execution, enterprise and value creation within MAN.

Individually centred learning has been key, right from the pre-programme stage through coaching during the modules, the contextual sessions intended to broaden the individual participant mindset, and then through inter-module team workplace projects - the results of which are formally presented to MAN's Management Board at the conclusion of the second module, with the best presentations receiving a prize.

Participants are also required to make commitments to camera, outlining their future goals and the action plans needed to fulfil these. The programme is therefore both company-tailored and participant-centred.

An Upward Continuum

From the outset the MAN-Oxford-WHU programmes were designed to connect different management levels, with intensive commitment and involvement of senior management and the Board seen as fundamental.

In 2009 the partnership, on the basis of its success with the GMP, was also awarded the contract to deliver the company's Executive Management Programme (EMP), which targets executives immediately below Board level. The programme provides, therefore, an avenue to take the GMP transformational initiative to the heart of the strategic conversation inside the company.

Again a two-module programme was devised. The first, delivered in Munich in 2009 to coincide with the Group's annual meeting, was entitled "Managing the Present from the Future" and encouraged participants to strengthen their

Figure 1:



Executive Education & Business Engagement

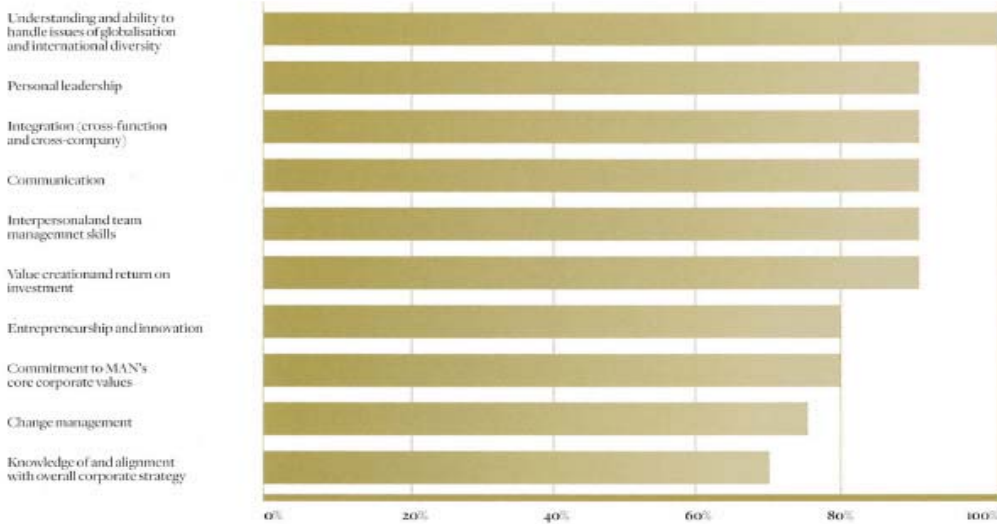
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Special supplement | Global Focus Vol 04 | Issue 03 2010

Engineering the future

Table 1:



ability to respond adaptively to emerging challenges.

Board members framed the debates, faculty supplied models and insights, and delegates then pursued key issues in team workshops – the programme concluding with workshop findings and the agreement of action plans. The second, held in Oxford in 2010, explored the leadership dimension of these issues and the contribution MAN's top executives make.

Bottom-Line Impact

The programmes have had a major transformational impact (see Table 1). Surveys of participants since the first programme in 2008 have identified striking improvements in learning and behaviour. Across the range of initially identified target attributes major improvements were recorded on average in over 85% of cases.

In addition, a range of successful corporate initiatives are being pursued, all of which were to a large degree catalysed by the

programme, especially the team workplace projects it set in motion. These developments include MAN's CSR programme, its "Global Footprint" and several workplace projects such as its initiative to optimise the use of working capital.

By now 200 executives from 13 different countries and all business areas have participated. Overall, the Oxford-WHU programmes have helped turn MAN around at perhaps the most difficult time in the company's 250-year history, not only binding the organisation together more effectively in a time of turbulent change and developing new agility in the face of economic challenge but also opening up new horizons globally and creating leadership capabilities for the future.

"The Oxford-WHU programmes have given my managers a wholly different set of perspectives on the globalised world in which



“”
Throughout, intensive commitment and involvement of senior management and the Board was seen as a fundamental success factor

MAN operates,” says Joerg Schwittalla, Chief HR Officer and Board member.

Thomas Haneder of MAN’s corporate HQ’s strategy division, who attended the programmes, endorses this: “When I came to the company three years ago it was a completely different organisation. The programmes and the people taking part are pushing it further. We are changing the culture of MAN.”

Launching Peer-to-Peer Coaching in MAN

One of the hardest transitions for executives to make is to go from being a manager in a specialist area to a leader with wider responsibilities. This challenge is further exacerbated by companies that over-value professional knowledge at the expense of behavioural leadership skills. The consequence is a developmental approach biased towards specialism which can result in a significant gap in capability once managers find themselves promoted to a leadership role.

To address this challenge the Oxford-WHU programme gives participants an experiential insight into coaching as a powerful leadership style they can add to their personal tool-kit and transfer more broadly throughout the organisation.

Central to the approach is the idea of posing a set of challenging questions in line with a straightforward framework. Their objective is to gain greater understanding about a given situation, to achieve greater clarity about goals and then identify and agree the actions needed to achieve those goals.

While this sounds easy, it is particularly challenging for specialists who have been expected simply to give straightforward answers or furnish informed opinions. Given the complex global market challenges faced by MAN, it is critical that its leaders release the full capability of their staff through harnessing their combined knowledge and creating shared objectives. By equipping participants with this kind of a coaching approach, the programme ensures that MAN’s leaders have the tools to create a highly involving and strongly motivated working environment.



Executive Education & Business Engagement

Campus for Strategy



On May 19 and 20 the WHU - Otto Beisheim School of Management was host to "Campus for Strategy 2010". The topic "Dual strategies - How to turn Trade-Offs into Competitive Advantages" of this year's Campus for Strategy attracted again about 100 top-class speakers, practitioners, and academics to exchange their knowledge in an enjoyable setting.

In his opening speech, Professor Dr. Lutz Kaufmann put the governing topic in a nutshell: "Porter was yesterday. Companies today often tackle a number of issues simultaneously and do not follow only a core strategy." Dr. Matthias L. Wolfgruber, CEO of ALTANA AG, underlined this in his presentation about the topic "leadership and presence in China": "We cultivate complexity as a business model." Dirk Heinzl, Managing Director Procter &

Gamble GmbH, also asserted the benefits of dual strategies: "If a dual strategy is used as a method of attack, the gains can come in all categories – in new areas as well as in the premium segment."

The governing theme also focused on questions and solution approaches in regard to the protection of intellectual property rights in emerging economies - questions that are not only a hot topic against the background of the purchase of Volvo by the Chinese company Geely or the pirating of the Transrapid technology prior to the World Expo in Shanghai.

A lively discussion ensued about the issue whether the gaining importance of Asian competitors poses primarily as a threat or should be seen as a chance. Dr. Martin Posth, Chairman of the Global Advisory Council MSM Mandarin Strategy Consulting, cautioned against the build-up of a Chinese wall around Europe against investments from China. In contrast, Dr. Waldemar Pförtsch, Associate Marketing Professor, China Europe International Business School, stated that the Chinese automotive market is "still the most important one as for its quantities". But he also mentioned that Chinese companies still do not generate any significant revenues in foreign countries.



Another focus of the key notes, panel discussions and workshops were strategies to successfully approach very different customer-groups. Achim Schaible, CEO Renault Deutschland AG, used the example of Dacia to illustrate the establishment of a fighter brand. The question of the correct balance between cost savings and growth targets was also discussed by the attendees of this year's Campus for Strategy. Dorothea von Boxberg, Manager Strategy and Passage Deutsche Lufthansa AG, about the settlement between investments and cost savings: "The A380 is an excellent opportunity to rake the benefits of different pricing dispositions at a higher quality of proceeds in an airplane."

Executive Education & Business Engagement

Campus for Strategy

At the conclusion of the two-day conference Dr. Antonella Mei-Pochtler, Senior Partner & Managing Director, The Boston Consulting Group GmbH, excellently summarized the conference topic in a piece titled "The Art of And": "We are moving away from an era of static strategies to adaptive strategies, towards a world of "as well as"."



A very joyful event was the presentation of the birthday present to Professor Hahn. Lutz Kaufmann's academic teacher turned 75 in April 2010. His former students and friends put together a colorful book full of memories and personal notes honoring one of the most influential academics in Germany during the last 40 years.



Save the Date - Campus for Strategy 2011

The Campus for Strategy Conference 2011 will take place on April 13 & 14, 2011. The conference will focus on the topic "The art of decision-making - utilizing tools and intuition successfully". Executives/top management, business developers, marketing and purchasing managers as well as students are invited to participate in the next year's Campus for Strategy.

Further information is available at www.campusforstrategy.com.



Organization team Campus for Strategy 2010

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

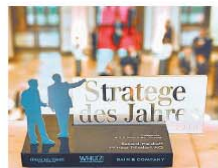
STRATEGIE DES JAHRES Zum siebten Mal verliehen die Financial Times Deutschland, Bain & Company und die Hochschule WHU in Frankfurt den Preis für nachhaltig erfolgreiche Unternehmensführung. Es wurde ein Abend mit hohem Erkenntniswert

Methodik

Die „Strategen des Jahres“ werden auf Basis veröffentlichter Daten bestimmt. Untersucht wird die Leistung der Vorstandschaftsleiter 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 Vorstandschaftsleiter 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 Vorstandschaftsleiter 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 Vorstandschaftsleiter übrig. Im Vorjahr schaffte es noch einer mehr, davor waren es noch acht Topmanager.

Kategorien und Sieger Es gibt auch 2010 drei Sieger, unter denen 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 „unverbundenen Berater verantwortlich“. Der 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 500.000 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. Mitunter 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 50 Prozent Frauen in Führungspositionen bis Ende 2015. Kein Vorstandschaftsleiter hat grundsätzlich etwas gegen die Idee, nur scheint den meisten die strikte Vorgabe realitätsferner. Obermann hatte laut Obermann keine andere Wahl. „Unsere Strukturen sind immer noch so festgefahren, dass es ohne feste Vorgaben nicht geht.“

Die schwache Aktienkursentwicklung allerdings zog er sich nicht an. Da sei der Staat schuldig, 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 Hornbach 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 Bombard 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 Bombard wurde in der Größenklasse der Unternehmen mit mehr als 7,5 Mrd. Euro Umsatz nur geschlagen durch Ben Lipps, den Vorstandschaftsleiter 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 langfristig ausgerichtete Denke der Deutschen mit der Unge dul-

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

Henning Kroke, Großaktionär und Vorstandschaftsleiter 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 Dauerabo auf den Finaleinzug 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-

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

dominiert. 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.

RENÉ OBERMANN zur Frauenquote in seinem Konzern



Strategen unter sich (v. l.): Lutz Kaufmann (WHU), Kroke (Douglas), Roland Pelka, Susanne Jäger, Heidloff (Wincor Nixdorf), Nikolaus von Hornbach

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 Kostenersatzung 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 Vertriebstyp 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 gäbe, was ich tiefergehend bereue. Weder im Privaten noch im Beruflichen.

ECKARD HEIDLOFF

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



Eckard Heidloff, Vorstandschaftsleiter 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 Wie hilft Ihnen das in Ihrem Job?
HEIDLOFF Ich kann schnell Fakten erfassen, analysieren und interpretieren, um daraus neue Lösungen zu entwickeln.

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 Selbstbedienungs terminals oder Geldautomaten.

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

FTD Und was war Ihr größter Fehler?
HEIDLOFF Nicht Chinesisch gelernt zu haben. Weil der chinesische Markt immer wichtiger für uns wird und ich mich einfach nicht daran gewöhnen kann, mit meinem Gegenüber über einen Dolmetscher zu kommunizieren.

Executive Education & Business Engagement



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 Stermekoch 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-Strategen“: **Henning Kreke**, Vorstandschef der Douglas-Holding (Foto rechts).



Tafelrunde (oben): **Nikolaus von Bomhard** (l.), **René Obermann** (M.), **Steffen Klusmann**, den 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 Meinungsamt, während sich FMC-Chef **Ben Lipps** über die ungewöhnlich heizliche 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 Kreke** (beide Hornbach), **Ben Lipps** (FMC), **Eckardt** (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.

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

Schmalenbach-Gesellschaft für Betriebswirtschaft e.V.

The working group's 2009 fall meeting took place on November 25/26 upon invitation of Steffen Schneider, Jenoptik AG, in Jena. Different members of the working group presented their perspective on how to balance cash flow orientation and investment requirements in times of the economic crisis. Further topics discussed included the role, structure, and modus operandi of the corporate planning department in the individual member firms. In particular, participants exchanged their ideas on how to balance internal and external (consulting) resources and how to coordinate activities of corporate planning and other departments such as controlling.

The 2010 spring meeting took place on April 27/28 upon invitation of Dr. Beate Degen, Head of Corporate Development/Corporate Strategy Projects, Bayer AG, in Leverkusen. The working group discussed the learnings that individual companies can take from the financial and economic crisis. The discussion centered on two topics: First, how to increase flexibility in operations and planning as a response to permanently increased volatility. Second, the question which global megatrends have been accelerated by the crisis and need to be considered in strategies for the coming years. In October 2010, the fall meeting of the working group will take place in Ehningen upon invitation of IBM Deutschland GmbH.

The following companies are represented in the Working Group:

BASF AG, Zwiesel Kristallglas AG, Bayer AG, Bilfinger Berger AG, BMW AG, Metro AG, TRUMPF GmbH + Co.KG, E.ON AG, Vodafone, Robert Bosch GmbH, CLAAS KGaA mbH, Franz Haniel & Cie. GmbH, Steria Mummert Consulting AG, RWE IT GmbH, ThyssenKrupp Nirosta GmbH, IBM Deutschland GmbH, Daimler AG, Deutsche Telekom AG, Jenoptik AG, FTE Verwaltungs GmbH, Siemens AG, Deutsche Lufthansa AG, Basler Versicherungen, Merz GmbH & Co. KGaA, B. Braun AG, KION Group GmbH.

Community Outreach

- European Editor of the *Journal of Supply Chain Management*
- 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
- Interviewpartner for the evaluation teams of FIBAA and AACSB
- Case and Teaching Note Downloads at the European Case Clearing House: 3.734 copies (WHU total: 4.501)
- In addition, Professor Kaufmann was 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*).
- 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.

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The mission of the *Journal of Supply Chain Management* is to be THE journal of choice among supply chain management scholars across disciplines, by attracting high-quality, high-impact behavioral research focusing on theory-building and empirical methodologies.

JSCM is in its 46th year of publication. The Journal has made rapid advances in the past three years, as evidenced by a doubling of submissions since 2007, and an ever increasing number of high quality, unsolicited submissions. More tangibly, JSCM has...

- been included in the Thomson-Reuters ISI, with articles published from 2008 onward used to calculate our 2010 and future impact factors.

- published 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, and Bob Lusch), transaction cost economics (Oliver Williamson), strategic management (Mike Hitt and Greg Dess), operations management (Aleda Roth, Barb Flynn, and Hau Lee), and social network analysis (Steve Borgatti) .

- engaged the top scholars in our field, as evidenced by our Advisory, Associate Editor, and Review Boards. These scholars also represent the top universities worldwide.

- an 8% acceptance rate for 2008 and 2009.

Asia Center

Research

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

Name	Working Title	Second Supervisor
Nikola Denk	Internationalization of Emerging Market Firms - How do Indian Companies Gain a Competitive Edge in Europe	Professor Dr. Martin Högl
Colin Tritt	Internationalization of Industrial R&D in Emerging Economies - Concept and Empirical Evidence from the German Manufacturing Industry	Professor Dr. Jürgen Weigand
Jan-Frederik Rösch	Internationalization of Chinese Brands - Mitigation of Brand Challenges through Brand Management	Professor Dr. Ove Jensen
Dominik Riedl	Behavioral Supply Management - A Decision Theory-Based Investigation of Decision Process Decomposition in the United States and China	Professor Dr. Utz Schäffer
Jonathan Hao Chen	Internationalization of Chinese Firms - The Role of „Guanxi“ for Chinese Outward Internationalization	Professor Dr. Jürgen Weigand

Ongoing Ph.D. Projects (Second Supervisor Role, by Professor Dr. Lutz Kaufmann)

Name	Working Title	Second Supervisor
Ines Christoph	Managerial Accounting in South Korea - A Comparative Analysis to German Controllershship	Professor Dr. Dr. h.c. Jürgen Weber

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Research

Articles in Academic Journals

- Responses of Advanced Country MNEs to Low-cost Country Imports in their Home Markets
In: *Management International Review (MIR)*, 50 (2)
- Social Sustainability in Selecting Emerging Economy Suppliers
In: *Journal of Business Ethics*, 27 June 2010 (online)

Conference Papers

- Chinese Brand Challenges - Can Liabilities of Foreignness Explain the Lack of Global Chinese Brands?, Global Brand Management Conference, Koc University Istanbul, June 2010

Asia Center

Research

Awards

Matthias Ehr Gott receives CSCMP Doctoral Dissertation Award

Our former Ph.D. student and now assistant professor Dr. Matthias Ehr Gott has received the Council of Supply Chain Management Professionals' (CSCMP) Doctoral Dissertation Award for his research entitled "Social and Environmental Sustainability in Supplier Management - A Stakeholder Theory Perspective on Antecedents and Outcomes".



CSCMP's Doctoral Dissertation Award is presented annually to an author of a submitted doctoral dissertation in a supply chain related field. The selected work must demonstrate significant originality and technical competence while contributing to the supply chain knowledge base. Its objective is the encouragement of research leading to advancement of the theory and practice of supply chain management related areas.

Dominik Riedl wins the 2010 SCMRC Doctoral Dissertation Proposal Award

The 2010 SCMRC Doctoral Dissertation Proposal Award was presented on September 26, 2010, to Dominik Riedl. 25 experts from 18 universities evaluated the submitted proposals based on their contribution to supply chain management research, their theoretical basis, and their methodology. The highly-respected members of the assembled jury considered all of the submitted work to be excellent, which makes it even more gratifying that Dominik Riedl was able to prevail with his proposal "Behavioral Supply Management - A Decision Theory Based Investigation of Buyer Behavior in China, Mexico, Germany, and the United States". This is the first time in the 11-year history that the award was given to a researcher outside of the United States.

The image shows a certificate for the 'SCMRC DOCTORAL DISSERTATION PROPOSAL AWARD - 2010'. The certificate is from the University of Arkansas, Sam M. Walton College of Business, Supply Chain Management Research Center. It lists the 2010 winner as Dominik Fabian Riedl, Ph.D. Candidate and Research Assistant at WHU (Otto Beisheim School of Management, Vallendar, Germany). The dissertation chair is Professor Lutz Kaufmann, Ph.D., from WHU - Chair of International Business & Supply Management, and European Editor of the Journal of Supply Chain Management. A history section notes that Dominik represents the WHU as the first European university awardee and that there have been 10 prior awards representing 9 U.S. Universities. The certificate also features the logo for the CSCMP Annual Global Conference 2010.

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Courses

MBA Program			
Title	Term	Instructor	Share of international students
International Business Strategy	Fall Term 2009	Professor Dr. Lutz Kaufmann	60 %
International Module China	Spring Term 2010	Professor Dr. Lutz Kaufmann	60 %

International Module China - MBA Class Visit of the Great Wall, March 2010



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Teaching

Guest Speakers

in the MBA Program

Name	Function/Institution
• Professor Dr. David Gosset	Director of the Academic Sinica Europeae <i>CEIBS</i>
• Professor Dr. Chen Junsong	Professor of Marketing <i>CEIBS</i>
• Professor Dr. Wang Jianmao	Professor of Economics <i>CEIBS</i>
• Professor Dr. Wang Gao	Professor of Marketing <i>CEIBS</i>
• Rama Velamuri	Associate Professor of Entrepreneurship <i>CEIBS</i>
• Cathy Jian	Executive Office <i>International Channel Shanghai</i>
• Nicolas de Lavigerie	Vice President <i>Metro Shanghai</i>
• Bogdan Mihai	Head of Regional Operation <i>Metro Shanghai</i>
• Miguel Garat	Managing Director Greater China & North Asia <i>Haworth</i>
• Dirk Moens	Secretary General <i>EU Chamber China</i>
• Alex Bell	Senior Business Manager <i>EU Chamber China</i>
• Christoph Geserick	Director of Innovation Management, Global Drug Discovery - Innovation Center China <i>Bayer China</i>
• Dr. Holger Michaelis	Partner <i>Boston Consulting Group China</i>
• William Wu	General Manager <i>Li Ning Sports Goods China</i>
• Victor Tseng	Head of Investor Relations <i>Baidu</i>

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Theses

Master Theses EMBA Program

- Stephan Peters: Emerging Orthopaedic Market in China

Master Theses MBA Program

- Aniket Dawane: Succeeding in Developed Host Regions: Learning from Indian Companies
- Rahul Malhotra: Bharat Heavy Electricals Limited (BHEL) – Growth Driver of Solar Energy in India
- Fernando Crisosto: Market Expansion of Lacker Graphic Arts in China
- Naman Jolly: Chinese Global Brands

Bachelor Theses

- Laura Borgel/Anna Frenzel: Obstacles in Chinese Brand Building – Towards an Integrated Model
- Lara Wibbe: The Development of Chinese Brands
- Christian Kaller: How Organizational Ambidexterity Drives Success in Europe
- Denis Ciofu: The Internationalization of Service Providers in Russia – The Case of Arvato

Team

Head of the Chair



Lutz Kaufmann, Ph.D.

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Lutz Kaufmann holds the Chair of International Business & Supply Management at WHU since 2001. He is the academic director of WHU's Executive Development Program, WHU's Campus for Strategy conference, and the director of the WHU Asia Center.

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

Assistant Professors associated to the Chair



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Chair Secretary



Renate Schirra

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Melanie Höfer

Renate Schirra has been with the team of Professor Kaufmann since September 2010. She succeeds Melanie Höfer.

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



Dr. Holger Materlik



Dr. Matthias Ehrgott



Dr. Felix Reimann



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