



Henkel Center for Consumer Goods

Excellence in
Management
Education

Annual Report 2013



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WHU in brief

WHU – Otto Beisheim School of Management is an internationally oriented and privately financed business school based in Vallendar and Duesseldorf. Founded in 1984, WHU is now one of the most renowned German Business Schools with an exceptional national and international reputation. WHU stands for “Excellence in Management Education” and pursues this goal in its three core areas of activity: Academic Programs, Research, and Transfer in the field of general management. This excellent standard has been certified by accreditations from AACSB, EFMD (EQUIS) and FIBAA as well as through leading positions in national and international rankings. In addition, WHU is the only private business school in Germany which is a member of the German Research Association (DFG). WHU students profit from a large network of partner universities, companies and alumni.

PREFACE

Vallendar, December 2013

Dear Readers,

We are happy to share with you the 4th Annual Report of the Henkel Center for Consumer Goods (HCCG). As in the past, the HCCG looks back on a very eventful year. Our intense and fruitful collaboration with both our academic and corporate partners allowed us to further strengthen our rich portfolio of teaching, research, and exchange activities.

Our research projects have continued to further evolve with different papers in the review process. Furthermore, the HCCG team again supported many WHU students in developing their theses. We are proud that the results of the recent UNIVERSUM employer brand survey reflect that the awareness among WHU students for career opportunities in the consumer goods industry has increased rapidly within the last years, which we accredit to both the high quality and diversity of our activity portfolio.

Also, we continued to work on a rich variety of class formats: After the excellent feedback we received for our “Controlling@Henkel” lecture series, we are currently planning a new series that will provide cross-disciplinary insights on value chain management.

The commitment and fantastic team play of Henkel AG & Co. KGaA, our core HCCG team, and the Advisory Board greatly contributed to our success. Very special thanks to Kathrin Menges, Carsten Knobel, Bertrand Conquéret, Susanne Cornelius, Marie-Eve Schröder, Georg Baratta-Dragono, Jens Bode, Nils Daecke and Sebastian Barth from Henkel. Thank you for opening many doors and promoting the very different activities of the HCCG that help our students learn about the manifold facets of the consumer goods industry. We would also like to thank all mentors at Henkel who gave our students the opportunity to develop their theses or start an internship with Henkel.

Not least, I would like to thank my colleagues at WHU, Martin Fassnacht, Jürgen Weber, and Lutz Kaufmann for their tireless efforts and deep commitment. Of course, I would further like to express my deep appreciation to my colleagues, Matthias Ehgott, Barbara Luig, Carina Simon, and Modan Huang for all the energy they put in supporting our HCCG activities as well as for the excellent cooperation.

We look forward to continuing our joint successful path with an exciting activity portfolio in the years to come. On the following pages, we are happy to share with you deeper insights into our manifold 2013 activities and hope you enjoy the reading.

Sincerely,



Dr. Tim Oliver Brexendorf
Assistant Professor of Consumer Goods Marketing
Head of the Henkel Center for Consumer Goods

ABOUT US

Team



Tim Oliver Brexendorf

*Head of Henkel Center for Consumer Goods
Assistant Professor of Consumer Goods Marketing*

Tim Oliver Brexendorf has been Assistant Professor of Consumer Goods Marketing and Head of the Henkel Center for Consumer Goods at WHU since March 2010.

Before taking his position at WHU, he was a project manager in a marketing consultancy spin-off from the University St. Gallen, as well as a research assistant at the Center for Competence in Brand Management at University St. Gallen (today the Center for Customer Insight). He completed his doctorate with his dissertation "The impact of interpersonal communication on brand loyalty – A dyadic analysis of salesperson-customer interactions – The example of BMW brand". Before his scientific career, Tim Oliver Brexendorf was the E-Commerce Manager for Dialog Marketing of a joint venture by Otto Group and OBI, as well as the Junior Category Manager ECR for OBI. He earned his undergraduate degree in economics at the Carl von Ossietzky University in Oldenburg. He has done both research and practical projects for the following companies among others: BMW Group, REWE Group, Hotelplan, KPMG, Migros, OBI, Otto Group, and Swisscom.

Tim Oliver Brexendorf's research concentrates on the interdisciplinary study of consumer goods. His research interests in the area of marketing are focused on issues of brand management, especially brand strategies, brand positioning, interactive and internal brand management, and product and innovation management. Tim Oliver Brexendorf's publications include, amongst others, articles in the Journal of

Business Research, the Journal of Brand Management, Corporate Reputation Review, Corporate Communications, and the Marketing Review St. Gallen. He is co-author of an edited book on brand management and has published several articles in edited books in the field of brand management. Since January 2012, Tim Oliver Brexendorf has been Co-Editor-in-Chief of the Journal of Brand Management, a leading authoritative journal on brand management and strategy.



Matthias Ehrgott

Assistant Professor of International Business & Supply Management

Matthias Ehrgott has been a faculty member with WHU in the area of International Business and Supply Management. His teaching responsibilities included courses in WHU's BSc, MSc, MLB, Full-Time MBA, Part-Time MBA, and Executive Education programs. His research interests include social and environmental sustainability, strategy execution, and corporate decision making. He also is the co-author of several teaching case articles on purchasing and internationalization strategies which all appeared in The Case Centre (formerly European Case Clearing House). Matthias Ehrgott worked several years as consultant for a global consulting firm where he was primarily involved in the development and implementation of purchasing cost reduction programs, pricing strategies, and organizational transformation.



Carina Simon

*Research Assistant (until
31 August 2013) & Ph.D.
Student*

Carina Simon supported the HCCG team as a research assistant and Ph.D. student.

The focus of her research is in the field of Consumer Goods Marketing, especially brand management and social media. Within her dissertation project, Carina Simon specializes in social media marketing. Thereby, a particular focus of her work is the role and relevance of social networking sites for consumers and companies. She studied Business Administration with majors in Marketing, Management Accounting & Control, and Economics at the Catholic University of Eichstaett-Ingolstadt, University of Salamanca (Spain), and University of Belgrano, Buenos Aires (Argentina). During her studies, Carina Simon gained practical experiences in different industries and companies.



Modan Huang

*Research Assistant & Ph.D.
Student*

Modan Huang has worked for the HCCG since Septem-

ber 2013. The focus of her research lies in product and brand management.

Modan Huang obtained a Bachelor of Science and Master in Management at the University of Mannheim and spent one semester at the International Business Management School of the Robert Gordon University in Aberdeen, Scotland. She gained practical experience in several companies of the consultancy and banking sector such as Oliver Wyman Delta, Deutsche Bank, Commerzbank and Deutsche Börse.



Barbara Luig

Assistant

Barbara Luig joined the team in April 2013. She is a trained European Secretary (ESA) and worked as personal assistant at Mercedes-Benz Finance, Milton Keynes (GB), Bertelsmann AG, Gerling-Konzern, as well as project coordinator at the Städtisches Klinikum St. Georg, Leipzig, before she was employed by WHU in September 2009. In the first five years at WHU, she supported the chairs of Empirical Capital Market Research and Corporate Finance as personal assistant.

Student Research Assistants



**Christopher
Beisecker
(BSc 2014)**



**Jil-Marie
Dahm
(MSc 2015)**



**Marc
Koepp
(BSc 2015)**



**Nicole
Stein
(BSc 2014)**



**Janis Maximilian
Wagner
(BSc 2015)**

Advisory Board & Associate Members

The HCCG is supported by an Advisory Board which is composed of leading representatives of Henkel AG & Co. KGaA, and the WHU – Otto Beisheim School of Management. Twice a year, the Advisory Board and the HCCG team meet to present and discuss current and future activities at HCCG, as well as research projects. This ensures that the activities and research efforts undertaken by the HCCG are of academic and managerial relevance.

Within the individual research projects the HCCG team works closely together with associate members from both Henkel and WHU.



6th Advisory Board Meeting

WHU members



Prof. Dr. Martin Fassnacht

Advisory Board Member

Chairman of the Henkel Center for Consumer Goods Advisory Board

The Otto Beisheim Endowed Chair of Marketing and Commerce

WHU – Otto Beisheim School of Management



Prof. Dr. Dr. h.c. Jürgen Weber

Advisory Board Member

Institute of Management Accounting & Control
WHU – Otto Beisheim School of Management



Prof. Dr. Lutz Kaufmann

Associate Member

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

Henkel members



Carsten Knobel

Advisory Board Member

Executive Vice President Finance & Purchasing
Henkel AG & Co. KGaA



Kathrin Menges

Advisory Board Member

Executive Vice President Human Resources
Henkel AG & Co. KGaA



Bertrand Conquéret

Advisory Board Member

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



Marie-Eve Schröder

Associate Member

Corporate Senior Vice President Hair Cosmetics
& Digital
Henkel AG & Co. KGaA



Georg Baratta-Dragono

Associate Member

Corporate Senior Vice President International
Marketing Laundry Care & Regional Head Latin
America
Henkel AG & Co. KGaA



Dr. Sebastian Barth

Associate Member

U-F - Corporate Controlling
Special Projects/Committees
Henkel AG & Co. KGaA

Impressions of HCCG activities 2013



RESEARCH

Research Approach

The HCCG empirically investigates research questions in consumer goods management. The core of our work is the development of innovative solutions to current consumer goods-specific problems. The research at the HCCG is organized interdisciplinary, focusing on the generation of new insights in the fields of Marketing, Management Accounting & Control, and Purchasing.

Our research approach is based on three principles:

Implementation orientation

We are striving for relevant implications for management practice. In cooperation with Henkel, we conduct management-relevant research projects. This collaboration allows a close linkage between theory and practice.

Interdisciplinarity

We are the first interdisciplinary research center for consumer goods management in the German speaking area. We draw our insights, theories, models, and methods from various business areas to develop innovative solutions to management questions.

Empiricism

In all areas, we do empirical investigations, through which structures and relationships are discovered (explorative studies), or hypotheses are tested (inductive studies).

Current Research Projects

In cooperation with Henkel, the HCCG members are working on several research projects:

- *Organizing/Staffing for growth and innovation*
- *New market-creating and -driving innovation*
- *Online Brand Communities – The impact of Facebook brand pages on consumer behavior*
- *Mapping of Controller Community*
- *The role of middle managers in organizational change and as drivers of employee work engagement*
- *Decision making in the purchasing function*

Doctoral Theses

Tim Oliver Brexendorf is second supervisor of the following doctoral theses:

Carina Simon

Online Brand Communities - The impact of Facebook brand pages on consumer behavior
(first supervisor: Martin Fassnacht)

Ludwig Voußem

Behavioral Effects of Accounting Performance Measures
(first supervisor: Utz Schäffer)

Publications & Conferences

Publications

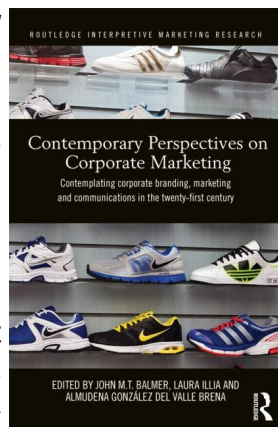


Tim Oliver Brexendorf is guest editor of a special issue to the topic of “Brand and Innovation Interdependency” in the Journal of the Academy of Marketing Science (JAMS). Together with his colleagues Barry L. Bayus, Roy O. Rodwell Distinguis-

hed Professor of Marketing at the Kenan-Flagler Business School of the University of North Carolina at Chapel Hill and one of the leading scholars in innovation management, and Kevin Lane Keller, E.B. Osborn Professor of Marketing at the Tuck School of Business at Dartmouth College, Director of the Marketing Science Institute (MSI) and one of the most prestigious and leading authorities in the field of marketing and brand management, Brexendorf will give deeper insights to the interdependency and interlinkage between brand and innovation management.

Brexendorf, Tim Oliver/ Kernstock, Joachim (2013): Corporate brand integration in mergers and acquisitions

Corporate marketing is a topic that has grown in scholarly and practical importance in these last years. Fields such as branding, marketing communications and public relations have all contributed to this growth. Together with Joachim Kernstock, Tim Oliver Brexendorf has published an article in the edited book “Contemporary perspective on corporate marketing” of John M.T. Balmer (Brunel University, London), Laura Illia (IE University, Madrid) and Almudena Gonzalez del Valle Brena (University of La Rioja). The article on the topic “Corporate brand integration in mergers and acquisitions” describes the im-



portance of brands for M&As and contributes to the understanding of the integration process of brands in M&As.



Simon, Carina/Brexendorf, Tim Oliver/Fassnacht, Martin (2013): Creating Online Brand Experience on Facebook

The article was published in a special issue “Brand Experience” of the Marketing Review St. Gallen. Today’s market environment is characterized by offers of increasingly more similar products. Accordingly, companies must constantly find new ways to differentiate and distinguish their brands from others. The awakening of emotional experiences with the brand contributes especially in the digital world to the brand’s differentiation and can create a competitive advantage. Carina Simon, Tim Oliver Brexendorf and Martin Fassnacht cover this topic in their new article “Creating Online Brand Experience on Facebook“, that has been published in the special issue “Brand Experience” of Marketing Review St. Gallen (06/2013). The article highlights the significance of attractive brand experiences in the digital age and gives practical guidelines to how brand experiences can be triggered on – and through – Facebook brand pages.

Conferences

Working papers developed from our projects on supply management decision making and the role of middle managers were presented at three international conferences:

- 23rd Annual North American Research Symposium on Purchasing and Supply Chain Management (Tempe/USA)
- 22nd Annual IPSESA conference (Nantes/ France)
- 33rd Annual International Conference of the Strategic Management Society (Atlanta/ USA).



Carina Simon presents a paper at the EMAC

On June 6, 2013, Carina Simon presented the joint conference paper with Tim Oliver Brexendorf and Martin Fassnacht on the topic "The Stage Is Yours – What Drives Consumer Engagement on Facebook Brand Pages?" at the 42nd European Marketing Academy Conference (EMAC). The paper examines the significance of the brand from a consumer perspective as an influence factor on the activity on Facebook brand pages. The EMAC belongs to the best-known and most important marketing con-

ferences for researchers in Europe. In this year, the conference participants met under the umbrella theme of „Lost in Translation – Marketing in an Interconnected World“. The event took place from June 6th - 7th, 2013, in Istanbul.



Editorial Services

With Joachim Kernstock, Competence Centre of Brand Management, St. Gallen Switzerland, and Shaun Powell, University of Wollongong, Tim Oliver Brexendorf serves as Co-Editor-in-Chief for the Journal of Brand Management (JBM).



Consulting Editors of the journal are established authorities in the field like John M.T. Balmer, Susan Fournier, and Kevin Lane Keller. The JBM has established itself as the leading authoritative journal on brand management and strategy. It publishes original peer-reviewed papers which look at all dimensions of this fast-evolving field, drawing together cutting-edge analysis and the latest thinking from leading international figures in industry and academia.

In 2013, Tim Oliver Brexendorf served as ad hoc reviewer for several conferences and double-blind reviewed journals. He reviewed a number of manuscripts submitted to the

- European Marketing Academy Conference (EMAC)
- Journal of the Academy of Marketing Science (JAMS)
- Journal of Product Innovation Management (JPIM)
- Journal of Product & Brand Management (JPBM).

Awards

The paper „Rationality in supplier selection decisions: The effect of the buyer’s national task environment“ co-authored by Lutz Kaufmann and colleagues received the overall **Best Paper Award 2012 of the Journal of Purchasing and Supply Management (JPSM)**.

The conference contribution „Intuitive Team Members in Sourcing Team Decision Making“ co-authored by Lutz Kaufmann, Gavin Meschnig, Matthias Ehr Gott, and Felix Reimann received the overall **Best Paper Award of the 23rd**

North American Research Symposium on Purchasing and Supply Chain Management (NARS) hosted by Arizona State University. During the conference, Lutz Kaufmann received the award for presenting the work.



Lutz Kaufmann with
NARS Best Paper Award

Research Visits



As in the last year, Tim Oliver Brexendorf was invited to visit the Tuck School of Business at Dartmouth College, Hanover, as Visiting Research Scholar. From July to August 2013, he worked with Kevin Lane Keller, E.B. Osborn Professor of Marketing at Tuck School of Business and Executive Director of the Marketing Science Institute (MSI), on several research projects.

From October 24th to October 25th, 2014, Tim Oliver Brexendorf was invited by Bernadette Kamleitner, Professor at the Institute for Marketing & Consumer Research (MCore) at Vienna University of Economics and Business (WU Wien), to evaluate the strategy of the MCore. He further joined the “Praxisdialog” - a marketing lecture series in which renowned practitioners present insights of their companies. Afterwards, he took part at the yearly alumni get-together of the former Institute of Advertising and Market Research of Prof. Günter Schweiger (Emeritus). On October 25th, 2014, a joint research project was discussed.



Kevin Lane Keller
Tuck School of Business

Kevin, thanks again for inviting me, the joint research hours and the leisure time we spent together, and your enduring support. I really appreciate that. You and Punam really make me feel at home.



Tim Oliver Brexendorf with Sophie Süssenbach and
Stephan Dickert (both WU Wien)

TEACHING

Lectures

The HCCG organizes and offers lectures across the various programs of WHU with a focus on marketing, purchasing, and general management. These programs include the Bachelor of Science, Master of Science, MBA- and part-time MBA curricula. The HCCG lectures feature not only an introduction to essential theoretical concepts, but also exhibit a strong practice-oriented focus. Guest lectures by senior managers, company visits, as well as the work on real-life case studies help our students gain key insights into the challenges of multinational firms and current developments in international consumer goods and supply markets.

The following lectures were part of our course offerings in 2013:

Marketing

Brand Manager's Toolkit (Master of Science)

In Tim Oliver Brexendorf's seminar, the students had to solve real life cases as to the beauty care brand Gliss Kur. Within six weeks, the five student teams analyzed the brand thoroughly, received deep insights into the brand positioning and worked on new product concepts as well as media strategies. As the successful final of the managerial seminar "Brand Manager's Toolkit", MSc students presented their brand concepts to Nils Daecke, Corporate Senior Vice President Business Development & Digital Marketing, and Tim Oliver Brexendorf at Henkel AG & Co. KGaA in Duesseldorf on March 18th, 2013. The concepts of the students were finally evaluated by Nils Daecke. The successful event finished with a visit of the new Henkel Beauty Care Lighthouse in Duesseldorf.



Participants of „Brand Manager's Toolkit“ with Nils Daecke and Tim Oliver Brexendorf

Purchasing and General Management

Strategic Sourcing: Development of Field-Based Cases (Bachelor of Science)

Cases help students analyze situations from the point of view of top managers. For keeping pace with significant changes in the role of the purchasing function, new cases have to be developed. This seminar focused on how to write good cases. Each student was part of a case development-team. After an introductory session each team actually developed a field-based case and a teaching note on a current management issue in the supply management arena, by working through all steps of the case development process. For developing such a field-based case, students had to find and cooperate with an organization providing a strong case story.

Advanced Supply Management (Master of Science)

This course familiarized students with advanced supply strategies that target at creating value beyond cost, e.g. value chain optimization through make-or-buy decision making, supply risk management, and supplier development. Students were trained to understand decision schemes behind these concepts both

from a theoretical/scientific and managerial perspective. Discussed theories included transaction cost theory, stakeholder theory, the resource-based view of the firm, normal accident theory, and high reliability theory. Students also worked with scientific journal articles and held a mini lecture in class on an assigned topic in order to build their ability of working with academic supply management literature.

Strategic Sourcing (Bucerius/WHU Master of Law and Business)

This class aimed at raising participants' awareness and understanding of the substantial impact supply management has on the bottom-line and financial results of many firms. At the same time, participants acquired in-depth knowledge on supply management essentials and selected concepts from this field, e.g., e-auctioning, single/multi-sourcing, global sourcing, just-in-time purchasing, co-operative sourcing, supplier development, outsourcing, early sourcing, standardization, substitution, and total cost of ownership. In this, they sharpened their knowledge about managing the triangle of "cost out, value in, managing risk" from a purchasing perspective.

Accelerated Skill Development (Seminar course) (MBA and Part-time MBA)

The skill development seminar helped participants to improve the skills that have proven vital both in their business life and in their program curriculum at WHU: Techniques for structuring and analyzing problems, developing effective solutions in case study work, and holding convincing presentations. The seminar comprised a portfolio of interactive training modules, focusing both on the understanding of proven skill concepts and on their practical application in exercises. Throughout the seminar, participants had the opportunity to practice their skills and receive feedback from the instructors as well as from their peers.

International Management (Bachelor of Science)

This course introduced participants to central concepts and theories of international business strategy. It started with an introduction to theories of international trade and the multinational enterprise. Using the example of Sixt AG as a real-life case, participants explored international growth paths of Western multinationals with a particular focus on stages of internationalization, global market analysis, and business model development. This perspective was complemented by a discussion of the emergence of emerging market multinationals. Further topics covered included social and environmental aspects in managing the multinational enterprise, as well as a discussion of regional market places such as Latin America. Throughout the course, students were exposed to a high number of company cases and had the opportunity to exchange perspectives with experienced executives from different MNE and country backgrounds.



Alexander Sixt in International Management class

International Module China (MBA and Part-time MBA)

The International Module China exposed both our Full- and Part-Time MBA students to the challenges and opportunities of the Chinese business place. During their time in Shanghai (FTMBA and PTMBA) and Beijing (FTMBA), students explored how both multi-national and local companies benefit from the rapid growth

of the Chinese economy and experience firsthand the transition of China from the “world’s work bench” to a highly competitive, R&D-driven market. The insights gained during firm visits were complemented and put in perspective through lectures at our Chinese partner universities Fudan University, SHUFE, and Tsinghua University. The academic program comprised both the particularities of the Chinese business environment, as well as cultural, political, and historical differences to Western economies.



MBAs engaged in intensive discussion with Henkel APAC managers

Guest Lectures & Company Visits

Roland Haefs (Henkel Global Purchasing) again engaged at interview training day

WHU Full-time MBA

On December 6th, 2013, WHU’s career service hosted the Full-time MBA class for a full day of recruiting interview training. More than 10 representatives from manufacturing, consulting, and retail firms joined the event and provided students with their perspectives on how to convince in job interviews. Both experience interview and case interview situations were simulated. As last year, Roland Haefs, Director Purchasing Beauty Care, was among the company representatives that participated in the training event. Henkel met the MBAs already in summer when the class discussed current challenges and strategic issues with the company’s



Roland Haefs (Henkel) in MBA student training

global purchasing leadership team in the Dueseldorf headquarters in the context of the annual “Purchasing Live” event.



Participants GLOCOLL 2013

GLOCOLL at Harvard Business School in Boston

In early January 2013, Matthias Ehr Gott and Felix Reimann visited Harvard Business School for the second part of the Global Colloquium for Participant-Centered Learning (GLOCOLL) on its Boston campus. While the first part of the program that took place in summer 2012 provided members from leading business schools worldwide with a platform to exchange views on innovative teaching methods and course design, the second part now focused more on aspects and processes in the development of case studies as teaching material. Discussions focused particularly on success factors in fin-

ding suitable case study topics, best practices in contacting companies as potential cooperation partners, approaches to develop effective teaching plans, and work steps in the structuring and actual write up of the case study.

Stephanie Wright Learman, Regional Purchasing Head Central Eastern Europe at Henkel, guest speaker

WHU BSc and MSc programs

Stephanie Wright Learman visited the Vallendar campus on 12th February 2013, to provide an exciting guest lecture as part of the classes on “Advanced



Stephanie Wright Learman (Henkel) at WHU

Supply Management”, “Global Supply Management”, and “Advanced International Strategy”. In her presentation, Wright Learman highlighted the importance of a close alignment between corporate strategic targets and firms’ global purchasing strategies. Particularly, she discussed with the students how Henkel has translated its corporate strategy into particular purchasing initiatives and how the purchasing function thus actively contributes to driving the company’s growth paths in Asia and Eastern Europe. One example of such initiatives considered early complexity reduction in the upstream supply chain and specifically in tail-end spend.

Classes visit China

WHU Full-Time and Part-Time MBA

In the last two weeks of March 2013, WHU’s Full-Time and Part-Times MBA classes headed out for their “International Module China”. The one week (PT-MBA) and two weeks (FT-MBA)

visit to China is an integral part of both WHU MBA programs and allows students to deepen their knowledge about business opportunities and management challenges in the booming Asian market environment.

Beyond participating in tailor-made lectures at three of China’s most renowned universities, Fudan University, Shanghai School of Finance and Economics, and Tsinghua University, the group also experienced a rich portfolio of visits and management discussions at both global MNEs operating in China as well as at local companies. As such, firms like Shanghai Volkswagen, Bosch Rexroth, Boston Consulting Group, ThyssenKrupp Engine Components, Beijing Hyundai, Hailiang, and Shenyuan Printing welcomed our MBAs and allowed them to gain rich insights into their operations and strategies. The program was complemented by visits at NGOs and political institutions such as WWF China, the EU Delegation, and the EU Chamber of Commerce.



Thomas Holenia and Juliane Häfel (both Henkel) welcomed our MBAs in Shanghai

Continuing a tradition of successful cooperation, also Henkel welcomed the MBAs with a rich and diverse program in its Shanghai-based APAC headquarters: Thomas Holenia (Head of Corporate Purchasing Asia Pacific), Kate Yeo (Global Market Segment Manager Adhesives), Edward Gao (Director of Operations AO China), Juliane Hefel (Head of Indirect Material Service Asia-Pacific), Eri Sago (Regional Purchasing Manager), and TianWen Li

(President Univar China) used the opportunity to extensively discuss Henkel's Asia business with our MBA group. A particular focus of the discussion considered the supply chain strategy for the company's China production facilities.

Guest session „Purchasing as Strategic Key Lever to Boost the Results of the Company“ by Robert Bossuyt

WHU Part-time MBA

On Saturday, May 11th, 2013, Robert Bossuyt, Corporate VP Henkel Global Purchasing, engaged in an enthusiastic interaction with the participants of the Part-Time MBA course "Strategic Sourcing". He outlined the transformational journey of Henkel's purchasing over the last decade and how he and his colleagues meet today's challenges which the highly volatile supply markets present to them on a daily basis. Robert showed how purchasing makes significant contributions to the very positive financial results which Henkel could present in the recent past.



Robert Bossuyt (Henkel) in PT-MBA class

“Purchasing Live“ event series: Henkel Global Purchasing Leadership Team again welcomed

WHU Full-time MBA

On July 18th, 2013, WHU's Full-Time MBA class of 2014 visited Henkel's Düsseldorf headquarters as part of their core course "Strategic Sourcing". With the visit, Henkel and WHU continue a success format that Henkel's Global Purchasing Head, Bertrand Conquéret, launched together with the team of WHU's Henkel Center for Consumer Goods three years ago.



MBA participants speed networking with Henkel Purchasing Leadership team

In the morning, Jean-Philippe Caye, Corporate Purchasing Director in Conquéret's team, welcomed the group and shared insights about current hot topics and challenges on international supply markets as well as about Henkel's purchasing strategies. Bernhard Guckenbiehl, also Corporate Purchasing Director, addressed strategic approaches to raw material sourcing. Following a rich discussion, the participants enjoyed the opportunity to learn more about winning strategies in negotiation challenges. Several strategic buyers provided the group with their experiences and engaged participants in a series of live case studies during which they could apply their learnings and discuss their take-aways. The event closed with a highly effective "speed-networking" session that the MBAs used to meet with more members of Henkel's global purchasing leadership team.

Henkel managers discuss Purchasing Strategy "Sourcing @ Best"

WHU BSc Program

On September 26th, 2013, Thorsten Schneeberg, Global Purchasing Director Services & IMS at Henkel, outlined the current strategic challenges of the purchasing function using the Henkel case example. During his career, Thorsten Schneeberg had changed his functional position from marketing to purchasing. In his lively presentation he shared the detailed

insights he had gained from this change of perspective with the students.

On October 8th, 2013, Benjamin Vanstaevel und Homer Bathaie, both members of Henkel's Global Category Management, came to the WHU campus in Vallendar. Homer Bathaie, who joined the Henkel organization in Saudi Arabia, is responsible for the material category Plastic Bottles & Injection. With his presentation "Pritt Glue Stick Packaging Sourcing - Challenges & Importance" he shared with the participants the opportunities and difficulties that the global purchasing for Pritt glue sticks faces. Afterwards, Benjamin Vanstaevel, responsible for the material categories Waterborne Adhesives & Acrylics, described in his presentation "Cross functional activities: Complexity Reduction activities & purchasing strategy" the problems Henkel encountered during the post-acquisition integration of a major competitor into the corporate structure and company culture and discussed how these challenges were overcome.



Benjamin Vanstaevel (Henkel)

Dr. Björn Ortelbach held presentation on "Planning at Henkel"

WHU MSc program

On November 14th, 2013, Björn Ortelbach, Team Leader Corporate Planning of Henkel AG & Co. KGaA, offered interesting insights into the strategic challenges and changes Henkel faced in planning activities throughout recent years when setting short- and long-term objectives in a global company. In his presentation "Planning at Henkel", Björn Ortelbach discussed issues of how unpredictable changes on the market, political or environmental levels directly impact on certain adjustments in the firm's planning strategies. Björn Ortelbach

highlighted that a well-thought planning makes significant contributions to the financial results which Henkel was able to show in the recent past. He stated: "Planning and controlling take over proactive roles where colleagues consider the what-if scenarios beforehand in order to react to changes adequately." Björn Ortelbach closed his presentation by touching on the issue of complexity reduction activities in Henkel's planning. He showed how the support by Henkel's entire controlling community and management teams contributed to a successful new state-of-the-art planning approach. The guest lecture was part of the lecture series on "Advanced Management Accounting & Control" in the MSc program.



Björn Ortelbach (Henkel)

Several guest lectures of Henkel took place in the BSc "Controlling" lecture and the lecture "Kosten- und Leistungsrechnung" of Juergen Weber. On October 8th, **Fabian Dittrich and Stefan Braun** provided guidance in a group work on "Berichterstattung". Furthermore, **Marcus Kuhnert** visited WHU for a guest lecture on "Operative Planung" on December 3rd, 2013. On December 5th, 2013, **Christian He-**



Fabian Dittrich and Stefan Braun (Henkel) with Jürgen Weber and students

beler gave a guest lecture in the BSc course "Kostenrechnung in der Praxis" of Juergen Weber. He gave the WHU students deep insights into the cost accounting at Henkel.

Impressions of our guest lectures at WHU and Henkel



Thorsten Schneeberg (Henkel) in BSc guest lecture



Nils Daecke in MSc lecture
„Brand Manager's Toolkit“



Rolf-Dieter Acker (former head of BASF Latin America) in International Management class



MBA participants with Henkel purchasing managers



Stephanie Wright Learman (Henkel) discussing with BSc and MSc students



Homer Bathaie (Henkel) in BSc guest lecture

STUDENT SERVICES

Theses

The HCCG supports and supervises WHU students in developing their graduate theses. In 2013, Tim Oliver Brexendorf supervised the following WHU students:

Student	Title of Thesis	Program
Anna Geyer	Positioning strategies for private labels: From generic to premium	BSc
Karolin Konopka	Limited edition products - Consumer perception of time and quantity limited constraints	BSc
Leon Patrick Naumann	Brand-driven innovation	BSc

Internships & Theses with Henkel

The HCCG has become a well-known platform for WHU students interested in the consumer goods industry. In close partnership with Henkel the HCCG team advises students about potential career opportunities at Henkel. Further, not only a broad range of internships are offered by Henkel, but also the possibility for our students to combine a thesis with an internship.

Besides the academic work, a presentation of the main findings to the responsible managers and the academic supervisors is an integral part of the theses developed at HCCG. In this presentation, students outline the final results of their work and moderate a discussion about the topics between the audience.

3rd Henkel - WHU round-table in Duesseldorf

Henkel managers, WHU interns and the HCCG team traditionally meet at the beginning of May each year in a restaurant in Duesseldorf. It is always a very good opportunity for all parties to get to know each other, learn about other business units and departments and exchange experiences. This year, the group met on May 6th. Around 20 interns, mentors and members of the HCCG team came along.



3rd WHU round table in Duesseldorf

In 2013, the following WHU students completed internships and theses with Henkel AG & Co. KGaA:

Internships and theses with Henkel in 2013

Student	Department	Supervisors	Topic
Aryuningtyas, Yuki MBA 2013	Human Resources	Tim Oliver Brexendorf (HCCG) Jens Plinke (Henkel)	Web conferencing communication strategy as part of Henkel employer branding initiative
Ameya Atre MBA 2013	Marketing	Tim Oliver Brexendorf (HCCG) Federica Berado (Henkel)	Market analysis and strategy development for a detergent product launch in Henkel Laundry Care
Jenny Dreier BSc 2013	Supply Chain Management	Tim Oliver Brexendorf (HCCG) Dr. Holger Buschmann (Henkel)	Optimization of the global production set-up based on price levels and production costs
Peril Erkul BSc 2013 (exchange student, Washington State University, St. Louis)	Controlling	Tim Oliver Brexendorf (HCCG) Sarah Eisenbeiß, Paul Khol, Markus Steinke (Henkel)	Measuring new product performance at Henkel Beauty Care
Dennis Jung BSc 2013	CEO Office	Tim Oliver Brexendorf (HCCG) Friederike Orbea (Henkel)	New market adjacencies: Developing a scoring model for evaluating new business categories for Henkel

Henkel Innovation Challenge⁷ and Gap Year Program

On October 28th, 2013, around 20 students followed the invitation of the HCCG and Henkel to a road show on the Henkel Innovation Challenge. Joana Amponsah and Jacqueline Pollitt, Corporate Employer Branding, presented the details of this international competition which offers students the unique opportunity to create an innovative product for a highly competitive market in the year 2050 and to network and cooperate with top managers.

After that Joana Amponsah informed the students about the challenging and interesting opportunities of the Gap Year program which is a joint initiative of Henkel, Allianz, Bertelsmann and McKinsey.



Joana Amponsah and Jacqueline Pollitt present the Henkel Innovation Challenge and the Gap Year Program at WHU



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Impressions of the HCCG Team



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