



Henkel Center
for Consumer Goods



Excellence in
Management
Education

Henkel Center for Consumer Goods

Annual Report 2012



Editor: Henkel Center for Consumer Goods

Authors: Carina Simon / Irene Bünz

Reporting period: 01/01/2012 - 31/12/2012

Contact person: carina.simon@whu.edu

Publication date: December 2012

CONTENTS

Preface	4
About us.....	5
Team.....	6
Research	14
Teaching.....	19
Student Services.....	28

Contact Information

WHU – Otto Beisheim School of Management
Henkel Center for Consumer Goods
Ass. Prof. Dr. Tim Oliver Brexendorf



Burgplatz 2
56179 Vallendar

Tel.: +49 (0)261 - 6509 760
Fax: +49 (0)261 - 6509 769
Email: tim.brexendorf@whu.edu
<http://www.whu.edu/hccg>

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 2012

Dear Readers,

We are happy to share with you the 3rd 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 faculty research projects are on a good track with some of them already yielding first papers that entered the review process. We are also happy to see that the research cooperation with Henkel's subunits could be broadened. For example, a new project with Henkel U-W in identifying, analyzing and strengthening adaptive capabilities just started. Furthermore, the HCCG team has supported more WHU students in developing their theses than in 2011. We are proud, that the awareness of the HCCG among WHU students has increased rapidly within the last three years, which we accredit to both the high quality and diversity of our activity portfolio.

On the teaching side, we have started a new class format: The Henkel lecture series "Controlling@Henkel". The WHU students received deep insights into the controlling function and were provided with a platform to exchange personally with Henkel managers. A further lecture series is already planned.

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 go to Kasper Rorsted, Kathrin Menges, Susanne Cornelius, Tina Müller, Marie-Eve Schröder, Alain Bauwens, Carsten Knobel, Bertrand Conquéret, Dr. Nils Daecke, and Dr. 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 thesis or start an internship with Henkel.

At WHU, I would like to thank my colleagues, Professor Martin Fassnacht, Professor Jürgen Weber, and Professor Lutz Kaufmann for their tireless efforts, deep commitment and great advice. Of course, I would further like to express my deep appreciation to my colleague, Assistant Professor Matthias Ehr Gott, and to our doctoral candidate, Carina Simon, for all the energy they put in supporting our HCCG activities as well as for the excellent cooperation over the last years.

We look forward to continuing our joint successful path with exciting research activities and teaching events in the years to come. On the following pages, we are happy to share with you deeper insights into our manifold 2012 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

Henkel Center for Consumer Goods

On February 3, 2010, the first interdisciplinary research center for consumer goods, the Henkel Center for Consumer Goods (HCCG), in the German speaking area opened its doors at the WHU – Otto Beisheim School of Management in Vallendar. Representatives of Henkel's top management, among others Dr. Lothar Steinebach, former member of the Executive Board of Henkel AG & Co. KGaA, and WHU, represented by Vice Chairman of the WHU foundation, Prof. Dr. Klaus Brockhoff and Dean Prof. Dr. Michael Frenkel, solemnly closed the contract.

In close cooperation with Henkel AG & Co.



Prof. Klaus Brockhoff & Dr. Lothar Steinebach

KGaA, the areas of action are threefold: as a research center, the HCCG concentrates on cross-functional management research whereby Henkel supports the center with data and ideas. The objective is to combine management perspectives from the areas of Marketing, Management Accounting & Control, and Purchasing, and thus aims at supporting an intensive collaboration with business practice through relevant management research. As a university center, the HCCG is involved in lectures and the support of student theses. The lectures of the center are characterized by a strong practice-oriented focus. Guest lectures by business managers and company visits offer the students the opportunity to gain deeper



Members of the Henkel Center for Consumer Goods

insights into the business world. Furthermore, the center encourages the practice-oriented elaboration of graduate theses by facilitating the exchange between Henkel and WHU students. Finally, as a representative of Henkel, the HCCG functions as an intermediary between WHU students and Henkel, and aids in attracting and finding potential interns and graduates for Henkel.

As recognized by public, the Henkel Center for Consumer Goods is an innovative format for the cooperation between corporate world and academia.



The WHU - Otto Beisheim School of Management

Team



Ass. Prof.
Dr. Tim Oliver Brexendorf

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

☎ +49 (0)261 - 6509 760
✉ tim.brexendorf@whu.edu

Tim Oliver Brexendorf is Assistant Professor of Consumer Goods Marketing and Head of the Henkel Center for Consumer Goods since March 2010.

Before taking his position at WHU, Tim Oliver Brexendorf 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.

The focus of Tim Oliver Brexendorf's research concentrates upon 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 innovation management. In the area of controlling he studies is-

issues in marketing control, specifically brand evaluation. 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 is Co-Editor-in-Chief of the *Journal of Brand Management*, a leading authoritative journal on brand management and strategy.



Ass. Prof.
Dr. Matthias Ehrgott

Assistant Professor of International Business & Supply Management

☎ +49 (0)261 - 6509 323
✉ matthias.ehrgott@whu.edu

Matthias Ehrgott is Assistant Professor of International Business & Supply Management.

He studied Business Administration at WHU – Otto Beisheim School of Management, Reims Management School (France), and Stockholm School of Economics (Sweden). Matthias Ehrgott earned his doctoral degree summa cum laude with a thesis entitled "Social and Environmental Sustainability in Supplier Management – A Stakeholder Theory Perspective on Antecedents and Outcomes". For his research, Matthias Ehrgott received both the Outstanding Doctoral Research Award of Emerald/EFMD and the Doctoral Dissertation Award of the Council of Supply Chain Management Professionals (CSCMP).

The focus of Matthias Ehrgott's research is in the fields of social and environmental sustaina-

bility, decision making processes in the purchasing function, and international expansion strategies. A particular focus of his work is the role of emerging economy supply markets. Matthias Ehr Gott's research has been accepted for publication or appeared, amongst others, in the *Journal of International Management*, the *Journal of Purchasing & Supply Management*, the *Journal of Business Logistics*, the *Journal of Business Ethics*, the *Wall Street Journal*, and the *Harvard Business manager*. Furthermore, he is a member of the Editorial Review Boards of the *Journal of Operations Management* and the *Journal of Supply Chain Management*. In both journals, his work has been honored with Best Reviewer Awards.

Outside his academic career, Matthias Ehr Gott worked for several years as a consultant for Bain & Company, mainly in projects at leading international corporations in the consumer goods, machinery & equipment, telecommunication, and high-tech industries. His experience includes the development and implementation of purchasing cost reduction programs, pricing strategies, and organizational transformation.



Dipl. Kffr. Carina Simon

*Research Assistant &
Ph.D. Student*

☎ +49 (0)261 - 6509 763
✉ carina.simon@whu.edu

Carina Simon has been supporting the Henkel Center for Consumer Goods team as a research assistant and Ph.D. student since May 2010. 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, such as SMA Solar Technology AG, UniCredit Group, emnos GmbH, and Nestlé AG.

Student Research Assistants



**Jil-Marie Dahm
(BSc 2013)**



**Nicole Stein
(BSc 2014)**



**Christopher Beisecker
(BSc 2014)**

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 will ensure 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.



5th HCCG 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 Conqu ret

Advisory Board Member

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



Marie-Eve Schr der

Associate Member

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



Susanne Cornelius

Associate Member

General Manager Cosmetics & Toiletries
Henkel Italia S.p.A.



Dr. Sebastian Barth

Associate Member

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

HCCG and faculty in press

Lebensmittel Zeitung

September 7, 2012

Henkel im Diskurs mit Studenten

Vallendar. Henkel verlängert die Kooperation mit der WHU Otto Beisheim School of Management langfristig. Als Highlight zum Semesterauftakt sind CEO Kasper Rorsted und Finanzvorstand Carsten Knobel persönlich ange-reist, um den Studenten den Düsseldorf-Konzern als potenziellen Arbeitgeber näher zu bringen. Im Rahmen der Vorlesung „Controlling@Henkel“ zeigen sie dem Nachwuchs ein zukunftsweisendes Anforderungsprofil für Finanzmanager auf. Der Austausch zwischen Wissenschaft und Praxis soll beiden Seiten zugute kommen. Seite 48 sb/lz 36-12

MANAGEMENT UND KARRIERE

Henkel-Vorstand an der Uni aktiv

Langfristige Kooperation mit WHU – Austausch von Wissenschaft und Praxis – Profil als Arbeitgeber schärfen

Vallendar. Henkel baut die Zusammenarbeit mit der WHU Otto Beisheim School of Management weiter aus. Zum Semesterstart präsentieren CEO Kasper Rorsted und CFO Carsten Knobel gemeinsam, worauf es bei einer zukunftsweisenden Controlling-Strategie ankommt.

Um sich bei potenziellen künftigen Führungskräften frühzeitig als Arbeitgeber zu positionieren, setzt der Konsumgüterkonzern Henkel zunehmend auf die direkte Kooperation mit Universitäten. Eine davon ist WHU Otto Beisheim School of Management, wo vor zwei Jahren eigens ein „Henkel Center for Consumer Goods“ (HCCG) ins Leben gerufen wurde. Eine aktuelle Vertragsverlängerung soll die Partnerschaft auch langfristig intensivieren. „Gerade im Bereich Rechnungswesen und Controlling ist die Zusammenarbeit zwischen Praxis und Wissenschaft enorm wichtig“, betont Prof. Dr. Jürgen Weber, Leiter des Instituts für

Management und Controlling der WHU. Dass das Unternehmen das Engagement für den Nachwuchs ernst meint, zeigt die Vielfalt der Aktivitäten. Dazu gehört die Vorlesungsreihe „Controlling@Henkel“, bei der Manager unterschiedlicher Hierarchiestufen persönlich referieren. Als Highlight zum Semesterauftakt reisen Anfang dieser Woche der Henkel Vorstandsvorsitzende Kasper Rorsted und Finanzvorstand Carsten Knobel gleich im Doppel an.

Vor rund 200 Zuhörern erläutern sie anschaulich wie sich das Controlling und damit auch das Profil der verantwortli-



Erster Eindruck: Kommt Henkel als Arbeitgeber bei den Studenten in Frage?



Controlling@Henkel: Finanzvorstand Carsten Knobel hat die Strategie im Blick.



Winning Culture: CEO Kasper Rorsted bringt dem potenziellen Führungsnachwuchs persönlich die Werte des Konsumgüterkonzerns näher.

chen Manager für Finanzen gewandelt hat. Es gehe längst nicht mehr nur darum, im Nachhinein die Zahlen zu analysieren. Vielmehr sei der Finanzvorstand heute permanenter Sparringspartner für den CEO. Deshalb müsse ein Controller unbedingt strategisch nach vorne blicken und ein tiefgreifendes Verständnis für das Business mitbringen. „Das Controlling hat Einfluss auf die Vision und Werte des Unternehmens“, stellt Rorsted die Bedeutung heraus. CFO Knobel ergänzt, dass etwa das Portfolio-Management bei Henkel wesentlich vom Controlling gesteuert wird. Der Einfluss reiche auch bis ins Per-

sonal-Management: Denn die Bezahlung der Mitarbeiter orientiere sich an deren Leistung. Ein transparentes Bewertungssystem mache die individuellen Unterschiede sichtbar und wirke über einen Gehaltsbonus motivierend. „Jeder im Team sollte den Wunsch haben, besser zu werden“, beschreibt Rorsted die „Winning Culture“ des Konzerns. „Wenn wir heute bessere Zahlen haben als früher, dann deshalb, weil wir bessere Leute haben.“

Er nutzt die Gelegenheit, den jungen Menschen die Kultur seines Hauses näherzubringen. Grundsätzlich gehe man bei Henkel nicht davon aus, dass Absol-

venten „fertig ausgebildet“ sind, wenn sie von der Uni in den Job wechseln. „Wir haben ein sehr gutes internes Entwicklungsprogramm für Führungskräfte“, verweist er auf kontinuierliche Weiterbildung. Die Basis einer Karriere bei Henkel bilde außerdem das „Tripple-Two-Prinzip“: Eine Job-Rotation, durch die Talente die Möglichkeit bekommen, Erfahrungen auf mindestens zwei unterschiedlichen Positionen, in zwei Abteilungen und zwei Ländern zu sammeln.

Die Kooperation mit der WHU sei weit mehr als eine finanzielle Unterstützung. Das HCCG ermögliche einen Austausch zwischen Wissenschaft und Praxis. Die Forschungsergebnisse kämen auch dem Unternehmen zugute, während die Praxisblicke den Studenten dienen. Eine einzigartige Besonderheit seien darüber hinaus „Real-Life-Cases“. Dabei werden die Studenten aufgefordert, zu aktuellen Henkel-Projekten – wie beispielsweise dem anstehenden Relaunch einer Marke – ein Konzept zu entwickeln. Die Ergebnisse werden vor einer Jury aus Professoren und

Henkel-Managern präsentiert. „Das ist ganz ähnlich zu einer Präsentation, die bei Henkel Alltag ist“, unterstreicht Rorsted die Praxisnähe der Aufgabenstellung.

„Wir wollen bei den Studenten dauerhaft präsent sein“, begründet Rorsted die vielschichtige Partnerschaft. Das WHU-interne Arbeitgeber-Ranking zeigt, dass sich das Engagement an der Privat-Uni bisher lohnt. „Henkel ist als Arbeitgeber im Ansehen unserer Studenten deutlich nach vorne gerückt“, berichtet Prof. Tim Oliver Brexendorf, Leiter des HCCG an der WHU.

Silke Biester/lz 36-12

Rhein-Zeitung

September 17, 2012

Henkel profitiert von Ideen aus Vallendar

Kooperation Konzern und WHU arbeiten zusammen

Vallendar/Düsseldorf. Wenn der Konsumgüter-Konzern Henkel ein Produkt neu im Markt positionieren will, steuern schon mal Studenten aus Vallendar ihre Ideen bei: Der Persil-Hersteller kooperiert mit der WHU – Otto Beisheim School of Management sowohl in der Forschung als auch in der Lehre. Und dazu gehören eben auch die sogenannten real life cases: Fälle, die aus dem echten unternehmerischen Leben gegriffen sind. Die Fragestellungen sind auch nicht

aus dem Henkel-Archiv gegriffen, sondern stammen aus der aktuellen Praxis.

Für die Studenten bedeutet das, ihre Theoriekenntnisse auf den Prüfstand zu stellen. „Praxisprojekte und Abschlussarbeiten bei Henkel ermöglichen es, dass unsere Studenten wissenschaftliche Erkenntnisse und Konzepte für die Entwicklung praktischer Fragestellungen nutzen können und gezielt auf die Berufswelt in der Konsumgüterbranche vorbereitet werden“, unterstreicht Prof. Martin Fassnacht, Inhaber des WHU-Lehrstuhls für BWL mit Schwerpunkt Marketing und Handel. Der Groß-

konzern wiederum bekommt neue Impulse und gewinnt unter Umständen Nachwuchskräfte. Vorstandschef Kasper Rorsted betonte bei einem Besuch in Vallendar: „Henkel profitiert von den Ergebnissen praxisrelevanter Managementforschung und kommt in Kontakt mit vielversprechenden Praktikanten und zukünftigen Hochschulabsolventen – damit wir die Führungskräfte von morgen heute schon kennen.“

Für die WHU-Forscher eröffnen sich zudem Möglichkeiten, an quantitative Daten zu gelangen, die zusammen mit Henkel, also eben „im echten Leben“, erhoben

werden. Wichtig ist Fassnacht auch der qualitative Kontakt – das heißt die Möglichkeit, mit Topmanagern ins Gespräch zu kommen. Henkel-Finanzvorstand Carsten Knobel stellt heraus, dass immer Themen gesucht werden, die für beide Seiten relevant sind.

Die Kooperation läuft schon über einige Jahre, seit 2010 gibt es sogar ein „Henkel Center for Consumer Goods“ an der WHU. Und eines ist klar: Auch da arbeiten die Studenten an Projekten mit – etwa, wenn es um das Social Media Marketing geht. Da sind die jungen Leute vielleicht sogar die besten Ideengeber.



Otto Beisheim School of Management kooperiert mit Henkel

Gastvorlesung an der WHU

Vallendar. Die Otto Beisheim School of Management kooperiert mit dem Unternehmen Henkel. Am Montag, 3. September, hielten Vorstandsmitglieder der Firma eine Gastvorlesung an der WHU. Die Vortragsreihe in der Führungskräfte von Henkel

regelmäßig aus der Praxis über controlling- und marketingrelevante Fragestellungen referieren ist Teil der Kooperation. Durch diese Zusammenarbeit besteht ein regelmäßiger Austausch zwischen Theorie und Praxis, sodass eine Win-Win-Situation entsteht. Das Unternehmen Henkel wurde 1876 gegründet und produziert Reinigungsmittel bzw. Kosmetika.



Kasper Rorsted in Vallendar: Der Henkel-Chef weiht Studenten ins Unternehmer-Dasein ein.

Kathrin Menges with Prof. Martin Fassnacht & Prof. Lutz Kaufmann



FINANCIAL TIMES
DEUTSCHLAND

October 1, 2012

6 Unternehmen

STRATEGEN DES JAHRES 2012

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

Methodik des Preises

Die Strategen des Jahres werden auf Basis öffentlicher Daten bestimmt. Weil dabei keine Jury eingreift, ist die Preisvergabe frei von subjektiven Bewertungen. Untersucht wird die Leistung der Vorstandschefs aller börsennotierten deutschen Unternehmen in den jüngsten drei Geschäftsjahren mit einem Umsatz von zuletzt über 1 Mrd. Euro und einem Streubesitz von zwei Prozent oder mehr. Für den Strategen des Jahres 2012 waren das 105 Kandidaten.

Quantitativer Filter Das Wachstum von Umsatz und Eigenkapitalrendite muss – vereinfacht – in den vergangenen Geschäftsjahren die Inflationsrate übersteigen. Die Beschäftigtenzahl muss zunehmen. 25 Managern schafften die Hürde.

Qualitativer Filter In der sogenannten Due Diligence stücken die Vorstandschefs 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 we-

Vier Gewinner – und eine Prise Demut

Festredner Franz Fehrenbach empfiehlt den Preisträgern 2012 augenzwinkernd einen Blick auf ein historisches Vorbild

Onido Warlimont, Frankfurt

Auch ausgezeichnete Strategen sollten sich ihrer Sache nicht sicher sein. Diese Mahnung servierte Festredner Franz Fehrenbach, Aufsichtsratschef der Robert-Bosch-Gruppe, nach der Hauptspielse den frisch gekürten „Strategen des Jahres 2012“. Die hatten sich zum Festmahl am Tisch „Napoleon“ niedergelassen. Napoleon, „den seine Zeitgenossen für den größten Strategen aller Zeiten hielten“, sei schließlich auf Sankt Helena geendet, der „britischen Insel im Nirgendwo des Atlantik“, merkte Fehrenbach provokant an. Und verband das mit einem Aufruf zur Demut: Die „Verordnung strategischer Hyänen“ sei nicht fern. „Aus vielen Erfahrungen wissen wir, wie sehr sich ganze Organisationen durch Selbstüberschätzung trügerisch stabilisieren.“

Bei den Preisträgern 2012, die ihre Auszeichnung am Donnerstagabend im Frankfurter Westfalen erleben, ist die Gefahr der Hyänen jedoch gering – denn ihre Unternehmen und auch sie selbst haben zum Teil schon schwierige Zeiten durchlaufen, aber daraus gelernt und die Kurve schließlich gekriegt.



Preisträger Axel Heilmann, der in der Kategorie großer Unternehmen (über 7,5 Mrd. Euro Umsatz) gewann, hatte zum Amtsantritt als Laxess-Chef 2004 einen Gemischtwarenladen mit vom Bayer-Konzern assortierten Produktgruppen übernommen. Zu Anfang seien harte Schmitte nötig gewesen, um vor allem „die großen Standorte in Deutschland schnell wieder fit zu machen“, sagte Heilmann. Das sei die Basis gewesen, um dann die Position des Chemiekonzerns in Wachstumsmärkten wie Asien aufzubauen. Inzwischen ist Laxess mit einem Umsatz von 8,8 Mrd. Euro im Jahr 2011 und einer Eigenkapitalrendite von über 16 Prozent zum DAX-Konzern aufgestiegen. Nun will Heilmann sich dagegen stemmen, dass erneut eine von den Finanzmärkten ausgehende Krise die Industrie mit sich reißt. „Das geht so nicht!“, rief er aus. Schließlich böte eine wachsende Bevölkerung mit zunehmendem Wohlstand der Industrie genug Wachstumsschancen.

Auch Mathias Döpfner, Gewinner unter den mittelgroßen Unternehmen (2,5 bis 7,5 Mrd. Euro Umsatz), warnte vor Schleichtrednern: „Wir sind am Anfang verläßt worden, als wir auf unsere digitale Strategie setzten“, sagte der Springer-Vorstands-

chef. Inzwischen gilt das Wachstum des Konzerns mit digitalen Produkten als eine der Erfolgsgeschichten der Medienbranche.

Der Ladieinlagenexperte Dürri durchlief noch Mitte des vergangenen Jahrzehnts eine tiefe Krise. Doch unter Vorstandschef Ralf Dieter, einem von zwei Siegern in der Kategorie kleinerer Unternehmen (unter 2,5 Mrd. Euro Umsatz), kam der schwäbische Konzern das Asien-Geschäft aus. Heute hat er trotz schwächelnder Autokonzunktur „alle Hände voll zu tun“. Dieter betonte, dass die entschlossene Asien-Strategie nur möglich gewesen sei, weil der Aufsichtsrat unter Senior Heinz Dürri hinter ihm stand.

Geschwindigkeit half Hago-Boss-Chef Claus-Dietrich Lahrs, die Modemarke nach einem Absatzeinbruch 2009 wieder auf Wachstumskurs zu bringen. Er ließ die Kollektionen schneller überarbeiten und internationalisierte das Geschäft – auch das machte ihn nun zu einem „Strategen des Jahres“. Demütig zeigt er sich vor allem gegenüber den Käuffern, auf die er in einer wachsenden Zahl eigener Shops trifft. „Es gibt keinen besseren und ehrlicheren Kontakt zum Kunden als im eigenen Geschäft.“



Wirtschaftswoche online, September 19, 2012

Nachwuchsförderung: Henkel umwirbt Elitestudenten

von Martin Roos

Konzerne suchen immer mehr den direkten Kontakt zum Nachwuchs. Henkel-Chef Kasper Rorsted macht die Stiftungsprofessur an der Manager-Schmiede WHU zur Chefsache.

Vor so einer jungen Hörerschaft stand Kasper Rorsted vermutlich lange nicht mehr. Sonst hat es der Henkel-Chef eher mit graumeilierten Aktionären, skeptischen Analysten und kritischen Journalisten zu tun. Und nun steht er vor lauter smarten Studenten im bis auf den letzten Platz gefüllten Hörsaal der Elite-Hochschule WHU in Vallendar bei Koblenz. Der Ort scheint auf Rorsted wie ein Jungbrunnen zu wirken. Er zieht flugs das Sakko aus, strahlt in Hemd, Hose und Krawatte die Menge an, lobte die perfekt sitzenden Frisuren des Publikums ("vermutlich doch alle mit Henkel-Kosmetik-Produkten gestylt") und setzt zu einer eineinhalbstündigen Vorlesung über moderne Managementführung an – in fließendem Englisch.

Unternehmen fürchten Loch in der Personaldecke

Im Zeitalter des demografischen Wandels und Fachkräftemangels suchen die Konzerne den direkten Kontakt zur Hochschule. Sie kooperieren mit den Hochschulen bei Recruiting-Messen, einzelnen Forschungsprojekten oder durch die Förderung von Professuren. Denn sie wissen, wer hier zu spät kommt, den bestraft ein riesiges Loch in der Personaldecke für Führungskräfte. Dem Statistischen Bundesamt zu Folge werden schon in zwei Jahren in Deutschland eine Millionen Akademiker fehlen.

Rorsteds Auftritt in Vallendar vor einigen Tagen zeigt, dass im "War for Talents", dem Kampf um die besten Hochschulabsolventen, nun auch die Konzernchefs an die Front gehen. Telekom-Chef René Obermann hat erst in diesem Jahr eine Wirtschaftsprofessur an der Heinrich-Heine-Universität Düsseldorf übernommen, und VW-Chef Martin Winterkorn war im Sommer Gastdozent an der TU München. Doch Henkels Hochschulengagement mit der WHU Otto Beisheim School of Management geht weiter: Seit knapp zwei Jahren finanziert der Düsseldorfer Konzern zu hundert Prozent einen Lehrstuhl an der WHU: das Henkel Center for Consumer Goods (HCCG). Die WHU gilt als eine der besten Management-Hochschulen der Welt und ist die einzige private Hochschule, die Mitglied in der Deutschen Forschungsgemeinschaft ist.

Wissenschaftliche Konzepte in der Praxis

Zwei Juniorprofessoren, zwei wissenschaftliche Mitarbeiter und eine Office Managerin arbeiten im HCCG. "Wir haben alle unterschiedliche Themenschwerpunkte. Sie umfassen Controlling, Marketing und Purchasing", meint Tim Oliver Brexendorf, Juniorprofessor für Consumer Goods Marketing. Es gebe derzeit eine Vielzahl von Projekten, die mit Henkels Corporate Functions wie Purchasing, also Material- und Beschaffungsmanagement, oder auch der Personalabteilung umgesetzt werden.

Vor allem der Zugang zu realen Daten der Wirtschaft sei für die Forscher eine einmalige Chance: "Für die einzelnen Studien werden Daten erhoben oder bereits bestehende Daten von Henkel analysiert", erklärt Brexendorf. So untersuchte zuletzt eine Doktorandin des HCCG in einer selbst entwickelten Studie über "Social Media Marketing", welche Bedeutung Facebook-Seiten für die Stärkung von Marken besitzen. Eine Bachelor-Studentin analysierte im Rahmen ihrer Thesis mit Henkel das Marktpotential von Subhara-Afrika für Konsumgüterunternehmen.

Gut geschulter Nachwuchs ist Gold wert

"Unsere Studenten können wissenschaftliche Konzepte für die Entwicklung praktischer Fragestellungen nutzen", erklärt Martin Fassnacht, Marketingprofessor an der WHU, den Vorteil für die angehenden Führungskräfte. Vor allem sei es den Studenten dadurch möglich, "sich gezielt auf die Berufspraxis in der Konsumgüterindustrie vorzubereiten", meint Fassnacht.

Für den Waschmittel, Klebstoff- und Kosmetikerhersteller Henkel ist ein solcher Nachwuchs Gold wert: "Wir profitieren nicht nur von den Ergebnissen praxisrelevanter Managementforschung", sagt Henkel-Chef Rorsted, "wir kommen so auch in Kontakt mit vielversprechenden Praktikanten und den Führungskräften von morgen." Wer bei Henkel als Praktikant erfolgreich ist, hat gute Übernahmemechancen. Über 70 Prozent der Neueinstellungen bei Nachwuchsführungskräften sind ehemalige Praktikanten. Vom Center for Consumer Goods wurden in den knapp 24 Monaten seit Gründung bereits vier Absolventen in Festanstellung im Henkel-Management und -Marketing übernommen.

Impressions of HCCG activities 2012



**Kasper Rorsted
TV-Mittelrhein**



**Controlling@Henkel - Lecture series
Prof. Utz Schäffer, Prof. Jürgen Weber, Carsten Knobel,
Prof. Martin Fassnacht, Kasper Rorsted,
Prof. Michael Frenkel**



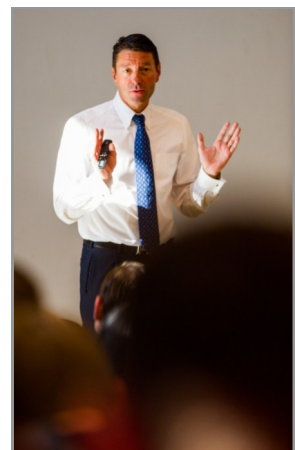
**Prof. Jürgen Weber &
Dr. Sebastian Barth**



**Controlling@Henkel - Lecture series
Prof. Martin Fassnacht &
Carsten Knobel**



**Controlling@Henkel - Lecture series
Carsten Knobel**



**Controlling@Henkel -
Lecture series
Kasper Rorsted**



**5th HCCG Advisory Board Meeting
Bertrand Conquéret, Prof. Jürgen Weber,
Ass. Prof. Matthias Ehrgott, Prof. Martin
Fassnacht**



**5th HCCG Advisory Board Mee-
ting Carina Simon presents rese-
arch project**



**Master Your Career at WHU
Dr. Andreas Veit &
Dr. Sebastian Barth**



WHU Day @ Henkel AP, Shanghai, China

RESEARCH

Research Approach

The HCCG empirically investigates research questions in consumer goods management, and derives relevant implications for management practice. 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.

Current Research Projects

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

Tim Oliver Brexendorf / Jürgen Weber / Carsten Knobel

“Brand Metrics – the Impact of Brand Metrics’ Use on Performance”

Matthias Ehrgott / Claudia Wagner / Gavin Meschnig / Felix Reimann / Lutz Kaufmann / Bertrand Conquéret

“A behavioral perspective on team decision making in the purchasing function”

Matthias Ehrgott / Sonja Vorwerk-Handing / Astou Saw / Lutz Kaufmann / Felix Reimann / Kathrin Menges

“The role of middle managers in organizational change and as drivers of employee work engagement”

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 are doing empirical investigations, through which structures and relationships are discovered (explorative studies), or hypotheses are tested (inductive studies).

(this research project splits into two sub-projects)

Carina Simon / Tim Oliver Brexendorf / Martin Fassnacht / Susanne Cornelius / Tina Müller



“Online Brand Communities – The impact of Facebook brand pages on consumer behavior”

Tim Oliver Brexendorf / Jens Bode / Birgit Middelhaue / Arnd Scheidgen / Juan-Carlos Wuhrmann

“New market-creating and -driving innovation”

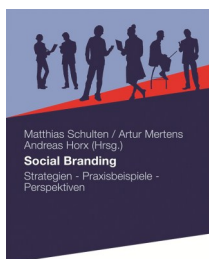
Doctoral Theses

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

Doctoral Student	Title of Dissertation	Research Field	First Supervisor
Carina Simon	"Online Brand Communities - The impact of Facebook brand pages on consumer behavior"	Marketing	Prof. Dr. Martin Fassnacht
Ludwig Voußem	"Behavioral Effects of Accounting Performance Measures"	Management Accounting & Control	Prof. Dr. Utz Schäffer

Publications & Conferences

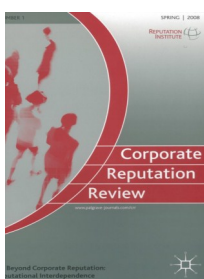
Publications



Brexendorf, Tim Oliver/ Henkel, Sven (2012): Steuern die Markenmanager oder die Konsumenten die Marke?. In: Schulten, Matthias/ Mertens, Arthur/ Horx, Andreas (Hrsg.): *Social Branding: Strategien - Praxisbeispiele - Perspektiven*. Wiesbaden: Gabler, S. 15-29.

The article discusses the relevance and scope of customer integration into brand management.

Brexendorf, Tim Oliver/ Henkel, Sven (2012): Die neue Freiwilligkeit - Von sozialen Medien zu sozialisierenden Medien. In: Schulten, Matthias/ Mertens, Arthur/ Horx, Andreas (Hrsg.): *Social Branding: Strategien - Praxisbeispiele - Perspektiven*. Wiesbaden: Gabler, S. 181-196.



Kernstock, Joachim/ Tim Oliver Brexendorf (2012): Corporate brand integration in mergers and acquisitions – An action research-based approach. In: *Corporate Reputation Review*, Vol. 15, No. 3, pp. 169-178.

Brexendorf, Tim Oliver/ Daecke, Nils (2013): The brand manager - Current tasks and skill requirements in FMCG Companies. In: *Marke-*

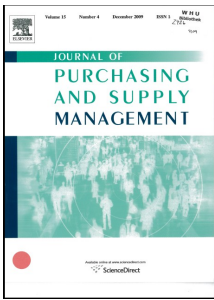
ting Review St. Gallen, forthcoming. The article highlights the contemporary competences brand managers need to face nowadays. This article is based on a co-authorship of Henkel and HCCG.



Ehrgott, Matthias/ Reimann, Felix/ Kaufmann, Lutz/ Wichmann, Barbara/ Eichblatt, Juliane (2012): Managing supply chain sustainability. In: *io management* (January/February edition 2012). The article discusses approaches that help organizations creating transparency about the social and environmental performance of their suppliers and that thus facilitate the systematic management of sustainability in buying firm's upstream supply chains.

Ehrgott, Matthias/ Reimann, Felix/ Kaufmann, Lutz/ Carter, Craig: Environmental Development of Emerging Economy Suppliers: Antecedents and Outcomes. Accepted for publication in: *Journal of Business Logistics (JBL)*. The paper connects the literature stream on supplier development with the evolving research on supply chain sustainability.





Kaufmann, Lutz/ Kreft, Sebastian/ Ehrgott, Matthias/ Reimann, Felix: Rationality in supplier selection decisions: The effect of the buyer's national task environment. Accepted for publication in the *Journal of Purchasing and Supply Management (JPSM)*.

Conferences

Ass. Prof. Matthias Ehrgott and his co-authors presented their working papers on supply management decision making and imitation of influence behavior across organizational hierarchies at three international conferences:



Ass. Prof. Matthias Ehrgott & Astou Saw at SMS conference

22nd Annual North American Research Symposium on Purchasing and Supply Chain Management in Tempe/USA, **21st Annual IPSERA conference** in Naples/Italy, **32nd Annual International Conference of the Strategic Management Society** in Prague/Czech Republic.



Prof. Michiel (Mike) Leenders & Ass. Prof. Matthias Ehrgott at IPSERA dinner

On May 2, 2012, Ass. Prof. Tim Oliver Brexendorf presented on „Brand heritage“ at the **2nd International Symposium on „Heritage, History and Nostalgia“**. The conference was organized by Prof. John M.T. Balmer and took place at Brunel Business School London. The topic of “brand heritage” gains rising importance in science as well as in practice. The history of the brand could be used as a means for the positioning and communication of the brand.

Ass. Prof. Tim Oliver Brexendorf gave a presentation on the topic “The relevance of brand heritage on brand positioning”.



2nd International Symposium on „Heritage, History and Nostalgia“



Ass. Prof. Matthias Ehrgott, Prof. Craig R. Carter & Prof. Lutz Kaufmann at Arizona State University



Ass. Prof. Tim Oliver Brexendorf with colleagues Prof. Hogreve, Prof. Hammerschmidt & Prof. Bornemann

Furthermore, Ass. Prof. Tim Oliver Brexendorf attended the 42nd Marketing Committee Conference of the VHB (Verband Hochschullehrer für Betriebswirtschaft) at the Catholic University Eichstaett-Ingolstadt.

From July 22 – July 28, Ass. Profs. Matthias Ehrgott and Felix Reimann attended the **Global Colloquium on Participant-Centered Learning (GLOCOLL)** at **Harvard Business School**. **GLOCOLL** is a two-module program committed to provide faculty members from leading business schools worldwide with a platform for exchanging views on innovative



Ass. Prof. Matthias Ehrgott at the Global Colloquium on Participant-Centered Learning at Harvard Business School

teaching methods and course design. In the first seven-day module, the discussion focused on the changing needs of educators in various regions throughout the world, innovation

in program design, teaching by using the case method, and incorporating participant-centered learning methods into conventionally-thought curricula.

The second **GLOCOLL** module is scheduled for January 2013 and addresses the development and design of original, field-based case



Global Colloquium on Participant-Centered Learning 2012

studies and teaching materials.

On September 20, 2012, Ass. Prof. Tim Oliver Brexendorf gave a presentation on Behavioral Branding” at the **Marketing – Club Bergisch**



Ass. Prof. Tim Oliver Brexendorf at the Marketing-Club Bergisch Land

Land. The Marketing – Club Bergisch Land is a member of the German Marketing Association. The German Marketing Association is the umbrella organization

of all 66 German marketing clubs and has 14,000 members. The marketing clubs organize special marketing events and presentations on a regular basis.

The presentation of Ass. Prof. Tim Oliver Brexendorf underlined the employees’ importance for building a strong brand. Brexendorf highlighted that a lot of companies underestimate the relevance of employees for living the brand and do not utilize the potential of employees in supporting the brand. He further gave some

implications how to use behavioral branding. After the lecture, all participants discussed how behavioral branding could be implemented in their companies.

Editorial / Review Activities



In January 2012, Ass. Prof. Tim Oliver Brexendorf was appointed new Co-Editor-in-Chief of the *Journal of Brand Management*. The journal 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.

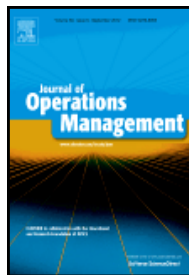


In 2012, Ass. Prof. Tim Oliver Brexendorf further served as ad hoc reviewer for international and German-speaking business and marketing journals: *Journal of the Academy of Marketing Science (JAMS)*, *Journal of Marketing Management*, *Die Betriebswirtschaft (DBW)*, and *Marketing Review St. Gallen*.



Furthermore, Ass. Prof. Tim Oliver Brexendorf reviewed for manuscripts

submitted for the American Marketing Association (AMA) Summer and Winter Conferences.



In January 2012, Ass. Prof. Matthias Ehrgott was appointed member of the Editorial Review Board of the *Journal of Operations Management (JOM)*. *JOM* is the premier ranked journal for empirical research in the field of Operations Management and

Supply Chain Management (0.7 Handelsblatt points). As calculated by Thomson-Reuters ISI, the industry standard for measuring citations, *JOM* garnered a 2011 impact factor of 4.4 on the Thomson-Reuters' Social Sciences Citation Index. This places *JOM* among the best management journals reviewed world-wide.

Beyond his work for *JOM*, Ass. Prof. Matthias Ehrgott is also a member of the Editorial Review Board of the *Journal of Supply Chain Management*. Furthermore, he acts as an ad hoc reviewer for the *International Journal of Physical Distribution & Logistics Management (IJPDLM)* and *Management International Review (MIR)*.

Awards



The editorial team around Thomas Y. Choi (Arizona State University) and V. Daniel R. Guide (Pennsylvania State University) honored Ass. Prof. Matthias Ehrgott, member of WHU's Supply Chain Management faculty, with the Best Reviewer Award of

the *Journal of Operations Management (JOM)*.

With its award, *JOM* annually recognizes scholars whose contribution as reviewers for the journal stands out through an exceptional quality. This year's award ceremony took place at the annual *Academy of Management* conference in Boston, USA. With a current Thomson Reuters ISI Impact Factor of 4.4., *JOM* ranks among the most impactful academic ma-

nagement research journals worldwide.

Ass. Prof. Matthias Ehrgott has been repeatedly honored for his contributions as a reviewer for leading journals in the SCM field: Last year, he was awarded the Best Reviewer Award of

the *Journal of Supply Chain Management*. Furthermore, he acts as an ad hoc reviewer for the *International Journal of Physical Distribution & Logistics Management (IJPDLM)* and *Management International Review (MIR)*.

Research Visits



Tuck School of Business at Dartmouth From July to August 2012, Ass. Prof. Tim

Oliver Brexendorf stayed as a visiting researcher at the prestigious Dartmouth College in Hanover, New Hampshire, USA. He was invited by Kevin Lane Keller, awarded by Poets and Quants as one of the 50 world's best business professors and a leading authority in marketing and brand management. Kevin Lane Keller is the E.B. Osborn Professor of Marketing at the Tuck School of Business at Dartmouth College. His research has been published in three of the major marketing journals - the *Journal of Marketing*, the *Journal of Marketing Research*, and the *Journal of Consumer Research*. With over sixty published papers, his research has been widely cited and has received numerous awards. His textbook on *Strategic Brand Management*, has been adop-

ted at top business schools and leading firms around the world and has been heralded as the "bible of branding." As of the 12th edition, he is also the co-author with Philip Kotler of the all-time best selling introductory marketing textbook, *Marketing Management*.

The visit at Tuck of School of Business made a deep research exchange with Prof. Keller possible. Thanks Kevin for this fantastic stay, the intense research meeting, the great trips and the rock and roll experience. I firmly believe that this was my first but not my last trip to Tuck!



Prof. Kevin Lane Keller in one of his classes

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 as well as the Kellogg-WHU Executive MBA. 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 multina-

tional firms and current developments in international consumer goods and supply markets.

The following lectures were an integral part of our course offerings in 2012:

Marketing

Brand Management (Bachelor of Science)

Ass. Prof. Tim Oliver Brexendorf

The aim of the course is to prepare the students with the principles of brand management. It discusses the role of brand management for consumers and companies, and covers the

strategic brand management process. The course highlights the importance of brand strategy and positioning, shows how to communicate the brand internally and externally, and discusses how to develop and manage brand architectures and brand extensions. Furthermore, the evaluation of brands is discussed.

Brand Manager Bootcamp (Master of Science)

Ass. Prof. Tim Oliver Brexendorf



Dr. Nils Daecke at MSc Course „Brand Manager Bootcamp“

In close collaboration with Henkel manager Dr. Nils Daecke Corporate Vice President Business Development & Digital Marketing, groups of students elaborate solutions to real-life case studies on the well-known Henkel products of the Syoss brand. In presence of Ass. Prof. Tim Oliver Brexendorf and Prof. Martin Fassnacht, the results are presented to a jury of Henkel employees from various business departments at the Henkel headquarters in Duesseldorf.



MSc students of the course „Brand Manager Bootcamp“ at Henkel

Purchasing and General Management

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

Ass. Prof. Matthias Ehrgott/

Ass. Prof. Felix Reimann

Cases help students to 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 is an intensive class focused on how to write good cases. Each student will be part of a case development-team. After an introductory session each team will actually develop a field-based case (case) and a teaching note (TN) 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 have to find and cooperate with an organization providing a strong case story.

Advanced Supply Management (Master of Science)

Ass. Prof. Matthias Ehrgott

Looking back over the past twenty years competitive sourcing created significant value for companies by driving substantial cost savings directly to the bottom line. However, the widespread use of standard professional sourcing techniques has eroded the major advantage that it had for pioneers in the 1990s and in the early years of the new century. Since the crisis, macroeconomic forces, and global competition have created an even more turbulent and uncertain business environment, just saving money on external expenditures will not be enough for firms to stay competitive and survive in the years to come. This course familiarizes students with more 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 will be able to understand decision schemes behind these concepts both from a theoretical/scientific and managerial perspective. Discussed theories include transaction cost theory, stakeholder theory, the resource-based view of the firm, normal accident theory, and high reliability theory. Students will also work with scientific journal articles and hold a mini lecture in class on an assigned topic in order to build their ability of working with academic supply management literature.

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

*Ass. Prof. Matthias Ehrgott/
Ass. Prof. Felix Reimann*

The skill development seminar helps 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 comprises 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 have the opportunity to practice their skills and receive feedback from the instructors as well as from their peers.

International Module China (MBA and Part-time MBA)

*Ass. Prof. Matthias Ehrgott/
Ass. Prof. Felix Reimann*

The International Module China exposes 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 explore how both multi-national and local companies benefit from the rapid growth of the Chinese economy and experience first-hand the transition of China from the “world’s work bench” to a highly competitive, R&D-driven market. The insights gained during firm visits are complemented and put in perspective through lectures at our Chinese partner universities China Europe International Business School (CEIBS) and Tsinghua University. The academic program comprises both the particularities of the Chinese business environment, as well as cultural, political, and historical differences to Western economies.

Courses planned for 2013:

MARKETING		
Brand Manager Bootcamp	MSc	Ass. Prof. Tim Oliver Brexendorf in cooperation with Dr. Nils Daecke, Henkel
PURCHASING		
Strategic Sourcing: Development of field-based cases	BSc	Ass. Prof. Matthias Ehrgott / Ass. Prof. Felix Reimann
International Management	BSc	Ass. Prof. Matthias Ehrgott / Ass. Prof. Felix Reimann
Analyzing and Presenting with Impact	BSc	Ass. Prof. Matthias Ehrgott / Ass. Prof. Felix Reimann
Advanced Supply Management	MSc	Ass. Prof. Matthias Ehrgott
Seminar: Accelerated Skill Development	FT & PTMBA	Ass. Prof. Matthias Ehrgott / Ass. Prof. Felix Reimann
International Module China	FT & PTMBA	Ass. Prof. Matthias Ehrgott / Ass. Prof. Felix Reimann
Strategic Sourcing	MLB	Ass. Prof. Matthias Ehrgott

Guest Lectures & Company Visits

Prof. Martin Fassnacht as guest speaker at „Henkel-Marketing-Talk“



Prof. Martin Fassnacht at Henkel

On January 31, 2012, Prof. Martin Fassnacht was invited to the event „Marketing-Talk“ at Henkel. Objective of this event is to gain inspiration through the exchange of ideas on current marketing issues between external referees, and Henkel marketing managers. Prof. Martin Fassnacht refereed on the topic „Pricing & Branding - Options for Up-Pricing“ in front of an international audience. Within his speech, he highlighted chances for a brand to be perceived of higher quality by consumers, and to increase their willingness-to-pay.

Jean-Philippe Caye, Corporate Purchasing Director Henkel, guest speaker in WHU BSc and MSc programs



Jean-Philippe Caye (Henkel) & BSc/MSc students

Jean-Philippe Caye visited the Vallendar campus on January 25, 2012, to provide a guest lecture in WHU’s BSc and MSc programs as part of the classes on “Advanced Supply Management” (Ass. Prof. Matthias Ehr Gott), “Global Supply Management” (Prof. Lutz Kaufmann) and “Advanced International Strategy” (Ass. Prof. Felix Reimann). In his presentation, Jean-Philippe Caye discussed the challenges Henkel faces on global raw material markets. In this context, he reflected ways how the purchasing function can manage phenomena

such as rising volatility, increasing consolidation of supplier markets, and capacity shortages of low cost country suppliers.

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



In the first two weeks of March, WHU’s Full-Time and Part-Times MBA classes headed out for their “International Module China”, accompanied by their Ass. Profs. Matthias Ehr Gott and Felix Reimann. The one week (PT-MBA) and two weeks (FT-MBA) visit to China is an integral part of both WHU MBA programs and allows students to deepen their knowledge about business opportunities and management challenges in the booming Asian market environment.

Beyond participating in tailor-made lectures at two of China’s most renowned universities, *China Europe International Business School (CEIBS)* and *Tsinghua University School of Economics and Management*, the group also experienced a rich portfolio of visits and management discussions at both global MNEs operating in China as well as at local companies. As such, firms like Shanghai Volkswagen, Baosteel, POSCO- Zhangjiagang Pohang Stainless Steel, Beijing Hyundai, Hailiang, Ten-cent, and Shenyuan Printing welcomed our MBAs and allowed them to gain rich insights into their operations and strategies.



Holger Gerdes (Henkel) & Mirko Raznatovic (student)

Continuing a tradition of successful cooperation, also Henkel welcomed the MBAs with a rich and diverse program in its Shanghai-based APAC headquarters: Katharina Hoehne (*Head of Henkel’s Cosmetics Professional Business*

Asia-Pacific), Luc Godefroid (*Head of Global Sales Henkel Electronics*), Tilo Weiss (*Head of Corporate Purchasing Asia-Pacific*), Stephen Bratt (*Regional Sales Training & Development Manager Asia-Pacific*), Eric Yau (*Manager Henkel Adhesives Asia-Pacific*), and Holger Gerdes (*Head of Human Resources Asia-Pacific*) used the opportunity to extensively discuss Henkel's Asia business with our MBA group. To further deepen the discussion, students had also prepared four presentations in which they shared and openly discussed their perspectives on the different Asia-related market trends with the Henkel management team.

Robert Bossuyt, Corporate Vice President Henkel Purchasing, as guest speaker in WHU Part-time MBA-Program



Robert Bossuyt (Henkel) & part-time MBA students

On Saturday, June 23, 2012, the participants of WHU's Part-time MBA-Program were delighted to welcome Robert Bossuyt for a guest lecture in Prof. Lutz Kaufmann's class on "Strategic Sourcing". As a member of Henkel's global Purchasing Leadership team, Robert Bossuyt manages the company's worldwide activities in sourcing packaging materials. In his exciting presentation entitled „Purchasing as Strategic Key Lever to Boost the Results of the Company“, he intensively discussed the role of the purchasing function as an accelerator to boost net sales, increase EBIT, and generate cash. He also impressively demonstrated how Henkel's Global Purchasing unit addresses market volatilities and handles complexity in the upstream supply chain.

WHU MBA Class of 2013 @ Henkel Purchasing

On June 26, 2012, WHU's MBA class of 2013 visited Henkel's Duesseldorf headquarters under the supervision of Prof. Lutz Kaufmann. The visit was organized as part of the MBA

course "Strategic Sourcing". Bertrand Conquéret, Head of Global Purchasing at Henkel, welcomed the group together with members of his global leadership team.



MBA class of 2013 at Henkel Purchasing

After a brief introduction by Robert Bossuyt to the challenges and characteristics of sourcing packaging

materials, the participants worked on a live case allowing them to apply and discuss important concepts learned in class. Following a plant tour, Stephanie Briehs (WHU full time MBA class of 2011) and Avinash Madhavan (WHU full time MBA class of 2012) shared insights from their work experience at Henkel and introduced the group to potential entry paths and career opportunities. The event closed with a highly effective "speed-networking" session that the participants used to meet with large parts of the leadership team. In their feedback, students emphasized both the outstanding commitment of the Henkel Purchasing team members and their winning spirit.

Guest lecture by Dr. Nils Daecke, Corporate Vice President International Marketing Hair Care & Digital Marketing, Henkel

On July 11, 2012, Dr. Nils Daecke, Corporate Vice President Business Development & Digital Marketing at Henkel and WHU Alumnus, shared some real-life insights into the relaunch of the hair care brand Gliss Kur. In front of the WHU MBA students enrolled in the Marketing track by Prof. Martin Fassnacht, Dr. Daecke illustrated how Henkel successfully relaunched the Gliss Kur brand with an innovative technology and a creative marketing-mix.



Dr. Nils Daecke (Henkel) & Prof. Martin Fassnacht

Following his presentation about the relaunch of the Gliss Kur brand, the WHU MBA students prepared and presented their findings on July 25 in front of Dr. Nils Daecke and Prof. Martin Fassnacht.

Top Management at Henkel in dialogue with students



As part of the ongoing lecture series "Controlling@Henkel", Kasper Rorsted, CEO of Henkel, and Carsten Knobel, Henkel CFO, held a guest lecture on September 3, 2012, in front of 190 students at WHU – Otto Beisheim School of Management in Vallendar. The title of the lecture was "The relevance of management control for Henkel." The lecture series, in which Henkel management regularly reports about controlling and marketing-related issues in practice, is a part of the cooperation between Henkel and WHU.

The title of the lecture was "The relevance of management control for Henkel." The lecture series, in which Henkel management regularly reports about controlling and marketing-related issues in practice, is a part of the cooperation between Henkel and WHU.

First Rorsted and Knobel took part in a discussion with WHU professors addressing the cooperation between companies and universities



Kasper Rorsted (CEO Henkel) at WHU

and the advantages for both parties. Aspects such as career perspectives, current challenges for employers, and talent management were particularly stressed. For Henkel and WHU, the cooperation produces a valuable exchange. "Henkel profits from the results of practice-relevant management research and comes into contact with promising interns and future graduates – so in the "war for talent," we're already getting to know tomorrow's managers," emphasized Kasper Rorsted. The integrated educational concept offers many advantages

for WHU, as well. "Practical projects and final papers at Henkel make it possible for our students to use scientific results and concepts for the development of practical questions and to prepare themselves purposefully for a profession in the consumer goods industry," stressed Prof. Martin Fassnacht, holder of the Chair for Business Studies focused on marketing and commerce at WHU.

Thorsten Schneeberg, Global Purchasing Director Services & IMS at Henkel, guest speaker in WHU BSc program

Thorsten Schneeberg visited WHU's Vallendar campus on September 10, 2012, for a guest session in the Bachelor of Science course on "Global Supply Management" (Prof. Lutz Kaufmann).

In his lively presentation, Thorsten Schneeberg introduced the participants to current strategic challenges of the purchasing function using the Henkel case example. He also outlined the particularities of service sourcing based on the example of travel management. Students used the opportunity to engage in a rich discussion with Thorsten Schneeberg, exploring the effectiveness of different levers to reduce purchasing cost (such as global volume pooling) and strategies to enhance supplier services levels (such as close vendor cooperation).



Thorsten Schneeberg (Henkel) at WHU

Wolfgang Breyer, BMW Group, gave a guest lecture at the BSc – Brand Management lecture

As part of Ass. Prof. Tim Oliver Brexendorf's ongoing "Brand Management" lecture, Wolfgang Breyer, Head of International Advertising, Online Communication and Social Media BMW, gave a guest lecture titled "Brand communication at BMW" on September 18, 2012.

He impressively explained how the brand BMW and its defined brand identity can be supported by using different forms of communication. He gave deep insights in various brand communication tasks and highlighted strategies that can be used to overcome barriers in the implementation of brand communication.



**Wolfgang Breyer (BMW)
at WHU**

Andreas Henke, Marketing Director of Porsche Germany, was guest lecturer at WHU



**Andreas Henke (Porsche) &
Ass. Prof. Tim Oliver Brexendorf**

On November 6, 2012, Andreas Henke, Marketing Director of Porsche Germany, gave the students of Ass. Prof. Brexendorf's "Brand management" course insights into the brand management activities of Porsche. He impressively introduced the unique challenges of sustaining a strong brand in the sports car industry and presented approaches how to build and sustain a strong and consistent brand image over time.

He impressively introduced the unique challenges of sustaining a strong brand in the sports car industry and presented approaches how to build and sustain a strong and consistent brand image over time.

Kathleen Schultz and Paul Khol gave a guest lecture within the lecture series "Controlling@Henkel" at WHU

On November 12, 2012, Kathleen Schultz, Marketing Controlling Henkel Laundry & Home Care and Paul Khol, Head of International Marketing Controlling Henkel Beauty Care, were guest speakers as part of the lecture series "Controlling@Henkel" and Ass. Prof. Brexendorf's BSc lecture "Brand Management" at WHU – Otto Beisheim School of Management.



**Paul Khol (Henkel), Ass. Prof. Tim
Oliver Brexendorf & Kathleen
Schultz (Henkel) at WHU**

Kathleen Schultz and Paul Khol gave the students deep insights into "Measuring brand performance" at Henkel. Both profoundly demonstrated the challenges of measuring the value of brand within a company nowadays.

Impressions of our guest lectures at WHU and Henkel

Controlling@Henkel - Lecture series with Kasper Rorsted and Carsten Knobel





Robert Bossuyt (Henkel) & EMBA students at WHU



Andreas Henke (Porsche) at WHU



Wolfgang Breyer (BMW) & Ass. Prof. Tim Oliver Brexendorf at WHU



Paul Khol, Kathleen Schultz (both Henkel) & Ass. Prof. Tim Oliver Brexendorf at WHU



Dr. Tilo Weiss, Holger Gerdes (both Henkel) & MBA students



Robert Bossuyt (Henkel) & part-time MBA students at WHU



Ass. Prof. Tim Oliver Brexendorf, Dr. Nils Daecke & Prof. Martin Fassnacht at Henkel



Bertrand Conqu ret (Henkel) & MBA students at Henkel

STUDENT SERVICES

Theses

The HCCG supports and supervises WHU students in developing their graduate theses. In 2012, Ass. Prof. Tim Oliver Brexendorf supervised the following WHU students:

Student	Title of Thesis	Program
Julian Bolz	<i>"Limits and risks of customer integration in brand positioning activities - A FMCG perspective"</i>	BSc 2012
Daniel Lohrmann	<i>"Development of a holistic approach to brand positioning"</i>	BSc 2012
Christian Ziegert	<i>"Development of a holistic approach to brand positioning"</i>	BSc 2012

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.



BSc thesis presentation of Alexander Koerfer at Henkel

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.

Second Henkel - WHU round - table in Düsseldorf

On May 9, 2012, the HCCG organized the second "round – table" of Henkel managers, HCCG members and WHU – Henkel interns in Düsseldorf. In a relaxed atmosphere, the participants enjoyed the opportunity to get to know each other better and to exchange experiences. The round table provides an exchange across departmental boundaries and beyond professional topics between the students and the Henkel managers.



2nd WHU round table in Duesseldorf

In 2012, the following WHU students completed internships and theses with Henkel AG & Co. KGaA:

Internships with Henkel in 2012

Student	Department	Supervisors
Maïke Bruns BSc 2012	Marketing U-K	Nadine Bernhof (U-K, Schauma)
Dinara Rosow BSc 2012	Marketing U-K	Dr. Henning Mohr (U-K, Theramed)
Maren Schönfelder BSc 2013	Purchasing FP	Gabrielle Jacob (Purchasing)
Jan Banning BSc 2012	Business Development U-K	Dr. Greta Rose (U-K, Business Development)
Lars Kiefer BSc 2014	Finance	Henkel Shanghai

Internships and theses with Henkel in 2012

Student	Department	Supervisors	Topic
Ann-Kathrin Scholl BSc 2012	CEO Office U-V	Tim Oliver Brexendorf (HCCG) Friederike Kemper (U-V, CEO Office)	“Sub-Saharan Africa and its potential for FMCG Manufacturers”
Alexander Koerfer BSc 2012	Marketing U-K	Tim Oliver Brexendorf (HCCG) Jerome Butez (U-K, Palette)	“Key success factors of digital marketing activities in FMCG and digital strategy recommendation for Palette”
Avinash Madhavan MBA 2012	Purchasing	Matthias Ehrgott (HCCG)	“Leveraging e-sourcing in international purchasing - A strategy for paraffinic waxes”
Mario Picasso MBA 2012	Purchasing	Matthias Ehrgott (HCCG)	“Global Purchasing Operations: How to get the full potential”
Zhengzheng Zhu MBA 2012	Human Resources U-H	Tim Oliver Brexendorf (HCCG) Jens Plinke (U-H, Human Resources)	“Strengthening the Employer Branding on a Social Media Platform - What makes a Facebook career page successful”

Impressions of the HCCG Team





*Henkel Center
for Consumer Goods*

WHU – Otto Beisheim School of Management

Henkel Center for Consumer Goods

Burgplatz 2, 56179 Vallendar

Phone: +49 (0)261 - 6509 760, Fax: +49 (0)261 - 6509 769

www.whu.edu/hccg