



Henkel Center  
for Consumer Goods



Excellence in  
Management  
Education

# Henkel Center for Consumer Goods

## Annual Report 2011



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### WHU in brief

WHU – Otto Beisheim School of Management is an internationally oriented and privately financed business school. The range of courses includes a Bachelor and Master of Science Program, a full-time and a part-time MBA Program, the Kellogg-WHU Executive MBA-Program and the Bucerius/WHU Master of Law and Business-Joachim Herz Program (MLB) as well as customized programs for management.

## PREFACE

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Vallendar, January 2012

Dear readers,

We look back on a very eventful and successful year 2011. Our intense and fruitful collaboration allowed us launching and engaging in a rich portfolio of teaching, research, and exchange activities.

Our faculty research projects have gained nice traction with some of them being already in the data collection and analysis phases. Furthermore, my team and I supervised seven WHU students in developing their theses.

Beyond research, various events in management accounting and control, marketing, and purchasing were organized, some of them already in their second year. Together with Henkel, we have established a rich portfolio of courses in which WHU students across our pre- and post-experience programs can discuss and exchange their ideas on real-life cases with different Henkel managers. Some of our students have already started an internship or a full-time career at Henkel. I am proud to see this great impact of our jointly launched activity portfolio.

The commitment and fantastic team-play of Henkel AG & Co. KGaA, our core HCCG team, and the Advisory Board greatly contributed to our successful journey so far. Very special thanks go to Dr. Lothar Steinebach, Kathrin Menges, Carsten Knobel, Bertrand Conquéret, Tina Mueller, Susanne Cornelius, and Dr. Andreas Veit from Henkel. Thank you for opening many doors and promoting the very different activities that help our students to learn about the manifold facets of the consumer goods industry. At WHU, I would like to thank my colleagues, Professor Martin Fassnacht, Professor Juergen 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 Ehrigott, and to our doctoral candidates, Carina Simon and Georg Bauser, 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 of our annual report, we are happy to share with you deeper insights into our manifold 2011 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<sup>rd</sup>, 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, Member of the Executive Board of Henkel AG & Co. KGaA, and WHU, represented by Vice Chairman of the WHU foundation, Professor Klaus Brockhoff and Dean Professor Michael Frenkel, solemnly closed the contract.

In close cooperation with Henkel AG & Co. 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 at the WHU. 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 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.

The Henkel Center for Consumer Goods is supported by a board of Henkel managers, and Professors of WHU. In regular meetings, the running projects are discussed, and the objectives of the center are jointly determined. Thus, the goal-oriented progress and development of the center is assured.



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

## Team

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**Dr. Tim Oliver Brexendorf**

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

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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. In the area of controlling he studies 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 Communications, and the Marketing Review St. Gallen. Furthermore, he has published several articles in edited books.



**Dr. Matthias Ehrgott**

*Assistant Professor of International Business & Supply Management*

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Matthias Ehrgott is Assistant Professor of International Business & Supply Management at the WHU – Otto Beisheim School of Management since January 2010.

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 sustainability, 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 Ehrgott's publications include, amongst others, articles in the Wall Street Journal, the Harvard Business manager, the Journal of International Management, and the

Journal of Business Ethics. Furthermore, he is a member of the Editorial Review Board of the Journal of Supply Chain Management.

Outside his academic career, Matthias Ehrgott worked for a total of three 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**

*Doctoral Assistant*

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Carina Simon has been supporting the Henkel Center for Consumer Goods team as a doctoral assistant and Ph.D. student since May 2010. Her research is in the field of Consumer Goods Marketing. A particular focus of her work is the role of social media 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 Sala-

manca (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.



**Dipl. Wirt. Inf. (BA)  
Georg Daniel Bauser,  
MBE**

*Doctoral Assistant*

Georg Bauser was doctoral assistant and Ph.D. student at the Henkel Center for Consumer Goods from May 2010 – November 2011. His research focused on Consumer Goods Management Accounting & Control, especially in the field of Innovation Management.

He studied Business Informatics, and Business and Engineering with majors in Finance and Management at the Corporate State University Mosbach, and Steinbeis University of Berlin. During his studies, Georg Bauser gained practical experiences in banking and consumer goods industry.

Georg Bauser left the Henkel Center for Consumer Goods in November 2011 to dedicate himself to new tasks. We wish him the very best for his professional and personal future.

## Student Research Assistants



**Nadine Pietzko**



**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 the sponsor 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 projects undertaken by the HCCG are of relevance for management and science.

Furthermore, within the individual research projects the HCCG team closely works together with associate members from both Henkel and WHU. During special workshops, the respective members of the Advisory Board and the

HCCG team, as well as the respective associate members meet to discuss the process of the specific research projects in detail.



4th HCCG Advisory Board Meeting at Henkel



**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. Juergen 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



**Kathrin Menges**

*Advisory Board Member*

Executive Vice President Human Resources

Henkel AG & Co. KGaA



**Carsten Knobel**

*Advisory Board Member*

Vice Chairman of the Henkel Center for Consumer Goods Advisory Board

Corporate Senior Vice President Cosmetics & Toiletries

Financial Director Finance – Corporate Controlling

Henkel AG & Co. KGaA



**Bertrand Conquéret**

*Advisory Board Member*

Corporate Senior Vice President Global Purchasing

Henkel AG & Co. KGaA



**Susanne Cornelius**

*Associate Member*

General Manager Cosmetics & Toiletries

Henkel Italia S.p.A.



**Dr. Andreas Veit**

*Associate Member*

U-F – Corporate Controlling

Special Projects/Committees

Henkel AG & Co. KGaA

## HCCG in press

A portrait of the HCCG appeared in "BIP – Best in Procurement" journal in March 2011

BIP BRAIN

# Wie Henkel Wissen schafft

**KOOPERATION.** Wenn Unternehmen in die Wissenschaft investieren, können davon beide Seiten profitieren. Dies zeigt das Beispiel des Henkel Center for Consumer Goods an der WHU in Vallendar.

Seit einem Jahr fördert Henkel das erste fächerübergreifende Forschungszentrum für Konsumgüter im deutschsprachigen Raum. Beschaffung ist neben Marketing und Controlling eine der drei tragenden Säulen der Kooperation.

Nachdem der Startschuss fiel, wurde schnell deutlich: Das fächerübergreifende Henkel Center for Consumer Goods (HCCG) ist ein Gewinn für alle Beteiligten. Der Konzern profitiert von Forschungsergebnissen in den Bereichen Einkauf, Marketing und Controlling und kann frühzeitig talentierte Hochschulabsolventen kennen lernen. Das Center an der WHU – Otto Beisheim School of Management erhält Zugang zu empirischem Rohstoff und Anregungen für zahlreiche Forschungsprojekte. Den Studierenden werden mittels unterschiedlicher Formate unmittelbare Einblicke in Herausforderungen und Entwicklungen der Konsumgüterindustrie ermöglicht. Die Rahmenbedingungen: Henkel finanziert aktuell drei Stellen, eine vierte unterhalten der

Düsseldorfer Konzern und die Hochschule gemeinsam.

**Einkauf, Marketing, Controlling.** Schon frühzeitig legten WHU und Henkel in den einzelnen Bereichen des Centers die gemeinsamen Forschungsthemen fest. Im Marketing stehen die Themenfelder „Digital Marketing“ und „Employer Branding“ im Vordergrund. Im Controlling liegt der Fokus auf Markenbewertung und Innovationscontrolling. Die einkaufsbezogene Forschung legt einen ersten Schwerpunkt auf soziale und ökologische Nachhaltigkeit im Lieferantenmanagement und auf Entscheidungsprozesse bei der Lieferantenauswahl. Henkel-Einkaufsleiter Bertrand Conquéret geht mit seinem Engagement im HCCG nicht nur im immer wichtiger werdenden Dialog Wissenschaft-Praxis, sondern auch bei der Rekrutierung von Nachwuchskräften für die Beschaffungsfunktion in die Offensive. Gleichzeitig verstärkt die WHU mit Gründung des HCCG ihre Fakultät im Bereich Beschaffung. Seit Januar 2010 hat Dr.

Matthias Ehrigott die im HCCG assoziierte Juniorprofessur für Internationales Management und Beschaffung inne. Er unterstützt damit WHU-Professor Dr. Lutz Kaufmann, der seit über zehn Jahren den Bereich Beschaffung im Forschungs- und Lehrportfolio der Vallendarer Business School auf- und ausgebaut hat. „Bei einem Anteil externer Zukäufe von mehr als 50 Prozent an den Gesamtkosten der herstellenden Industrie, ist es für Hochschulen kein Kann, sondern ein Imperativ, Beschaffung in allen Programmen – vom Bachelor of Science bis hin zum Executive MBA – mehr Aufmerksamkeit zu widmen“, betont Kaufmann. „Die Plattform HCCG erlaubt uns, unsere einkaufs- und praxisbezogene Forschungsarbeit deutlich zu stärken.“

Wer das Ohr nah an der Wissenschaft hat, kann sich die besten Talente für den Einkauf sichern.

**Besuch auf dem Campus.** Bertrand Conquéret steht voll hinter dem Konzept. Das machte er eindrucksvoll deutlich, als er bei einem Global Purchasing Management Call mit rund 90 Henkel-Teilnehmern die WHU Full-Time MBA-Klasse einlud, der Diskussion vor Ort in der Düsseldorfer Konzernzentrale beizuwohnen. Der Besuch der MBA-Gruppe, der unter dem Motto „Purchasing live“ stand, war nur ein Baustein der Kooperation. Bertrand Conquéret besuchte inzwischen wiederholt den Vallendarer Campus, um den Studierenden der WHU Bachelor of Science-, Master of Science- und MBA-Programme im Rahmen von Gastvorlesungen mit großer Leidenschaft die Mission des Einkaufs innerhalb Henkels zu vermitteln und deutlich zu machen, wie facettenreich und strategisch eine moderne Beschaffungsfunktion arbeitet und welche Herausforderungen steigende Volatilitäten auf

Wissenschaft und Praxis in trauter Runde (von links): Prof. Lutz Kaufmann (WHU), Lien Tran (Einkaufsmanagerin Henkel), Bertrand Conquéret (Einkaufsleiter Henkel), Dr. Matthias Ehrigott und Dr. Tim Oliver Brexendorf (beide WHU)



BIP 2/2011, 2. Jahrgang

den Rohstoffmärkten, Ressourcenknappheit oder die Globalisierung der Beschaffungsmärkte an den Einkauf stellen. „Wenn wir im Einkauf nachhaltig erfolgreich sein wollen, müssen wir zwei Dinge forcieren. Erstens: die besten Talente für den Einkauf begeistern und gewinnen. Zweitens: das Ohr nah an der Wissenschaft haben. Genau das tun wir mit dem HCCG“, resümiert Conquéret.



**Beliebt: Praktika bei Henkel.** Die Resonanz unter den WHU-Studierenden ist groß. „Wir erhalten nahezu wöchentlich Anfragen von Studierenden in Hinblick auf Möglichkeiten für Praktika oder den Direkteinstieg in allen drei am Center vertretenen Henkel-Bereichen Einkauf, Marketing und Controlling“, berichtet der Leiter des HCCG, Marketing-Juniorprofessor Dr. Tim Oliver Brexendorf. Auch Praktika, die thematische Anknüpfungspunkte für die Abschlussarbeiten unserer Studierenden bieten, seien sehr beliebt. Im Bereich Beschaffung bewarb sich Valeria Valencia Sosa im ersten HCCG-Jahr erfolgreich auf eine solche Stelle. Ihre Bachelor-Thesis: „Social and environmental sustainability risk assessment within an international supplier base“. Eine an internatio-

nalen, wissenschaftlichen Standards ausgerichtete Ausarbeitung des Themas bildete den Kern der Arbeit. Zudem waren die Präsentation der Ergebnisse vor Führungskräften und eine moderierte Diskussion zur Umsetzung des entwickelten Konzepts zum Monitoring von Umwelt- und Sozialstandards der Henkel-Lieferantenbasis Bestandteil des Praktikums.



Die nächsten Aktivitäten sind bereits festgelegt. WHU-Studierende lernen die Facetten der Total-Cost-of-Ownership Problematik im Rahmen einer Fallstudie kennen. Im März 2011 reist die MBA-Klasse für vier Wochen nach Asien. Im Rahmen dieser Auslandsstation steht auch der Besuch der Henkel Zentrale Asia Pacific in Shanghai auf dem Programm. Tilo Weiss, Einkaufs-Chef Henkel Asia Pacific, wird die Gruppe mit den Besonderheiten der asiatischen Märkte vertraut machen. Dabei sollen die Studierenden im Sinne des HCCG neben Herausforderungen in der Beschaffung auch funktionsübergreifend asienspezifische Fragestellungen in den Bereichen Marketing und Controlling gemeinsam mit Henkel Führungskräften erörtern.  
**Sabine Ursel, BME**

## WHU in Vallendar

Die WHU – Otto Beisheim School of Management in Vallendar bei Koblenz bietet alle akademischen Abschlüsse einer Business School vom Bachelor of Science bis zur Habilitation. Alle WHU-Programme liegen in nationalen und internationalen Rankings auf Spitzenplätzen. So gehört das gemeinsam mit der Kellogg School of Management angebotene berufsbegleitende EMBA-Programm seit Jahren zu den Top 12 weltweit im internationalen Ranking der Financial Times. Für Unternehmen werden maßgeschneiderte Management Development-Programme durchgeführt – häufig mit strategischen

Partnern, wie der SAID Business School an der Oxford University. Der Bereich Beschaffung ist an der WHU durch die Professoren **Dr. Lutz Kaufmann** (Lehrstuhl für Internationales Management und Beschaffung) und **Dr. Matthias Ehrgott** (Juniorprofessur für Internationales Management und Beschaffung) vertreten.

**Henkel Center for Consumer Goods:**  
[www.whu.edu/hccg](http://www.whu.edu/hccg)  
**Lehrstuhl für Internationales Management & Beschaffung:** [www.whu.edu/intman](http://www.whu.edu/intman)

## WHU MBA students report about company visits to Henkel in media

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# MBA blog

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### A Company Visit to Henkel

July 1, 2011 2:17 pm by Andrew DeLuca, WHU

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Our MBA is now going into the fifth month of the programme, when the core modules are almost complete and the summer seems to be approaching rapidly. The last weeks have been packed with courses, exams, extracurricular workshops and other events – and of course preparation for the rowing competition I have mentioned previously.

Thus I have many great stories to share, but I will focus on a company visit to Henkel headquarters in Düsseldorf which took place recently.

We were welcomed by Bertrand Conquéret, Head of Global Purchasing at Henkel, and his entire leadership team. The day was planned down to the last detail to offer the greatest insight into the organisation from a purchasing perspective. This included an introductory presentation about the challenges facing Henkel purchasing, listening in on a live global purchasing conference call, hearing one of our predecessors present his thesis on the topic of “Corporate Social Responsibility in Supply Management”, a plant tour and a presentation by human resources about career opportunities at Henkel.


I was delighted to see the extent of international representation in the purchasing team which had a truly global vibe. Furthermore, it was inspiring to observe people doing their everyday jobs which we as MBA students might aspire to in the future, and to have the opportunity to learn from their experience.

Mr. Conquéret shared some stories with us from his personal background. I want to pass on some of this advice to all of the readers of this blog. The key takeaways for me were that a management team should be rotated after some years to keep people focused and to always draw from a fresh perspective but also to give other people a chance to prove themselves and to create greater synergies across departments in a large organisation.

On a more personal note: you have to work hard always, never take a job for granted, have a vision and know what you want to achieve but remain humble. Nobody needs someone with a “big head” who thinks they are more valuable than the rest.

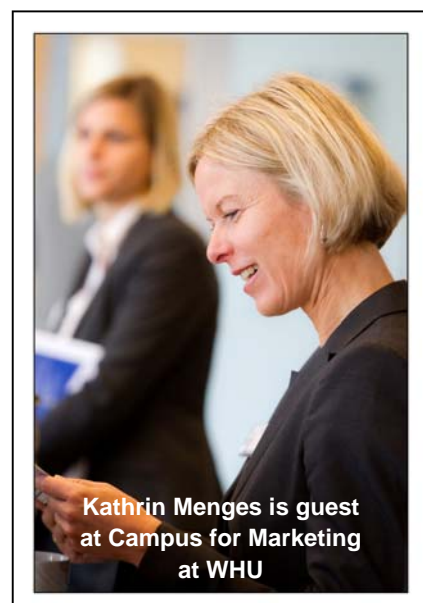
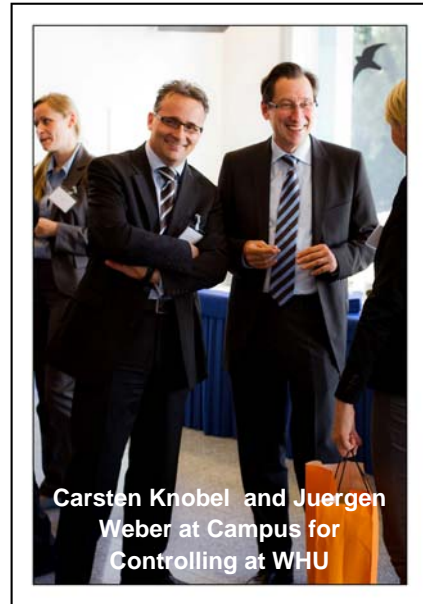
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#### MBA blog



Welcome to the Financial Times Business Education MBA blog. MBA students from business schools around the globe are

## Impressions from HCCG activities 2011



## RESEARCH

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### Research Approach

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The HCCG investigates empirically 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.

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

### Current Research Projects

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

- Employer Branding
- Brand Metrics
- Team Decision Making
- Emerging Economy Suppliers
- Organizational Change
- Social Media Marketing
- Management Control and Innovation

## Doctoral Theses

Assistant Professor 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“	Marketing	Prof. Dr. Martin Fassnacht
Daniela Goetz	„Vertical Brand Extensions“	Marketing	Prof. Dr. Martin Fassnacht
Stefanie Wriedt	„Online Consumer Buying Behavior“	Marketing	Prof. Dr. Martin Fassnacht
Ludwig Voußem	„Behavioral Effects of Accounting Performance Measures“	Management Accounting & Control	Prof. Dr. Utz Schäffer

## Publications & Conferences

### Publications

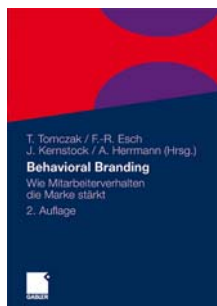
Brexendorf, Tim Oliver / Tomczak, Torsten (2011):



*Markencontrolling – Vom intuitiven Markenaufbau zur kontinuierlichen und systematischen Planung, Steuerung und Kontrolle der Marke.* In: Zeitschrift für Controlling und Management, Vol. 55 (1), pp. 28-32.

Brexendorf, Tim Oliver / Tomczak, Torsten / Kernstock, Joachim / Henkel, Sven / Wentzel, Daniel (2011):

*Der Einsatz von Instrumenten zur Förderung von Brand Behavior.* In: Behavioral Branding - Wie Mitarbeiterverhalten die Marke stärkt. Tomczak, Torsten / Esch, Franz-Rudolf / Kernstock, Joachim / Herrmann, Andreas (Eds.), 3rd edition, pp. 337-372.



Ehrgott, Matthias / Saw, Aischa Astou / Kaufmann, Lutz / Reimann, Felix (2011): *Die Kunst des Entscheidens.* In: IO Management, Vol. 4 (April), pp. 42-45.



Reimann, Felix / Ehrgott, Matthias / Kaufmann, Lutz / Carter, Craig R. (2011): *Local stakeholders and local legitimacy: MNEs' social strategies in emerging economies.* In: Journal of International Management, forthcoming.

### Conferences

In September 2011, Tim Oliver Brexendorf and Joachim Kernstock presented their paper on "Multi or single brand strategy with a retail brand merger" on the **14<sup>th</sup> International Corporate Identity Group (ICIG) Conference** at the IE University of Segovia in Spain. The ICIG draws on academic along with practitioner insights relating to corporate identity and, em-

braces the wider territory of corporate and organizational marketing where identity based perspectives are also highly salient. Annually, academic representatives of this research streams meet at the ICIG conference to discuss recent developments in the fields of corporate marketing, corporate identity, and corporate reputation.



Furthermore, in November 2011, Matthias Ehrgott and Felix Reimann presented their working paper on the influence of top management communication on middle managers commitment to change on the **31<sup>st</sup> Annual International Conference of the Strategic Management Society** in Miami/Florida.



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## Editorial / Review Activities



Assistant Professor **Tim Oliver Brexendorf** (HCCG), Professor John M.T. Balmer (Brunel University, London) and Dr. Joachim Kernstock (Kompetenzzentrum für Markenföhrung, St. Gallen) will publish a special issue “Corporate brand management – a leadership perspective” in *The Journal of Brand Management*.

Furthermore, Assistant Professor Tim Oliver Brexendorf was reviewer for the following journals: California Management Review, Journal of Brand Management, and Marketing Review St. Gallen (former Thexis).

In 2011, Assistant Professor Matthias Ehrgott was reviewer for the following journals: Journal of Supply Chain Management, Journal of Operations Management, International Journal of Physical Distribution and Logistics Management, and Management International Review.

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## Awards



The editorial team around Professor Craig R. Carter (Arizona State University) and Professor Lisa M. Ellram (Miami University) honored WHU Assistant Professor Matthias Ehrgott with the Best Reviewer Award of the *Journal of Supply Chain Management* (JSCM).

With its award, JSCM annually recognizes scholars whose contribution as reviewers for the journal stands out through depth in respect of content, rapport established with authors, and timeliness. Matthias Ehrgott is member of JSCM’s Editorial Review Board since 2010. JSCM is a scholarly, research journal which

has been published since 1965. It has been ranked third among 27 supply management journals in terms of overall journal evaluation (Zsidisin et al., 2007, Journal of Operations Management) and – with a current Thomson Reuters ISI impact factor of 5.852 – is one of the ten most impactful management research journals worldwide. JSCM has an interdisciplinary focus which includes the engagement of scholars in the fields of supply chain management, operations management, marketing, strategic management, and social network analysis. It has published papers by major leaders in the field, such as Steve Borgatti, Tom Choi, Barb Flynn, Gary Frazier, Shelby Hunt, Tom Mentzer, Jack Meredith, Aleda Roth, Jack Wacker, and nobel prize laureate Oliver Williamson.



## TEACHING

### Lectures

The HCCG organizes and offers lectures across the various programs of WHU with a focus on marketing, purchasing, and general management. Programs of the WHU in which courses are offered by the team comprise the Bachelor of Science program, the Master of Science program, the MBA- and part-time MBA program. The lectures of the HCCG are characterized not only by containing the essential theoretical foundations, but also by a strong practice-oriented focus. Guest lectures by business managers, company visits, as well as the elaboration of real-life case studies help the students to gain key insights into the business world.

The following lectures were offered to the WHU students in 2011:

#### *Marketing*

##### **Brand Management (Bachelor of Science)**

*Assistant Professor 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)**

*Assistant Professor Tim Oliver Brexendorf in cooperation with Professor Martin Fassnacht*

In close collaboration with Henkel manager Nils Daecke, Corporate Vice President Hair Care Henkel, groups of students elaborate solutions to real-life case studies on the well-known Hen-

kel products of the Syoss brand. In presence of Assistant Professor Tim Oliver Brexendorf and Professor Martin Fassnacht, the results are presented to a jury of Henkel employees from various business departments at the Henkel headquarters in Duesseldorf.



#### *Purchasing and General Management*

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

*Assistant Professor Matthias Ehr Gott/  
Assistant Professor 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)**

*Assistant Professor Matthias Ehr Gott*

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)**

*Assistant Professor Matthias Ehgott/  
Assistant Professor 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)**

*Assistant Professor Matthias Ehgott/  
Assistant Professor 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 2012:**

**MARKETING**

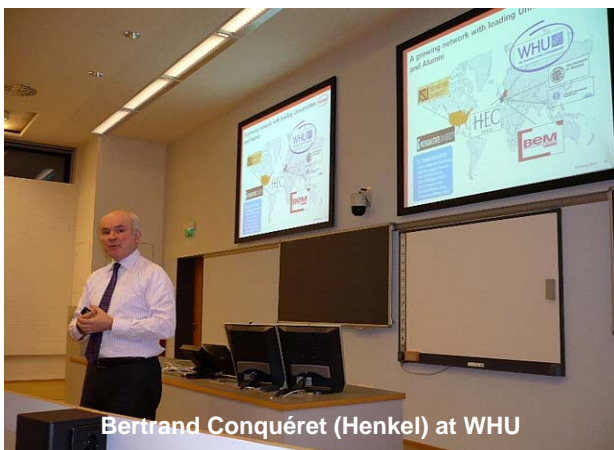
Brand Manager Bootcamp	MSc	Assistant Professor Tim Oliver Brexendorf in cooperation with Professor Martin Fassnacht
Brand Management	BSc	Assistant Professor Tim Oliver Brexendorf

**PURCHASING**

Seminar: Accelerated Skill Development	FT & PTMBA	Assistant Professor Matthias Ehrgott / Assistant Professor Felix Reimann
International Module China	FT & PTMBA	Assistant Professor Matthias Ehrgott / Assistant Professor Felix Reimann
Advanced Supply Management	MSc	Assistant Professor Matthias Ehrgott
Strategic Sourcing: Development of field-based cases	BSc	Assistant Professor Matthias Ehrgott / Assistant Professor Felix Reimann

**Guest Lectures & Company Visits**

**Bertrand Conquéret, Head of Henkel’s Global Purchasing function, guest speaker in WHU BSc and MSc programs @ WHU**



Bertrand Conquéret (Henkel) at WHU

Bertrand Conquéret visited the Vallendar campus on January 31<sup>st</sup>, 2011, to provide a guest lecture in WHU’s BSc and MSc programs as part of the classes on “Advanced Supply Management” (Assistant Professor Matthias Ehrgott), “Global Supply Management” (Professor

Lutz Kaufmann) and “Advanced International Strategy” (Assistant Professor Felix Reimann). Besides BSc and MSc students, many participants of WHU’s Ph.D. and Full-Time MBA programs used the opportunity to join Bertrand Conquéret’s speech in which he impressively outlined the current challenges of a global purchasing organization and the resulting need for an innovative, “value beyond cost”-oriented approach to supply management.

**Guest lecture by Professor Hans-Willi Schroiff, Corporate Vice President of Global Market Research of Henkel AG & Co. KGaA, @ WHU**

Professor Hans-Willi Schroiff, Corporate Vice President of Global Market Research of Henkel AG & Co. KGaA, held a guest lecture on February 15<sup>th</sup>, 2011, in the seminar type course “Brand Management” of Assistant Professor Tim Oliver Brexendorf. He gave the Bachelor students and other visiting guests insights into

the processes of market research at Henkel. One highlight of the presentation was the concept of "Spearheading innovations", a market research approach to developing new products.



Professor Hans-Willi Schroiff (Henkel) at WHU

### WHU MBA class visits APAC headquarters @ Henkel Shanghai

On March 3<sup>rd</sup>, 2011, WHU's current full-time MBA class visited Henkel's APAC headquarters in Shanghai, accompanied by their Assistant Professors Matthias Ehrgott and Felix Reimann. Henkel welcomed the WHU class with a rich and diverse program: In the morning, the students were invited to join the jury for the final presentations of Henkel's regional APAC Innovation Challenge. Further, a number of Henkel managers from different areas and functions used a panel discussion and lunch round-tables to discuss the company's Asia business with the student group. To start the discussion, students presented their perspectives on the opportunities and challenges Henkel faces in Asia and particularly in China. In this, they placed special emphasis on the spe-



WHU MBA class at Henkel Shanghai

cific implications for Henkel's purchasing, marketing, finance, and HR functions. Following the presentations, a rich and open exchange of ideas between the WHU and Henkel teams emerged that many participants saw as the highlight of the day.

The visit was part of the students' two weeks long "International Module China" during which they deepened their knowledge about business opportunities and management challenges in the booming Asian market environment. Beyond participating in tailor-made lectures by China experts at WHU's partner university *China Europe International Business School (CEIBS)*, the group also experienced a rich portfolio of visits to subsidiaries of global MNEs operating in China as well as to local companies.

### Brand Manager Bootcamp MSc 2011 @ Henkel AG & Co. KGaA



Dr. Andreas Veit, Professor Martin Fassnacht, Assistant Professor Tim Oliver Brexendorf, Nils Daecke, and Elizabeth Schaumann at Brand Manager Bootcamp at Henkel

In close collaboration with Henkel brand managers, seven groups of WHU MSc students elaborated solutions to real-life case studies on well-known Henkel products.

On March 4<sup>th</sup>, 2011, the Master's course "Brand Manager Bootcamp" started its Kick-off meeting at WHU. As part of the Brand Manager Bootcamp, students worked on real-life cases of Henkel brands, which was the well-known brand "Syoss" this year.

After 5 weeks, on April 11<sup>th</sup>, 2011, the WHU MSc students finally presented their solutions of the various Brand Management cases to a

jury of Henkel managers and WHU faculty at Henkel headquarters in Duesseldorf. The presentations of the students were evaluated by Nils Daecke, Corporate Vice President Hair Care Henkel, and Elizabeth Schaumann, Senior Brand Manager International Hair Care Henkel. They were supported by Dr. Andreas Veit, Corporate Controlling, who closer analyzed the results from a controlling perspective, Franca Cristofolletto, Corporate Employer Branding Henkel, and Professor Martin Fassnacht of WHU.



In the last part of this successful event, the students discussed the new employer branding campaign with Tina Müller, responsible for Henkel's worldwide retail cosmetics business. With an intensive exchange about the challenges of employer branding this successful event at Henkel ended in the early evening.

### Management Abroad BSc 2013 @ Henkel Shanghai

For the fourth consecutive year, the Institute of Management Accounting and Control hosted a Management Abroad Course in Shanghai under the supervision of Professor Utz Schaeffer. 32 BSc students from WHU participated in this year's event and were able to explore the way of doing business in China.

One special highlight of the trip was the visit of Henkel's Asian headquarters in Shanghai. Johannes Lersch, U-A Controlling Asia Pacific, welcomed the BSc students and gave insights into Henkel China. Further, five Henkel manag-

ers from different areas and functions met the student group to present and discuss the topic of "Working in China". Finally, the students got the chance to discuss the company's Asia business, and exchange experiences with the Henkel employees at lunch round-tables in an informal atmosphere.



### WHU MBA Class of 2012 @ Henkel Purchasing

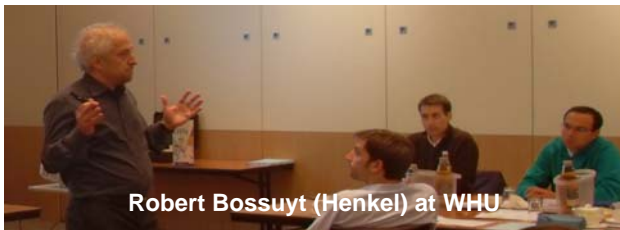
On May 25<sup>th</sup>, 2011, WHU's MBA Class of 2012 visited Henkel's Düsseldorf headquarters under the supervision of their Professors Lutz Kaufmann and Matthias Ehrgott. The visit took place as part of the MBA lecture "Strategic Sourcing". Bertrand Conquéret, Head of Global Purchasing at Henkel, welcomed the group together with his entire Purchasing Leadership Team. Designed as a "Purchasing live" experience, the event schedule provided the students with rich opportunities to discuss issues and strategic challenges of a global supply function.



The morning program was moderated by Dr. Tilo Weiss, Head of Purchasing Henkel Asia

Pacific. Part of the company visit also was a presentation by Adrian Garcia (WHU Full-Time MBA Class of 2011) who currently develops his thesis with Henkel on the topic of "Corporate Social Responsibility in Supply Management". The event closed with a guided factory tour as well as a presentation of entry and career opportunities at Henkel Purchasing.

### **Robert Bossuyt, Corporate Vice President Henkel Purchasing, holds guest lecture in WHU Part-time MBA-Program @ WHU**



On Saturday, June 25<sup>th</sup>, 2011, the HCCG-team and the participants of WHU's Part-time MBA-Program were delighted to welcome Robert Bossuyt for a guest lecture in Professor 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 „Raw material volatility and hedging - impact on sourcing strategies packs“, he intensively discussed the critical importance of Henkel's supply management for the firm's overall (financial) performance and impressively demonstrated how increasing volatilities on supply markets impact Henkel's sourcing strategy.


### **MBA 2012 Syoss case study @ WHU**

As part of the core course "Marketing", students of the MBA class participated in the challenging Syoss case study. This course introduces basic concepts, tools, and frameworks in marketing combined with practical examples. On July 19<sup>th</sup>, 2011, the students presented their findings in front of a Henkel committee consisting of Carsten Knobel, Corporate Senior Vice President Cosmetics & Toiletries, Financial Director Finance - Corporate Controlling, Nils Daecke, Corporate Vice President Hair Care Henkel, Dr. Andreas Veit, Corporate Con-

trolling, as well as Professor Martin Fassnacht.



### **Guest Lecture by Sabine Kloos, Marketing Director of Coca-Cola Germany @ WHU**

 Sabine Kloos, Marketing Director of Coca-Cola Germany, hold a guest lecture on September 27<sup>th</sup>, 2011 in the undergraduate course "Brand Management" of Assistant Professor Tim Oliver Brexendorf on the topic of brand management between tradition and modernity.



Mrs. Kloos impressively showed how the Coca-Cola brand was managed on the basis of the defined brand identity over time and gave insights into how the attachment and loyalty of consumers to the brand Coca-Cola can be maintained under changing conditions in society.

### Marketing Director of Porsche Germany, Andreas Henke @ WHU



On November 16<sup>th</sup>, 2011, Andreas Henke, Marketing Director of Porsche Germany, gave the students of the Bachelor course “Brand Management”, and other guests, insights into Porsche’s philosophy and the unique challenge of “Brand Management at Porsche”.

By presenting the special characteristics of the market, in which the manufacturer has been successfully operating for many years, Mr. Henke illuminated the fascinating world of luxury sportscars. Additionally, he showed how the brand Porsche succeeded by constantly focusing on its core personality, and by presenting a strong and continuous brand image over time.



Andreas Henke (Porsche Germany) at WHU

### Roland Haefs, Henkel Global Purchasing, engaged with WHU’s MBA class at interview training day @ WHU

For the second consecutive year, WHU’s career service hosted the 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. Based on the “Accelerated Skill Development” seminar that the MBA class went through earlier in spring, Assistant Professor Matthias Ehr Gott and his colleague, Assistant Professor Felix Reimann, opened the day with

a discussion of six golden rules that help succeeding in case study interviews.



Roland Haefs (Henkel) at WHU

For Henkel, Roland Haefs, Purchasing Director Western Europe, participated in the training event. He already met the class earlier this year in the context of the annual “Purchasing Live” event during which MBAs discuss current challenges and strategic issues with Henkel’s global purchasing leadership team on site in the company’s Düsseldorf headquarters.

### CFO lecture with Carsten Knobel, Corporate Senior Vice President Cosmetics & Toiletries, Financial Director Finance - Corporate Controlling, @ WHU

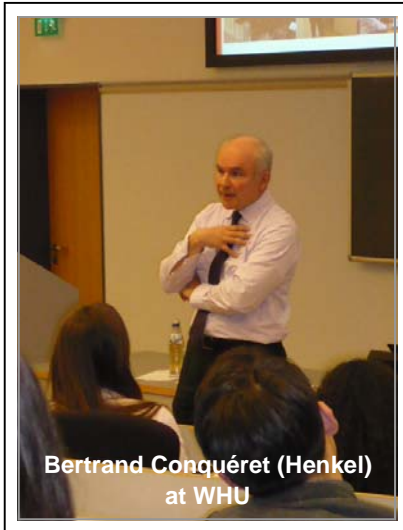
As part of the MSc 2012 program, on December 7<sup>th</sup>, 2011, Carsten Knobel, Corporate Senior Vice President Cosmetics & Toiletries, Financial Director Finance - Corporate Controlling at Henkel AG & Co. KGaA, gave a guest lecture on the business partnering role of controlling at Henkel. The lecture was part of the series CFO-lectures organized by Professor



Carsten Knobel (Henkel) at WHU

Utz Schaeffer. The students were given insights into the special role and tasks of a Chief Financial Officer in a FMCG company. Furthermore, the structure, processes and activities of the controlling units were demonstrated.

## Impressions of Our Guest Lectures at WHU and Henkel



Bertrand Conquéret (Henkel)  
at WHU



Professor Hans-Willi Schroiff (Henkel)  
at WHU



WHU MBA class at Henkel Shanghai



WHU MBA class at Henkel Shanghai



WHU MSc course Brand Manager  
Bootcamp at Henkel



Tina Mueller (Henkel) at Brand Manager  
Bootcamp at Henkel



Professor Utz Schaeffer (WHU) and  
Johannes Lersch (Henkel)



WHU BSc class at Henkel Shanghai





Dr. Tilo Weiss (Henkel) at Purchasing Live Event



Bertrand Conqu er et (Henkel) at Purchasing Live Event



WHU student presents results of Syoss case study in MBA Marketing core course at WHU



Robert Bossuyt (Henkel) at WHU



Sabine Kloos (Coca-Cola Germany) at WHU



Andreas Henke (Porsche Germany) at WHU



Carsten Knobel (Henkel) at WHU



Roland Haefs (Henkel) at WHU

## STUDENT SERVICES

### Theses

The HCCG supports and supervises WHU students in developing their graduate theses. In 2011, Assistant Professor Tim Oliver Brexendorf supervised the following WHU students:

Student	Title of Thesis	Program
Luciana Montanari da Cunha Pinto	<i>"Relevance and Strategies of Price Positioning for Luxury Brands in the Fashion Industry"</i>	BSc 2011
Maximilian Backhaus	<i>"Brand Elimination and Consolidation Processes in the Consumer Goods Industry"</i>	MSc 2011
Thomas Klipp	<i>"Flagship Stores in the Consumer Goods Industry"</i>	MSc 2011
Thomas Luecke	<i>"Is All Business Local for Global Brands?"</i>	MSc 2011

### 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 their opportunities at Henkel. Further, a detailed process has been developed to present various theory-practice combinations for all WHU student programs, as WHU students have to complete several internships during their studies and one thesis. Therefore, not only a broad range of internships are offered by Henkel, but also the chance to combine a thesis with an internship.

In 2011, two WHU BSc graduates have completed an internship at the Marketing and Con-

trolling departments of the Henkel Business Unit Cosmetics, and one student at Henkel's Global Purchasing unit. Additionally, seven BSc and MBA students were given the opportunity to complete an internship and write their final thesis at various Henkel business units and departments.



Thesis presentation of Mario Schneider (WHU BSc) at Henkel



Thesis presentation of Stephanie Briehs (WHU MBA) at Henkel

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

On Wednesday, June 15<sup>th</sup>, 2011, the HCCG organized the first “round-table” of Henkel managers, HCCG members and WHU Henkel interns in Duesseldorf. During a cozy dinner in the old town of Duesseldorf, the 32 participants got the opportunity to get to know each other in a friendly atmosphere. In the foreground of this event were the exchange of experiences and insights into the diverse business activities. Participants of Henkel were Robert Bossuyt (Purchasing), Friederike Kemper (Oral Care U-K), Dr. Simone Siebeke (HR U-K), Stefan Schriefer (Taft U-K), Harald Swoboda (Purchasing), Dr. Andreas Veit (Corporate Controlling U-F), Lars Wortmann (Oral Care U-K), and Lars Züchner (Innovation Management U-W). Furthermore, Assistant Professors Tim



Oliver Brexendorf and Matthias Ehr Gott, as well as doctoral assistants Georg Bauser and Carina Simon participated as WHU representatives.



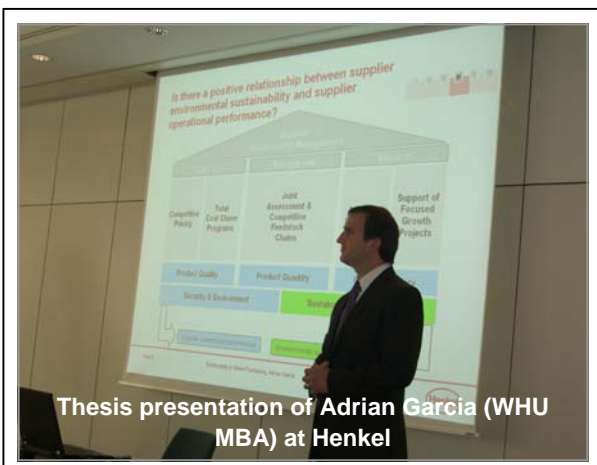
Juliane Eichblatt (WHU BSc)  
and Bertrand Conquéret  
(Henkel)

#### Internship snapshot:

#### Juliane Eichblatt @ Henkel Global Purchasing (WHU Alumna BSc)

“My 6 months internship in Henkel’s Global Purchasing department started in August 2011. Since then, I have been working with the Hotmelts category that is managed by six team members worldwide. Hotmelt is a very strategic product for Henkel’s industrial adhesives business, not only because it represents one of the largest sourcing categories. It is also an area in which Henkel focuses on jointly driving innovation with its suppliers to further secure its competitive edge. Furthermore, volatile feedstock markets represent a critical managerial challenge in this sourcing category. Since my first day, I have been working on several projects as an integral member of the Henkel team. Collaborating with a very international and virtual team not only is a challenging but a truly rewarding experience as well. Not least, I very much enjoy sharing my office with three other interns from France and Ecuador.”

## Internships and Theses at the HCCG



## EXTRA-CURRICULAR ACTIVITIES



In November 2011, Assistant Professor Tim Oliver Brexendorf and Doctoral Assistant Carina Simon voluntarily participated in activities of the LIONS Club Vallendar WHU.

plication test were contents of the training.

The LIONS Club Vallendar was founded in 2006, and currently counts 47 members. Since then, the members of the club have engaged in numerous, voluntary activities. The application training is one of the most important activities of the club, and was this year offered for the third time in row.

Students of 8th and 9th grade of Konrad-Adenauer School, Vallendar

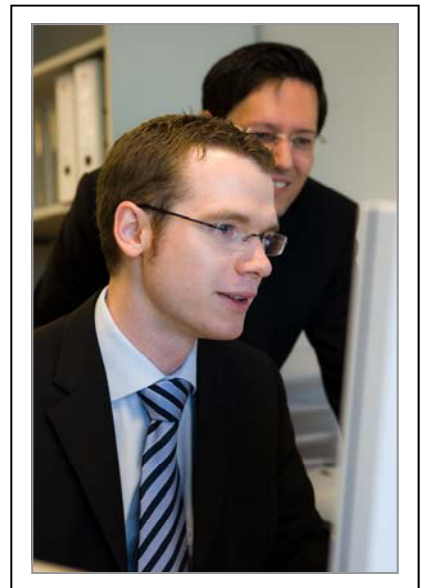
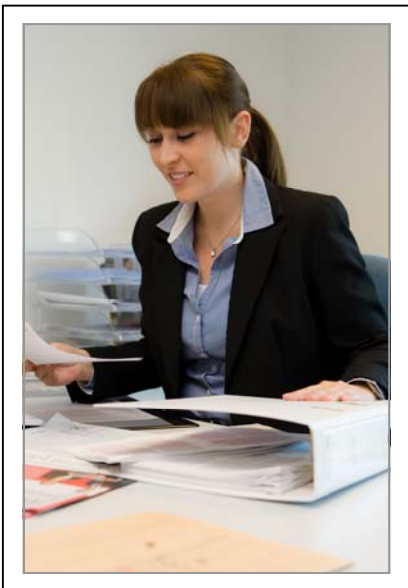


Application training at Konrad-Adenauer School, Vallendar



With other employees and students of the WHU, the HCCG members spent one morning at the Konrad-Adenauer school in Vallendar to prepare students of 8<sup>th</sup> and 9<sup>th</sup> grade for their application process at companies. Besides the discussion of a general code of conduct during job interviews, the proper preparation of application documents, as well as an exemplary ap-

## Impressions from the HCCG Team



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