






Activity Report 2011-2012
Prof. Dr. Arnd Huchzermeier
Chair of Production Management

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Preface

The current report marks the end of my 19th year of full professorship at WHU. To be precise, in September of 1992, I taught for the first time in Vallendar in the Diplom Program my course '**International Operations Management**' (which had just received a teaching award from MIT as 'one of the most innovative courses taught at a U.S. business school') while being on an official leave from the **Booth Graduate School of Business of the University of Chicago**. So, unofficially, the upcoming month of September marks my 20th year of continued engagement at WHU – Otto Beisheim School of Management.



Current teaching has – mainly due to the recent proliferation of WHU programs – concentrated on two course subjects, i.e., a Bachelor- and a Master-level course on '**Production & Service Operations Management**' (P&SOM) as well as a Master- or MBA-level course on '**Strategy & Sustainability**' (S&S). While the first type of course focusses on Process Mastery and Management Quality; the second course covers Strategy Cascading and Execution as well as Closed-Loop Supply Chain Management (with case studies from all over the world). Executive level courses, e.g., developed for **3M** on related subjects, have been taught with great success last year. 🌱

HBR ONLINE
Harvard Business Review

SEPTEMBER 2012
SPECIAL ISSUE



This year, we have achieved great publication successes: among others, publications in the prestigious **Harvard Business Review** (Top 40 publication of Financial Times, 0.5 VHB ranking) on fairness in consumer banking (!!!) and in **Harvard Business Manager** on new product development without buffers using the 'red card principle' (and on fair consumer banking also) as well as in **Decision Sciences** (0.7 VHB ranking) on advance sale of capacity with overbooking in the air cargo industry, in **European Journal of Operational Research** (0.7 VHB ranking) on management of contracts for backup suppliers and in **Naval Research Logistics** (0.4 VHB ranking) on hedging responsive capacity under correlated demand and supply risk. Former doctoral student Dr. Benoit Chevalier-Roignant (post-doc at UT


Dallas for the last year) and I published a chapter on capacity planning under risk in the Springer book '**The Strategic CFO**'. Our latest research on promotion management (jointly with Dr. Andreas Breiter, McKinsey) was summarized in an industry newsletter of **ECR Australia**. Numerous **working papers** have been (re-) submitted to international journals; many working papers have scored highly and repeatedly in the **SSRN** (world's largest depository of working papers) download list, often making it to the list of the top 10 most downloaded papers in their respective area.

Research by our doctoral students was discussed in a 2-day research day in fall of 2011; the internal and external students shared many ideas and knowledge so that it was viewed as a great success by all. Industry-related topics, among others, covered management issues from **Airbnb**, **Daimler**, **EAD Darmstadt**, **Medicon Apotheke**, **Opel** and **Zalando**. Mr. Wolf Kolb (Airbnb) and Mr. Maik Schlickel

(Hella) presented the results of their research at the recent **Production & Operations Management World Conference** in Amsterdam in July of 2012.

Noteworthy are the many outside requests for handling submitted papers either as **referee** (e.g., Business & Research, European Journal of Operational Research) or **senior editor** (e.g., Production & Operations Management), for reviewing **research proposals** (e.g., GS1 Germany), for assisting in **tenure track decisions** (e.g., EPFL, INSEAD), for evaluating an **entire faculty** (Faculty of Economics at University of Vienna) or for joining/remaining on **editorial boards** (e.g., Springer's Review of Managerial Studies).

The industry competition '**Industrial Excellence Award**' (IEA) finished very successfully with the annual management symposium organized by **WirtschaftsWoche** and **Euroforum** in Wernberg-Köblitz. In 2011, the German winner of the 'Beste Fabrik' award was **Siemens** in Amberg; laureates of the German competition were **TeamBank** in Nürnberg and **Festool** in Neidlingen. Besides the German winner, all national winners were eligible for the European 'Industrial Excellence Award'. The Spanish winner was **John Deere Iberica** in Getafe (Madrid); the French winner **Airbus** in Toulouse and the Dutch winner **ASML** in Eindhoven. All four national winners were competing for the European championship trophy with extremely interesting and lively presentations on leadership and strategy cascading. In the end, the CEO of **John Deere Iberica**, Mr. Mario de Miguel, was awarded the IEA trophy by Prof. Dr. Christoph Loch (Director of the Judge Business School of Cambridge University and co-founder of the IEA competition) on behalf of the academic team of INSEAD, WHU, Cambridge, IESE, Erasmus and TU Eindhoven. Patron of the German industry competition 'Beste Fabrik' is the German Industry Association **BDI**. 

This year, the German winner of the 'Beste Fabrik' award was a plant of **BMW** in Dingolfing; laureates were **TeamTechnik** in Freiberg am Neckar and **Schmitz Cargobull** in Vreden. French winner was **Continental** in Foix; Spanish winner was **Aernnova** in Vitoria. In the upcoming management symposium organized by WirtschaftsWoche and Euroforum in Neufahrn near Munich on October 25th and 26th, the IEA for 2012 will be awarded (www.bestefabrik-konferenzen.de). Next year, the IEA competition will be expanded to the 5th major West-European country, i.e., include the **United Kingdom**. Academic partner institution is the Judge Business School of the University of Cambridge (www.beste-fabrik.de). 

The **Center for Collaborative Commerce** (CCC), managed by Mrs. Kerstin Wickel, has completed various academic activities of **ECR Europe's International Commerce Institute** by summer of 2012. In spring of 2012, Prof. Dr. Arnd Huchzermeier was nominated as co-chair of **ECR Germany's Academic Partnership**, jointly with Dr. Michael Krings, CEO of Douglas Logistics in Zossen. In June of 2013, an annual meeting as well as a two-day management symposium for senior executives of the FMCG industry is planned and prepared by the CCC. Discussion between academics from top business schools and C-level managers will include, among others, Strategy Cascading, Fairness, Sustainability, Big Data, The Future FMCG Value Chain, Supply Chain Finance and New Business Models. The event will be co-hosted and marketed by GS1 Germany in Cologne (www.whu.edu/ccs).



On April 1st 2012, the **car sharing company CampusCar** celebrated its 2nd anniversary. 3 Smart cars and a BMW 1-series car are available 24/7 to all members of WHU. Prices can't be any lower than what is currently being charged, i.e., all direct and indirect costs are included as well as sales tax! I

would like to thank explicitly the volunteers of the **Campus Car student team** under the “guidance” of Mr. Thilo Bohm and Mr. Thilo Scholz. For next year, Mr. Gunnar Froh (now CEO of the room sharing company Airbnb in Hamburg) and I will have to think hard how to keep CampusCar alive at WHU, after the leasing contracts for almost all vehicles run out early next year. 🌱

This year, one WHU graduate, Mr. Christoph Diermann, joined the department as internal doctoral student. Mr. Lima Zhao and Ms. Rita Difrancesco spent one semester each in the **Ph.D. program of the Kellogg School of Management of Northwestern University** in Evanston near Chicago and are now working on their research papers. Next business year, several students are expected to join as internal doctoral students plus one **post-doc** from India.

Prof. John Khawam (Ph.D. Stanford University) of the Naval Post-Graduate School in Monterey (U.S.A.) was again invited to teach a course on Stochastic Dynamic Programming in WHU’s Doctoral Program. He is expected to come to teach again next year.

Prof. Jürgen Mihm, former doctoral student at our department, was tenured at INSEAD in summer of 2012. This is a great achievement, given that he was among the very first students, to join an international business school without having obtained a second thesis (Habilitation) or an international Ph.D. degree.

Last but not least, I would like to express my sincere thanks to my personal assistant, **Mrs. Jacqueline Kolmer**, for her great support and diligence in converting our many ideas and new management knowledge quickly into “clickable products and objects”. Similarly, I would like to personally thank **Mrs. Kerstin Wickel** for having helped to make the academic activities of the International Commerce Institute internationally reputed. It is a real pity that ECR Europe was not able to fund the academic activities of the International Commerce Institute any further; despite the standing offer of Harvard Publishing to disseminate articles published by the International Commerce Review through their online data base. Also, I would like to thank the many supporters, both from academia and industry, who have contributed – financially and non-financially – to our chair activities.

Please keep in touch by connecting via **XING** and / or **LinkedIn**; if need be, then also via Facebook or visit us at www.whu.edu/prod.

Very kind regards,



Prof. Dr. Arnd Huchzermeier

P.S. Please note that we have identified all activities that “truly” focus on sustainability by the following symbol: 🌱. This is definitely not meant to “green wash” our activity report. Sustainability refers to either i) reliable supply (e.g., due to increased disruption risk or population growth) or ii) closing the loop of supply chains (e.g., to continuously improve productivity or increase the reuse of inputs).

Team

Prof. Dr. Arnd Huchzermeier
Professor in Production Management

Tel.: +49 261 / 6509-380
ah@whu.edu

Research Areas: Management-Quality and Industrial Excellence, Future Supply Chains in the Consumer Goods Industry, Global Supply Chain and Risk Management, Real Options, Sustainability



Prof. Dr. Arnd Huchzermeier is the Chair in Production Management of the WHU – Otto Beisheim School of Management in Vallendar near Koblenz, Germany. In 1986, he received a master degree in business administration as well as mechanical engineering, computer science and operations research from the Karlsruhe Institute of Technology, Germany. In 1991, he received a Ph.D. degree in Operations Management from the Wharton School of the University of Pennsylvania, U.S.A., and has frequently taught MBA courses and executive seminars at IESE Business School of the University of Navarra, Spain; INSEAD, France; TIAS Business School, The Netherlands and Hungary; the Graduate School of Business of the University of Chicago, U.S.A.; the Wharton School of the University of Pennsylvania, U.S.A.; the University of Western Ontario, Canada; the Vienna University of Economics and Business Administration, Austria; and the Leipzig Graduate School of Management/HHL, Germany. Among others, he is Co-Chairman of ECR Germany's Academic Partnership and Academic Director of the German industry competition 'Best Factory/Industrial Excellence Award' (jointly with the journal *WirtschaftsWoche* and INSEAD, France).

At WHU, he teaches introductory and advanced courses on 'Production and Operations Service Management' as well as a case course on 'Operations Strategy & Sustainability'. His research interests are: Management Quality/Industrial Excellence, supply chain management and optimization, coordination approaches between retailers and manufacturers with a strong focus on promotion planning and store performance optimization, optimization of direct mailing programs, real options analysis for global manufacturing and R&D projects as well as the evaluation of capacity options.

Prof. Dr. Arnd Huchzermeier has published in leading international academic journals, e.g., *Columbia Journal of World Business*, *Concurrent Engineering: Research and Applications*, *Decision Sciences*, *ECR Journal*, *European Journal of Operational Research*, *European Management Journal*, *Harvard Business Review*, *Harvard Business Manager*, *Interfaces*, *International Commerce Review* (formerly ECR Journal), *Management Science*, *Manufacturing & Service Operations Management*, *Marketing Science*, *Naval Research Logistics*, *Operations Research*, *OR Spectrum* and the *Zeitschrift für Betriebswirtschaft*. His research on the Euro introduction was featured, among numerous print media and live television/radio appearances, on the front pages of *Financial Times* and the *Wall Street Journal Europe*. He has published three books on Industrial Excellence. Presently, among others, he acts as Associate Editor of *Production & Operations Management*.

In 2000, Prof. Dr. Arnd Huchzermeier was awarded the Mercurius Award by Fedis, the European Federation of Distribution Societies, Belgium, for his research on the Euro introduction. In 2002, he received the Franz Edelman Finalist Award from the Institute for Operations Research and Management Science/INFORMS, U.S.A. In 2003, he won both the ISMS Practice Prize from the Marketing Science Institute, U.S.A. and the Management Science Strategic Innovation Prize from the European Associations of Operational Research Societies/EURO, Belgium. In 2009, he was awarded the ECCH Case Award in the category 'Production and Operations Management'.

Former students teach, among others, at INSEAD, Kellogg School of Management of Northwestern University, Kühne Logistics University (KLU), Leipzig Graduate School of Management (HHL), Rotterdam School of Management of Erasmus University, Sloan School of Management of Massachusetts Institute of Technology (MIT), Wharton School of University of Pennsylvania and WHU – Otto Beisheim School of Management.

Jacqueline Kolmer
Personal Assistant

Tel.: +49 261 / 6509-381
jacqueline.kolmer@whu.edu



After having passed the General Certificate of Education and two semesters of French Study, Mrs. Kolmer started her education as European Secretary at the Bénédict-Academy in Koblenz in 1999. In September 2001 she graduated successfully. Following, she worked a while in a small company in the Westerwald. In September 2002 she started at the Bundesärztekammer in Cologne, where she worked as secretary in the department Science and Research. Since January 1st, 2004 Jacqueline Kolmer leads the Department Secretariat and is Personal Assistant of Prof. Dr. Arnd Huchzermeier.

Kerstin Wickel
Manager
Center for Collaborative Commerce

Tel.: +49 261 / 6509-382
kerstin.wickel@whu.edu



After having passed the General Certificate of Education in 1989, Mrs. Wickel completed her foreign-correspondence secretary education at Euro-Sprachschule in Trier in 1991. She then worked for several years as Marketing Assistant for Kimberly-Clark GmbH, Koblenz. In June 1995, she changed her job and worked as Personal Assistant to the International Sales Director as well as to one of the two Managing Directors until January 2007. Since March 1st, 2007, she works as Center Manager for the Center for Collaborative Commerce.

Research Assistants and Doctoral Candidates

MSc Christoph Diermann **Research Assistant and Doctoral Candidate**

Tel.: +49 261 / 6509-385
Christoph.diermann@whu.edu

Research Areas: Demand Forecasting, Supply Risk Management, Responsive Capacity Planning



Mr. Christoph Diermann (born 1986) studied international management at the WHU – Otto Beisheim School of Management in Vallendar, Germany. During his bachelor studies, he spent a semester abroad at the Nottingham University Business School in the United Kingdom. In his bachelor thesis, Mr. Diermann analyzed the impact of oil price changes on the German real economy and graduated in summer 2010. In the consecutive master program, Mr. Diermann examined the effect of complexity reduction on the supply base in his master thesis. Furthermore, he studied one semester at the Sasin – Graduate Institute of Business Administration of the Chulalongkorn University in Bangkok, Thailand and graduated in spring of 2012. Mr. Diermann was also engaged in numerous extracurricular activities, such as the Campus for Supply Chain Management and the “Liberale Hochschulgruppe”. In several national and international internships, Mr. Diermann gained practical expertise and insides into industrial companies and consulting. In April 2012, Mr. Diermann joined the chair of Production Management at the WHU – Otto Beisheim School of Management in Vallendar as a research assistant and a doctoral student. Since May of 2012, Mr. Diermann has taken over the program management of the ‘Industrial Excellence Award’.

Rita Maria Difrancesco, Dottore Magistrale **Research Assistant and Doctoral Candidate**

Tel.: +49 261 / 6509-383
rita.difrancesco@whu.edu

Research Areas: Sustainable Supply Chain Management, Reverse Logistics



Ms. Rita Maria Difrancesco (born 1985) studied Business Engineering at Sapienza – University of Rome. Her bachelor thesis analyzed the “Definition and Matlab implementation of a library of test problems for variational inequalities algorithms solution”. During her master studies, she worked as an intern for BNP Paribas, where she completed her master thesis “Project organization and operating risk evaluation in a credit institution”. After her graduation, she worked as ICT (Information and Communication Technology) consultant and then as logistics manager for a distribution center. In May 2011, Mrs. Difrancesco joined the Chair of Production Management as doctoral student and research assistant. In April 2012 she was a visiting scholar in the PhD program of Northwestern University’s Kellogg School of Management in Chicago. She speaks Italian (mother language), English and Spanish.

MSc Lima Zhao
Research Assistant and Doctoral Candidate

Tel.: +49 261 / 6509-387
 lima.zhao@whu.edu

Research Areas: Operations-Finance Interface



Lima Zhao (born 1986) studied both information management at the Tianjin Foreign Studies University in China as Bachelor and Logistics Engineering at the University of Duisburg-Essen as master. He graduated (Master of Science) in April of 2011 and focused on the areas of logistics information systems, supply chain management, and intra-logistics. In his thesis, Mr. Zhao worked on the modeling and simulation of sustainable supply chain management in the cement industry. In October of 2010, he reached 46th place as a "top logistics students in 2010" in the nationwide knowledge contest "Logistics Master". During his studies, he did internships, among others at the Fraunhofer IML, HTL Transport & Logistics and Tianjin Zhongtai Import & Export Ltd. Since June of 2011, Mr. Zhao has joined as a research assistant and doctoral student at the department of production management. In winter term 2012 he was a visiting scholar in the PhD program of Northwestern University's Kellogg School of Management in Chicago. He is fluent in Chinese (native), English and German.

External Doctoral Candidates

Dipl.-Betriebsw. (FH), Dipl.-Ing. (FH) Rainer Bernhard
External Doctoral Candidates

Research Areas: Sustainability, Alternative Engine Technology

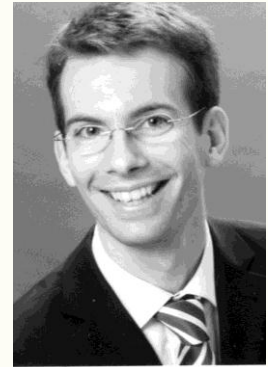


Rainer Bernhard (born 1965) received a classical education in the German automotive trade business. He graduated with a master's degree, and has held several positions as a workshop foreman, service manager and general manager in medium-sized car dealerships. He subsequently launched the start of his own business and successfully completed his degree in Business Administration in Mainz on an executive track while maintaining his position as owner and executive manager. The title of his thesis was "Commerce and Business Entrepreneurship". Following his passion for automotive technology, he completed an advanced degree at the University of Applied Sciences at Wolfsburg, and received his Diploma in Engineering and Vehicle Informatics. He published a multidisciplinary thesis describing the complex process of the creation of a virtual identity of a medium sized company on the world-wide web (Internet). Mr. Bernhard then pursued his MBA degree at the Johannes Gutenberg-University at Mainz. The curriculum included externships at the DUFE in Dalian (China) and the University of Texas at Austin (USA). The master thesis focused on employee satisfaction as a key success factor in the business administration of service companies. Mr. Bernhard is holding an associate professor title at the Darmstadt University of Applied Sciences as well as at the University of Applied Sciences at Deggendorf. He has given numerous lectures in accounting, controlling, and automotive engineering. Currently, he works as technical director at the Darmstadt EAD. Part of his responsibilities is the leadership in a research project funded by the federal government leading to the introduction of hybrid technology in German municipal car fleets. In this position, Mr. Bernhard is charged to solve problems surrounding the technical challenges in the use of hybrid drive technology in the everyday operation of commercial vehicles, while directing the process of change in management for the conversion of the entire car fleet to alternative fuels from the current gasoline-electric power train.

Dipl.-Kfm. Gunnar Froh
External Doctoral Candidate

Research Areas: Behavioral Operations Management, Experimental Economics

Mr. Gunnar Froh (born in 1982) graduated from WHU with a Master of Science in Economics in 2007, majoring in Operations Management and Corporate Finance. He spent semesters abroad at HEC Montréal in Canada and SMU Dallas in Texas. Mr. Froh was granted a merit scholarship by the Konrad Adenauer Foundation. In his master thesis, he applied a real options framework to flexible contracts in a logistics context. After his studies, Gunnar worked as a consultant for McKinsey & Company in Europe and the Middle East serving banking, energy, telecoms, automotive, and public sector clients. In 2009, he joined the Chair of Operations Management as a doctoral candidate. He was a visiting scholar in the PhD program of Northwestern University's Kellogg School of Management in Chicago. His research interest is in Behavioral Operations and the application of behavioral frameworks to asset allocation problems in a sharing context. In 2011, Mr. Froh joined San Francisco-based Airbnb as Country Manager Germany where he helped grow the company from 25 to 600 employees over one year, building a leading player in the emerging sharing economy.



M.Eng. Marius Häntsch
External Doctoral Candidate

Research Areas: Strategic Capacity Planning, Flexible Automotive Production Networks, Stochastic Optimization, Dynamic Programming

Marius Häntsch (born in 1985) received a bachelor's degree in production and logistics in 2009 and a master's degree in technical management in 2011 at the University of Heilbronn. Mr. Häntsch completed internships and student projects in the automotive and engineering industry (Audi AG, BMW Group, Dürr Dental AG). In his bachelor thesis, he worked on the design of an assembly line for special machines (Illig Maschinenbau GmbH & Co. KG).

He wrote his master thesis in the research division of Daimler AG in Ulm on the use of mathematical optimization methods in the strategic planning of production networks. Since January of 2011, he works as doctoral student at Daimler AG on the topic of strategic planning under uncertainty.



Dipl.-Ing. Wolf Peter Kolb
External Doctoral Candidate

Research Areas: Industrial Excellence, Strategy Deployment

Mr. Wolf Kolb (born in 1981) studied mechanical engineering at the RWTH Aachen, Germany and the Queensland University of Technology, Australia. During his studies, he worked for the Fraunhofer Institute in the department of technology management. He did a student research project at Airbus, where he optimized the c-part management. Mr. Kolb wrote his diploma thesis at the University of St. Gallen. In this thesis, he researched problems in manufacturing which arise based on complexity. After his graduation, he worked as the assistant to the CEO in a mid-size manufacturing company. In the spring of 2009, he spent a semester as visiting scholar in the Ph.D. program of the Kellogg School of Management of Northwestern University. His research focuses on strategy cascading processes in the service industry. Today, he works for Airbnb.



Dipl. Betriebswirtin (MBA) Verena Schielein
External Doctoral Candidate

Research Areas: ECR, Direct Marketing, Category Management

Ms. Verena C. Schielein (born in 1980) studied International Business and graduated from ESB Reutlingen University. In 2005, she obtained her MBA from Escuela de Graduados en Administración y Dirección de Empresas (EGADE), Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), Monterrey, Mexico (ranked as the #1 business school in Latin American). She developed strong language skills in English, Spanish and Italian through her studies and internships abroad in Bombay, India and Milan, Italy (BASF). Ms. Schielein finished her studies by creating a business plan for her family's company, MEDICON Pharmacies. She started in 2005 with three family owned pharmacy outlets and by October 2012, will be overseeing fourteen pharmacies with 350+ employees. The MEDICON Pharmacies are ranked as the top 2% of German pharmacies based on store turnover. Total store turnover has tripled from 2005 to June 2012. As German legislation prohibits pharmacy chains, Ms. Schielein launched MEDICON BRL GmbH in 2008. As founder and CEO, she has created the leading franchisor for pharmacies on the German market. Ms. Schielein won the 2010 Prozeus ECR-Award in Category Management for Small and Medium Enterprises through her desire to deliver world class services to her clients. Fueled through this experience and her desire to continuously learn world class best practices, she contacted Prof. Dr. Huchzermeier at WHU. In July 2012, she joined the production management department as external doctoral candidate.



Dipl.-Wirtsch.-Ing. Maik Schlickel
External Doctoral Candidate

Research Areas: Strategy Deployment



Since 2009, Maik Schlickel (born 1977) is external doctoral student at the chair of Professor Huchzermeier. His research focus is on strategy cascading and its alignment with leadership style and company context. Currently, Mr. Schlickel is head of quality management at Hella KGaA Hueck & Co. Before, he was Operational Excellence Manager in the business division “Lighting” of the same corporation. In this position, he had global responsibility for the “Hella Production System” throughout all nine manufacturing locations of the business division. Mr. Schlickel started at Hella as an internal consultant, being certified as Six Sigma Black Belt. By doing so, he conducted process optimization projects all around the world. After graduation as Diplom-Wirtschaftsingenieur, he worked as consultant at Vollmer & Scheffczyk GmbH with the focus of introducing the “Toyota Production System” at SMEs. Among others, Mr. Schlickel received a diploma of Wirtschaftsingenieurwesen from the University of Paderborn. During this time, he conducted several interns in cities like Shanghai and London.

Dipl.-Kfm. David I. Schröder
External Doctoral Candidate


Research Areas: Return Policies, E-Commerce Operations




David I. Schröder (born in 1982) studied Business Administration and Economics at the WHU – Otto Beisheim School of Management, Vallendar from 2003 to 2007. His primary areas of study included production and operations management, corporate finance and accounting. Furthermore, Mr. Schröder participated in the MBA programs of EGADE Business School at Instituto Tecnológico de Monterrey, Mexico as well as Columbia Graduate School of Business, USA. He collected first practical experience during internships at Japan Vilene, Sal. Oppenheim & Cie., Boston Consulting Group and McKinsey & Company. His practical thesis in cooperation with Porsche Consulting focused on Lean Production at automotive suppliers, while his master thesis was concerned with Strategic Investment in Research and Development under Uncertainty and Competition. During his studies, he was supported by a scholarship by the German National Academic Foundation. From 2007 to 2009, Mr. Schröder worked as a management consultant for McKinsey & Company in the Automotive and Telecoms practice. In 2009, Mr. Schröder joined the WHU Chair of Production Management as doctoral candidate and was a visiting scholar at Kellogg School of Management of Northwestern University, USA. His primary research interests include return policies in distance retailing and E-Commerce operations. As of 2010, Mr. Schröder joined Zalando, a leading pan-European E-Commerce company, as COO and managing director responsible for operations. Meanwhile he continues his research as an external doctoral candidate.

Teaching

Fall Term 2011

Operations Strategy and Sustainability (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, Full-time MBA Program, 30 students 

Production and Operations Management: (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, 1st Semester, Master of Science Program, 25 students

Operations Strategy and Sustainability (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, 1st Semester, Master of Science Program, 23 students 

Research Seminar in Supply Chain Management (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, Doctoral Program


Spring Term 2012

Production and Service Operations Management (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, 2nd Semester, Bachelor of Science, 213 students

Dynamic Stochastic Programming (Prof. Dr. John Khawam), 2 SWS, in English, Doctoral Program, 6 students

Operations Management (Prof. Dr. Arnd Huchzermeier), 3 SWS, in English, Full-time MBA Program, 34 students

Operations Management (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, Part-time MBA Program, 36 students

Operations Strategy and Sustainability (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, Part-time MBA Program, 29 students 

Guest Lecture

Marius Häntschi, Daimler AG (2011): Lecture: Production and Service Operations Management, MSc, Title: **Strategic Capacity Planning under Risk in the Automotive Industry**, WHU – Otto Beisheim School of Management, September 26

Research Talk


Dr. cand. Deyun Wang, Université de Technologie de Belfort-Montbéliard (2012): Research Colloquium, **Integrated Scheduling of Production and Transportation Operations with Stage-Dependent Inventory Costs and Due Date Considerations**, WHU – Otto Beisheim School of Management, Vallendar, May 4

Master Thesis

Christoph Diermann (2012): **Complexity in Supply Chain Management**, MSc, WHU – Otto Beisheim School of Management, Vallendar, 58 p.


Holger Suhren (2012): **Fair Process Management**, full-time MBA, WHU – Otto Beisheim School of Management, Vallendar, 58 p.


Manuel Gerth (2012): **Development of a holistic operational excellence concept for the chemical and pharmaceutical industry**, full-time MBA, WHU – Otto Beisheim School of Management, Vallendar, 74 p. 


Christian Westphal (2012): **Sustainability at the Bottom of the Pyramid – A holistic go-to-market for Bayer CropScience**, full-time MBA, WHU – Otto Beisheim School of Management, Vallendar, 66 p. 


Timo Schnorr (2012): **Development of a new location for an automatic production plant with respect to strategic supply chain integration and sustainability**, full-time MBA, WHU – Otto Beisheim School of Management, Vallendar, 51 p. 

Bachelor of Science Thesis


Markus Pley: **Sustainability – Closed Loop Supply Chain Design**, WHU – Otto Beisheim School of Management, Vallendar, 55 p. 

Dominik Seeberger: **Returns Management with Secondary Markets – Implications of Salvaging on Consumer Return Policies**, WHU – Otto Beisheim School of Management, Vallendar, 71 p. 

Felix Röllecke: **Sustainability - Returns Collection System Design Using the Example of Solar Modules**, WHU – Otto Beisheim School of Management, Vallendar, 49 p. 

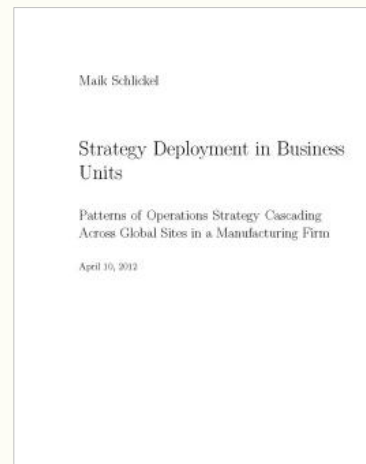
Vanessa Seip: **Information Sharing and Collaboration in Supply Chains**, WHU – Otto Beisheim School of Management, Vallendar, 46 p. 

David Schreiber: **On the Integration of Operational and Financial Hedging**, WHU – Otto Beisheim School of Management, Vallendar, 50 p.

Mario Siewert: **Sustainability – Allocation and Location Problems Using the Example of Electric Vehicle Batteries**, WHU – Otto Beisheim School of Management, Vallendar, 42 p. 

Submitted Dissertation

Schlickel, Maik (2012): **Strategy Deployment in Business Units: Patterns of Operations Strategy Cascading Across Global Sites in a Manufacturing Firm**, WHU – Otto Beisheim School of Management, Vallendar, May, 180 p.



Working Papers

Sting, Fabian; Huchzermeier, Arnd (2012): **Operational Hedging and Diversification under Correlated Supply and Demand Uncertainty**, WHU – Otto Beisheim School of Management, Vallendar, 41 p., August

Huchzermeier, Arnd; Schröder, David; Seeberger, Dominic (2012): **Competitive Returns Management with Secondary Markets**, WHU – Otto Beisheim School of Management, Vallendar, 32 p., August

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Schickel, Maik; Huchzermeier, Arnd; Loch, Christoph H.; Sting, Fabian J. (2012): **Alignment in Strategy Cascading: A Case Study Across Manufacturing Firms**, WHU – Otto Beisheim School of Management, Vallendar, 36 p., July

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Pfleger, Michaela I.; Huchzermeier, Arnd; Lariviere, Martin A. (2011): **Relational Supply Contracts: Voluntary Concessions in Returns Policies for Continuous Quality Improvements**, WHU – Otto Beisheim School of Management, Vallendar, 29 p., December

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Publications

Articles

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Finding the Profit In Fairness

In an industry widely viewed as exploitative, Germany's TeamBank has built a brand on being equitable.

by Christoph H. Loch, Fabian J. Sting, Arnd Huchzermeier, and Christiane Decker

Fairness in financial services is a hot button issue the world over. More and more voters, not just in the U.S., are convinced that the financial system benefits its institutions more than the consumers they serve. Even the microfinance industry—long a poster child for benevolent capitalism—has been called into question. As a result, bankers and other finance professionals in the U.S. and Western Europe are bracing themselves for waves of regulation, and the financial institutions of emerging markets like China and Brazil are likely to remain heavily regulated and insulated from competition for the foreseeable future.

Underlying the strong appetite for regulation are the assumptions that it's impos-

sible for a bank to make money by being fair to its consumers and that fairness can be achieved only through legal and policy tools. These assumptions are false. Banking can be both fair and profitable—in fact, fairness can be a source of competitive advantage.

Our evidence comes from a segment of the financial services industry seldom associated with fairness: consumer credit. The reputation of this business—which encompasses credit cards, personal loans, point-of-sale financing, payday advances, and so on—is so questionable that any claims of “fairness” are viewed by customers with extreme skepticism.

Yet a subsidiary of the German Volksbanken Raiffeisenbanken (VR) Group,

September 2012 | Harvard Business Review 111

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Huchzermeier, Arnd (2011): **Die Beste Fabrik / Industrial Excellence Award 2012**, EUROFORUM Newsletter Industrie, October

Talks

Schlickel, Maik; Huchzermeier, Arnd; Loch, C.; Sting, Fabian (2012): **Alignment in Strategy Cascading - A Case Study Across Manufacturing Firms**, 4th World P&OM Conference, Amsterdam, The Netherlands, July 3rd



Kolb, Wolf; Huchzermeier, Arnd; Loch, C.; Sting, Fabian (2012): **Decentralized problem solving in the service industry**, 4th World P&OM Conference, Amsterdam, The Netherlands, July 3rd

Häntschi, Marius (2012): **Strategic Capacity Planning under Risk in the Automotive Industry**, Defense, WHU – Otto Beisheim School of Management, Vallendar, June 26th

Dr. cand. Deyun Wang (2012): **Integrated Scheduling of Production and Transportation Operations with Stage-Dependent Inventory Costs and Due Date Considerations**, Research Colloquium, WHU – Otto Beisheim School of Management, Vallendar, May 4th

Huchzermeier, Arnd (2012): **Moderation key topics 'Mobile Commerce in der Praxis' and 'Promotion am POS'**, Annual Meeting of the Academic Partnership of GS1 Germany, Cologne, May 14th



Huchzermeier, Arnd (2012): **Panel Discussion with Dr. Michael Krings** (Managing Director Douglas Logistik GmbH), **Jörg Pretzel** (Managing Director, GS1 Germany) and **Klaus Vogell** (Senior Project Manager ECR + Event, GS1 Germany), Annual Meeting of the Academic Partnership of GS1 Germany, Cologne, May 14th

Huchzermeier, Arnd (2012): **Moderated discussion with Ms. Aline Eckstein** (Division Manager, „Institut für Handelsforschung“ at the University of Cologne), **Ercan Kilic** (Project Manager MobileCom, GS1 Germany) and **David Schröder** (Managing Director, MyBrands Zalando Verwaltungs GmbH), Annual Meeting of the Academic Partnership of GS1 Germany, Cologne, May 14th



Huchzermeier, Arnd (2012): **Moderated discussion with Dr. Gunnar Mau** (Chair of Marketing, University of Siegen), **Prof. Dr. Hanna Schramm-Klein** (Chair of Marketing, University of Siegen) and **Marcel Uphues** (Head of Customer Information Management, real,- SB Warenhaus GmbH), Annual Meeting of the Academic Partnership of GS1 Germany, Cologne, May 14th

Huchzermeier, Arnd (2011): Industrial Excellence: **Management Quality, Strategy Cascading & Fair Process Leadership**, WirtschaftsWoche Conference (organized by Euroforum and WirtschaftsWoche), November 23rd



Referee Reports

Prof. Dr. Arnd Huchzermeier (2012): **Referee Report**, Computers & Industrial Engineering, July 17th

Prof. Dr. Arnd Huchzermeier (2012): **Referee Report**, European Journal of Operational Research (EJOR), July 16th

Prof. Dr. Arnd Huchzermeier (2012): **Referee Report**, Business Research (BuR), July 12th

Prof. Dr. Arnd Huchzermeier (2012): **10**

evaluations of applications, Research Pool of the Academic Partnership of ECR Germany, GS1 Germany, April



Prof. Dr. Arnd Huchzermeier (2012): **13 Abstract Reviews**, P&OM Conference Amsterdam 2012, January



Prof. Dr. Arnd Huchzermeier (2012): **INSEAD Faculty Evaluation Report**, INSEAD, January



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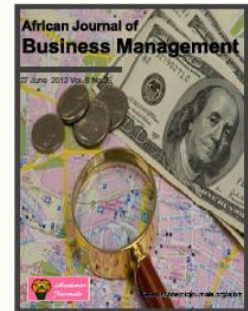


Prof. Dr. Arnd Huchzermeier (2011):



Evaluation Report on the faculty of economics (together with Prof. Andrew Stark, Manchester Business School, Great Britain; Prof. Dr. Wolfgang Härtl, Freie Universität Berlin; Prof. Wolfgang Pesendorfer, Princeton University, USA), University of Vienna, December

Prof. Dr. Arnd Huchzermeier (2011): **Referee Report**, African Journal of Business Management, December



Prof. Dr. Arnd Huchzermeier (2011):



7 Evaluation for „Wissenschaftspreis der Kooperationen“, Academic Partnership ECR Germany, GS1 Germany, November 1st

Prof. Dr. Arnd Huchzermeier (2011): **Recommendation Letter**, Palisade, October

Prof. Dr. Arnd Huchzermeier (2011): **Referee Report**, European Journal of Operational Research, September



Honours /Positionen

Arnd Huchzermeier (2012): **Invited Session Chair', 4th P&OM World Conference**, Amsterdam, The Netherlands, July 1st-5th



Prof. Dr. Arnd Huchzermeier (2011): **Chairman WirtschaftsWoche Conference**, November 23rd



Prof. Dr. Arnd Huchzermeier (2012): **Member of Promotion Committee**, INSEAD, France

Prof. Dr. Arnd Huchzermeier (2011): **Member of Promotion Committee**, École Polytechnique Fédérale de Lausanne (EPFL), Lausanne, Switzerland, September 28th



Prof. Dr. Arnd Huchzermeier (2012): **Advisory Board of the Academic Partnership**, GS1 Germany, until February 29th

Prof. Dr. Arnd Huchzermeier (2012): **Chairman of the Academic Partnership (on the part of Sciences)**, GS1 Germany, since March 1st

Prof. Dr. Arnd Huchzermeier (2011): **Member of Evaluation Committee**, University of Vienna, Austria

Prof. Dr. Arnd Huchzermeier (2012): **Member Editorial Board**, Review of Managerial Science, Springer Verlag

Prof. Dr. Arnd Huchzermeier (2011-2012): **Director of the German industry competition 'Die Beste Fabrik'**, Industrial Excellence Award (organized together with INSEAD, IESE Business School, ERASMUS and TU Eindhoven), WHU – Otto Beisheim School of Management, Vallendar



Prof. Dr. Arnd Huchzermeier (2012): **Referee**, POMS Conference, Amsterdam, The Netherlands

Executive Programs

3M Key Account Leadership Development Program (Module "Sich in die Supply Chain des Kunden hineindenken"), Gut Gnadental, March 2nd 3rd, 2012



- Closed Loop Supply Chains
- Operational Excellence
- The Beer Game & Debrief
- Supply Chain Coordination, Contracting, Collaboration and Risk Management
- Fair Process Leadership

Industry Competition

Die Beste Fabrik/Industrial Excellence Award 2012, Germany, France, Spain, The Netherlands WHU, INSEAD, IESE, ERASMUS and TU Eindhoven, September 2011-April 2012

Impressions of the WirtschaftsWoche Conference on November 23rd, 2011, in Wernberg-Köblitz with selection of the European Champion



Website
www.beste-fabrik.de



Rundschreiben



Die Beste Fabrik 2012

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Ausschussvorsitzende
BDI/BDA-Mittelstandsausschuss
Nachrichtlich:
Mitgliedsverbände
Landesvertretungen

Dr. Markus Kerber
Hauptgeschäftsführer und
Mitglied des Präsidiums

*Rundschreiben Nr.
AW 2011-011*

Datum
9. September 2011

Seite
1 von 1

Sehr geehrte Damen und Herren,

seit 1995 wird unter der Regie von Wirtschaftswoche und den Business Schools INSEAD und WHU der europaweite Wettbewerb „Die Beste Fabrik“ ausgerichtet. Prämiert werden solche Unternehmen, die mit der erfolgreichen Umsetzung ihrer Strategie neue Maßstäbe für den Wettbewerb in Europa setzen.

Aus Sicht des BDI ist der Wettbewerb um die „Beste Fabrik“ unter Standortaspekten sehr wichtig, weil Schwachstellen in den institutionellen Rahmenbedingungen aufgedeckt und politisch adressiert werden können. Der BDI hat deshalb im vergangenen Jahr die Schirmherrschaft für diesen Wettbewerb übernommen.

Gegenwärtig läuft die Ausschreibung für „Die Beste Fabrik 2012“. Die Ausschreibungsunterlagen zum Wettbewerb sind diesem Schreiben angefügt. Ich möchte Sie dazu anregen, für die Teilnahme am Wettbewerb zu werben.

Mit freundlichen Grüßen

Anlage

Bundesverband der
Deutschen Industrie e.V.
Mitgliedsverband
BUSINESSEUROPE

Telekontakte
T: 030 2028-1592
F: 030 2028-2592

Internet
www.bdi.eu

E-Mail
A.Feldhusen@bdi.eu

Die Beste Fabrik 2012

Bewerbungsbogen

Seit 1995 prämiiert der Wettbewerb "Die Beste Fabrik" europaweit Unternehmen aus der Industrie und dem Dienstleistungssektor, die Maßstäbe in ihren Branchen und für die europäische Wettbewerbsfähigkeit setzen. Kernpunkt dieses Wettbewerbs ist Strategieumsetzung: Wie gelingt es Unternehmen strategische Ziele in allen Bereichen umzusetzen? Weitere Informationen finden Sie auf unserer Internetseite www.beste-fabrik.de bzw. www.industrial-excellence-award.eu.

Alle europäischen Geschäftseinheiten, die industrielle Prozesse für die Erstellung von Produkten oder Dienstleistungen verwenden, sind eingeladen, sich zu bewerben. Dabei kann es sich sowohl um Massenfertiger als auch kundenspezifisches Projektgeschäft handeln. Die Teilnahme ist kostenlos. Geschäftsbereiche mit mehreren Standorten sollten einen Überblick über Ihre Supply Chain liefern, die Rolle jeder operativen Einheit beschreiben sowie deren Leistungskennzahlen angeben. Bitte beantworten Sie alle Fragen kurz und bündig. Sie können gerne zusätzliche Informationen als Anhang beifügen.

Alle erhobenen Daten werden selbstverständlich vertraulich behandelt und sind nur den akademischen Partnern zugänglich. Eine Jury, bestehend aus Juroren vom INSEAD, WHU, IESE, Judge, RSM und TU/e wird die Gewinner des Industrial Excellence Award 2012 auswählen. Leitwerke der Finalisten werden durch Professoren der teilnehmenden Business Schools und Vertretern der Medienpartner vor Ort besucht. Alle Teilnehmer erhalten individuelles Feedback als Möglichkeit für weitere Verbesserungen.

In jedem Land werden nationale Gewinner und Laureaten ausgewählt. Der europäische Champion wird im Rahmen einer Managementkonferenz (siehe www.bestefabrik-konferenz.de) bestimmt. Unsere Medienpartner werden im Frühjahr 2012 ausführlich über den Wettbewerb und die Veranstaltungen berichten.

Bitte senden Sie den ausgefüllten **Bewerbungsbogen**, ein **Flussdiagramm Ihrer Supply Chain einschließlich des Produktionsnetzwerks**, sowie ein **Organigramm** Ihres Unternehmens bis zum **31. Dezember 2011** an eine der folgenden Adressen:

Frankreich
 Prof. Stephen Chick
 INSEAD
 Technology and Operations
 Management Area
 Boulevard de Constance
 77305 Fontainebleau
 CEDEX
 France
stephen.chick@insead.edu
 +33.(0)1.6072.4157

Deutschland
 Prof. Dr. Arnd Huchzermeier
 WHU – Otto Beisheim School
 of Management
 Burgplatz 2
 56179 Vallendar
 Germany
Arnd.Huchzermeier@whu.edu
 +49.(0)261.6509.380

Spanien
 Prof. Eduard Calvo
 University of Navarra
 IESE Business School
 Avenida Pearson, 21
 08034 Barcelona
 Spain
ECalvo@iese.edu
 +34.(0)93.253.4200

Niederlande
 Prof. Fabian Sting
 Erasmus University
 Rotterdam School of
 Management
 PO Box 1738
 3000 DR Rotterdam
 The Netherlands
fsting@rsm.nl
 +31.(0)10.408.1869

Über Ihr Unternehmen (Bitte ausfüllen)

Name des Unternehmens

Ansprechpartner

Name des Geschäftsbereichs

Position

Internetadresse

Telefon

Adresse

Fax

Adresse (fortführend)

E-Mail

Business Schools



Medienpartner



Schirmherr



Wernberg-Köblitz bei Nürnberg
23. und 24. November 2011
25. November 2011 [Workshop]



Konferenzen und Seminare



8. WirtschaftsWoche Konferenz

Die Beste Fabrik

Präsentation und Besichtigung des Siegerwerks und der Laureaten
Verleihung des Industrial Excellence Award 2011



Hören Sie Beiträge u.a. von:



Dr. Christiane Decker,
TeamBank



Holger Frey,
AUDI



Rudolf Giehl,
Siemens



Mario de Miguel,
John Deere Iberica



Heinrich Nottbohm,
Volkswagen Sachsen



Tilo Schwarz,
Testool



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Daimler



Michael Timmermann,
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Industrial Excellence Award 2013

Application Form

Since 1995, the Industrial Excellence Award (IEA) competition benchmarks European competitiveness in the industrial and service sectors. This competition focuses on Strategy Deployment, that is, how organizations align distributed activities and knowledge to achieve common strategic goals. For further information, please visit our website: www.industrial-excellence-award.eu (or www.meilleure-usine.fr, www.beste-fabrik.de and www.debestefabriek.nl).

All European business units using industrial techniques for their products or services are encouraged to take part in this survey. This can include high-volume production or customized project business. The participation is free of charge. Business units with multiple sites should provide an overview of their supply chain network, specify the role of each operating unit and report their performance. Lead plants may be followed up by a visit. We recommend that your answers are to the point and rather brief. You may add supporting material in an appendix.

All responses to this IEA Application Form will be kept confidential. An international jury of operations management professors from INSEAD, WHU, IESE, Judge, RSM and TU/e will determine the finalists for the 2013 Industrial Excellence Award. Finalists will receive a site visit of both academics from the participating business schools and representatives of our media partners. Each participant will receive personalized feedback as a suggestion for further improvement.

A national champion and a select number of laureates in each country will be chosen by the jury. An overall European champion will be selected during a management conference in the Fall of 2013. Our media partners will report on the competition and the events in the Spring of 2013.

Please send the completed **application form**, a **scorecard of key KPIs**, a **flow chart of your supply chain and production network**, and a **basic organizational chart** to the appropriate country contact by **December 31, 2012**.

France: Prof. Stephen Chick, INSEAD, Boulevard de Constance, 77305 Fontainebleau, France, stephen.chick@insead.edu, +33.(0)1.6072.4157

Germany: Prof. Dr. Arnd Huchzermeier, WHU – Otto Beisheim School of Management, Burgplatz 2, 56179 Vallendar, Germany, Arnd.Huchzermeier@whu.edu, +49.(0)261.6509.380

Spain: Prof. Eduard Calvo, University of Navarra, IESE Business School, Avenida Pearson, 21, 08034 Barcelona, Spain, ECalvo@iese.edu, +34.(0)93.253.4200

The Netherlands: Prof. Fabian Sting, Erasmus University, Rotterdam School of Management, PO Box 1738, 3000 DR Rotterdam, The Netherlands, fsting@rsm.nl, +31.(0)10.408.1869

United Kingdom: Prof. Jane Davies, University of Cambridge, Judge Business School, Trumpington Street, Cambridge CB2 1AG, United Kingdom, j.davies@jbs.cam.ac.uk, +44 (0)1223 339651

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Company Information (please complete)

Company _____

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Business unit _____

Position _____

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E-Mail _____

Schlosshotel Neufahrn bei München
25. und 26. Oktober 2012



9. WirtschaftsWoche Konferenz

Die Beste Fabrik 2012

- Werksbesichtigung des deutschen Siegers BMW Werk Landshut
- Präsentation der europäischen Landessieger und Laureaten
- Verleihung des europäischen Industrial Excellence Award 2012



BMW:
Die transparente Fabrik

teamtechnik:
Wandel vom Sonder-
zum Standard-Anlagenbau

Schmitz Cargobull:
Das Ohmsche Gesetz
im Produktionsalltag

Continental Automotive:
Fördern und Fordern
der Mitarbeiter

Daimler smart:
Supply Chain Management
in smartville

Bahlsen:
Lean Manufacturing
als Teamaufgabe

Mit Praxisbeiträgen u. a. von:

Dr. Joachim Betker, Daimler smart
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Jean Cazaubieilh, Continental Automotive
Johannes Haider, BMW

Dr. Christoph Hollemann, Bahlsen
Stefan Roßkopf, teamtechnik Maschinen und Anlagen
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Joseba Pérez Trullós, Aernnova Aerospace

Unter Vorsitz und fachlicher Leitung von:
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PART I: BUSINESS UNIT STRATEGY DEPLOYMENT

1. Business Strategy Deployment
2. Fair Process Management
3. An Inconvenient Truth

PART II: SUSTAINABILITY

4. Green Shoppers / Consumers
 1. FREITAG - Designing a Brand from Nothing but Waste
 2. Unsafe For Children: MATTEL's Toy Recalls and Supply Chain Management
5. Green Retailing
 1. WALMART's Sustainability Strategy (B): Update 2010
 2. Green conscious retailing: The case of CRAI "Eco Point"
6. Green Sourcing
 1. CARE KENYA: Making Social Enterprise Sustainable
 2. STARBUCKS Corporation: Building a Sustainable Supply Chain
7. Green Manufacturing
 1. Shanzhai ("Bandit") Mobile Phone Companies: The Guerilla Warfare of Product Development and Supply Chain Management
 2. Empowering the Bottom of the Pyramid via Product Stewardship: TETRA PAK Entrepreneurial Networks in Brazil
8. Carbon Trading Simulation & Debriefing
9. Green Transportation
 1. Car Sharing in Barcelona: AVANCAR
 2. AMYRIS Biotechnologies: Commercializing Biofuel
10. Sustainable Health Management
 1. AGILITY: A Global Logistics Company and Local Humanitarian Partner
 2. RIDERS FOR HEALTH: Health Care Distribution Solutions in Sub-Saharan Africa
11. Sustainable Resource Management
 1. CITY WATER TANZANIA (A): Water Partnerships for Dar es Salaam
 2. MANILA WATER COMPANY
12. Recycling and Reuse
 1. Ma Jun and IPE: Using Information to Improve China's Environment
 2. THE EUROPEAN RECYCLING PLATFORM: Promoting Competition in E-Waste Recycling

In the Press (selection)

„Die Beste Fabrik“, in: WirtschaftsWoche, July 9th, 2012

„Sind Sie Weltklasse?“, in: Handelsblatt, November 23rd, 2011, p. 17

„Kraiburger mit BMW-Team erfolgreich“, in: Mühldorfer Anzeiger, June 1st, 2012

„Sind Sie Weltklasse?“, in: Handelsblatt, November 17th, 2011, p. 3

„BMW Landshut, Schmitz Cargobull Vreden und TeamTechnik „beste Fabriken Deutschlands“, on: www.vhb.de, May 4th, 2012

„Sind Sie Weltklasse?“, in: Handelsblatt, November 9th, 2011, p. 17

The logo for Handelsblatt, consisting of the word "Handelsblatt" in white serif font on an orange rectangular background.

„Festool bei Beste Fabrik ausgezeichnet“, in BM-Innenausbau Möbel Bauelemente, February 7th, 2012

„Sind Sie Weltklasse?“, in: Handelsblatt, November 1st, 2011, p. 15

„Beste Fabrik – Der Elektrowerkzeughersteller Festool erhielt eine Auszeichnung“, in: Malerblatt, February 7th, 2012

„Die Beste Fabrik 2011“, in: WirtschaftsWoche, November 7th, 2011, p. 44

„Festool ist Beste Fabrik“, in: Mappe, February 6th, 2012

„Sind Sie Weltklasse?“, in: WirtschaftsWoche, November 7th, 2011, p. 149

„2. Platz für Neidlinger Festool-Werk bei „Beste Fabrik“, on: www.dds-online.de, January 18th, 2012

„Erfolgsfaktoren für eine wettbewerbsfähige Produktion und WirtschaftsWoche Konferenz „Die Beste Fabrik“ Verleihung des Industrial Excellence Award 2011 (23./24.11.2011, Nürnberg)“, in: DPA, Oktober 19th, 2011

„Sind Sie Weltklasse?“, in: WirtschaftsWoche, Dezember 5th, 2011, p. 171

The logo for WirtschaftsWoche, featuring the word "Wirtschafts" in black serif font above "Woche" in a larger black serif font, with two red squares on either side of "Woche".

„Die Beste Fabrik 2011“, in: WirtschaftsWoche, Oktober 17th, 2011

„Europas beste Fabrik“, in: WirtschaftsWoche, November 28th, 2011, p. 12

„Die Beste Fabrik 2011“, in: WirtschaftsWoche, September 5th, 2011

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Third-party Funds

8th WirtschaftsWoche-
 Conference, Euroforum



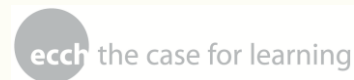
GS1 Germany,
 Cologne



Palisade,



European Case
 Clearing House



Handelsblatt,



Cooperations



Wirtschaftswoche, Dusseldorf



Euroforum, Düsseldorf



ECR Europe, Brussels



Bundesverband der Dt. Industrie, Berlin

Research Partners



METRO Group

The Spirit of Commerce



DAIMLER

Nestlé



Web Presence

The screenshot shows the website for the Chair of Production Management at WHU. The header includes the WHU logo and navigation links. The main content area features a BMW logo and text announcing the 'Die Beste Fabrik' award. A sidebar on the left lists various research groups and departments.

The screenshot shows the website for the Center for Collaborative Commerce at WHU. The header includes the WHU logo and navigation links. The main content area features a photo of a lecture hall and text about the center's activities. A sidebar on the left lists various research groups and departments.

www.whu.edu/prod
 (Chair of Production Management)

www.whu.edu/cc
 (Center for Collaborative Commerce)

Contact

Prof. Dr. Arnd Huchzermeier
 WHU – Otto Beisheim School of Management
 Chair of Production Management
 Burgplatz 2
 56179 Vallendar
 Tel.: +49-261-6509-380
 Fax: +49-261-6509-389
 E-mail: ah@whu.edu

Secretariat:
 Jacqueline Kolmer
 WHU – Otto Beisheim School of Management
 Chair of Production Management
 Burgplatz 2
 56179 Vallendar
 Tel.: +49-261-6509-381
 Fax: +49-261-6509-389
 E-mail: jacqueline.kolmer@whu.edu