





Activity Report 2013-2014
Prof. Dr. Arnd Huchzermeier
Chair of Production Management

Content

CONTENT	2
PREFACE	3
TEAM	6
RESEARCH ASSISTANTS AND DOCTORAL CANDIDATES	8
EXTERNAL DOCTORAL CANDIDATES	11
TEACHING	14
COMPANY VISIT	14
GUEST LECTURES	15
MASTER THESES	15
BACHELOR OF SCIENCE THESES	16
VISITING PROFESSOR	16
FINISHED DISSERTATIONS	17
ACTIVITIES FOR WHU	17
WORKING PAPERS	18
PUBLICATIONS	19
ARTICLES	19
BOOK CHAPTERS	19
OTHERS	20
TALKS	21
EXECUTIVE PROGRAMS	22
REFeree REPORTS	22
HONOURS /POSITIONS	23
INDUSTRY COMPETITION 	24
CENTER FOR COLLABORATIVE COMMERCE	29
SUSTAINABILITY COURSE 	30
IN PRESS (SELECTION)	32
THIRD-PARTY FUNDS	33
COOPERATIONS	33
RESEARCH PARTNERS	33
WEB PRESENCE	34
CONTACT	34

Preface

This Fall, I completed my 21st year of service at WHU's Otto Beisheim School of Management. Undoubtedly, this is a perfect time to reflect on our team achievements, ongoing projects and future endeavors. Here are some highlights of achievements by our team:



Research

- Two (!) articles were published in *Production and Operations Management* (VHB rating 0.7), one article appeared in seven editions (!) of *Harvard Business Review* (VHB rating 0.5) including the German *Harvard Business Manager* and one article appeared in the *Journal of Supply Chain Management* (VHB rating 0.5).
- Two doctoral dissertations were successfully completed: Dr. Michael Schmäzle on "Promotion Forecasting" (supported by Metro's real,- supermarkets) and Dr. Lima Zhao on Integration of Operations and Finance.
- After his successful dissertation defense, Dr. Lima Zhao was appointed in September by WHU's senate as Junior Professor in Supply Chain Finance.
- A refereed book chapter on teaching "Sustainability in Operations Management" was finalized and submitted; co-authors are my WHU colleagues Mrs. Eva Kohl and Prof. Dr. Stefan Spinler.
- I held an invited talk on "Correct Accounting of Duties in Global Supply Chain Networks" at this year's Supply Chain Thought Leader conference—organized, among others, by Harvard and Stanford—hosted by Aalto University in Helsinki, Finland.
- A Global Supply Benchmark Study—under the leadership of the Wharton School of the University of Pennsylvania—is presently conducted together with Georgetown University, Kobe University, MIT, Santa Clara University, Stanford University and Washington University.
- Since 2004, I continue to serve as area editor of the *Production and Operations Management* journal for two departments: "Supply Chain Management" and "OM-Marketing Interface".

Teaching

- During my visiting professor position at Kobe University's Graduate School of Business Administration in Japan, I taught the MSc course "Industrial Excellence" with great success; my teaching rating was 4.95/5.00.
- The new and innovative BSc course "Supply Chain Finance" was developed and co-taught with Dr. Lima Zhao. The course—which is scheduled every semester starting from Spring 2014 onwards—is completely online and makes extensive use of the e-platform Moodle. An executive education program is forthcoming with Handelsblatt/Euroforum.
- Green Belt / Black Belt online training is now being offered to our MBA students on a regular basis by Moresteam; up to this date, more than 20 students have obtained a Green Belt certificate. Black Belt projects have also been initiated and started this Fall semester.
- During WHU's Kinderuni in Düsseldorf, two batches of 5-12 year old children learned Just-in-time principles by folding paper planes. The event was a great success, since it put lots of smiles on

childrens' faces.



- Various Executive Education programs, e.g., on Industrial Excellence and Retail Supply Chain Excellence, are in the planning and launch phase and will be marketed shortly by Handelsblatt and additional partners.

Industrial Excellence Award (IEA)

- The Industrial Excellence Award's website was newly launched in six languages, including Spanish and Turkish (www.industrial-excellence-award.eu). In addition, our web presence on LinkedIn and Xing was greatly enhanced. We now also "twitter"!
- This year's winners of the 2014 IEA competition are ABB (Switzerland), L'Oreal (France), MDC Power (Germany), and VW Navarra (Spain).
- In summer, two new European business schools, i.e., HEC Paris in France and Koç University in Turkey, joined the group of six premier business schools hosting the competition.
- A new IEA questionnaire—free for download—was launched in September; manufacturing firms offering customer services as well as service firms are even more so encouraged to apply.
- September 1st marked the official launch date of the 2015 IEA competition in Germany, France, Spain, The Netherlands, Turkey and the United Kingdom.
- The 11th WirtschaftsWoche conference with selection of the European champion is planned with Euroforum for October 22nd-23rd in Weimar, Germany (www.bestefabrik-konferenz.de). A factory visit to MDC Power is included.
- The key note speech on "Management Quality for Competitiveness" held at the Porsche Museum was an exceptional experience for me personally and a great event to meet likeminded people; the event was organized by IBS in Höhrrenzhausen, a subsidiary of Siemens.
- The online and print media coverage of the IEA was quite remarkable and includes, among many others, WirtschaftsWoche and Handelsblatt in Germany, L'Usine Nouvelle in France and Capital in Turkey.

Center for Collaborative Commerce (CCC)

- The CCC supports my various duties as Co-Chairman of the Academic Partnership of ECR Germany (of GS1 Germany). Among others, the science award on supply chain collaboration in the FMCG industry and the research pool needs to be administered.
- This year, I co-chaired the annual meeting of ECR Germany's Academic Partnership at the Knowledge Center of GS1 Germany in Cologne.

Unlike the years before, I feel that academic work has changed quite significantly and dramatically: teaching in multiple locations and executives/MBAs mostly on two-day weekend days—from early morning on Saturday to late afternoon on Sunday—is almost like running marathons; enhancing every course with online content, assignments, simulations and other innovative features steeply increases complexity; and publishing exclusively in A/A+ journals to advance in Financial Times relevant rankings poses huge demands on one's personal time.

Therefore, I am especially thankful for the support by my personal assistant Mrs. Jacqueline Kolmer and the center manager Mrs. Kerstin Wickel which greatly contributed to the activities mentioned above. Also, I would like to express my sincere gratitude to many supporters, both from academia and from industry, who have contributed—financially or non-financially—to our chair activities.

Please keep in touch by connecting via LinkedIn and Xing, if need be, also via Facebook, or send us an email with comments or suggestions (prod@whu.edu or ah@whu.edu). We love to hear from you.

Very best regards,



Prof. Dr. Arnd Huchzermeier

Team

Prof. Dr. Arnd Huchzermeier
Professor in Production Management

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



Prof. Dr. Arnd Huchzermeier chairs the Production Management Department and the Center for Collaborative Commerce (CCC) of WHU – Otto Beisheim School of Management in Vallendar near Koblenz, Germany. Prior to joining WHU in 1993, he was Assistant Professor of Production Management and International Business at the Booth Graduate School of Business of the University of Chicago, U.S.A. (1990-1993). In 1986, he received a M.Sc. degree in Business Administration as well as Computer Science and Operations Research from the Karlsruhe Institute of Technology (KIT), Germany. In 1991, he received a Ph.D. degree in Operations Management from the Wharton School of the University of Pennsylvania, U.S.A.

Professor Huchzermeier held visiting positions at IESE Business School of the University of Navarra, Spain; INSEAD, France; the Graduate School of Business Administration and Economics of Kobe University, Japan; TIAS Business School, The Netherlands and Hungary; the Booth 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.

Since 2012, he is Co-Chairman of the Academic Partnership of GS1 Germany. In 2009, he co-founded the car sharing company MobilityNow. Since 1997, he acts as Academic Director of the German industry competition 'Best Factory / Industrial Excellence Award' (in Germany jointly with the journal *Wirtschaftswoche* and INSEAD, France; in cooperation with INSEAD also in The Netherlands with Erasmus University and TU Eindhoven, in Spain with IESE Business School, in Turkey with Koç University and in the UK with Cambridge Judge Business School).

His research interests include management quality for industrial excellence, sustainability, collaboration approaches between retailers and manufacturers with a strong focus on promotion planning and information sharing along the value chain, global supply chain and risk management, real options for R&D projects and the evaluation of capacity options, product bundling and pricing strategies as well as optimization of direct mailing campaigns. Professor Huchzermeier has published in leading academic journals, among others, *Columbia Journal of World Business*, *Concurrent Engineering: Research and Applications*, *Decision Sciences*, *ECR Journal*, *European Journal of Operational Research*, *Journal of Supply Chain Management*, *European Management Journal*, *Harvard Business Manager*, *Harvard Business Review*, *Interfaces*, *International Commerce Review (formerly ECR Journal)*, *Management Science*, *Manufacturing & Service Operations Management*, *Marketing Science*, *Naval Research Logistics*, *Operations Research*, *OR Spectrum* and *Production and Operations Management*. His research on the Euro introduction was featured, among others, on the front pages of *Financial Times* and the *Wall Street Journal Europe*. He has published three books on Industrial Excellence. Presently, he acts as Senior Editor for *Production and Operations Management* (since 2004 for the 'Supply Chain Management' area and since 2013 also for the 'OM-Marketing Interface' area). From 2005-2008, he was area editor of *Management Science* and from 2007-2012 Executive Editor of ECR Europe's *International Commerce Review* and Academic Director of the

'Progressive Management Programme for Future Leaders in the FMCG Industry' (jointly with INSEAD, London Business School and The Wharton School).

In 1992, Professor Huchzermeier received an Education Award from MIT for his newly developed 'International Operations Management' course for MBAs. In 2000, he received 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 for his research on direct mailing optimization. In 2003, he won both the *ISMS Practice Prize* from the Marketing Science Institute, U.S.A. – for direct mailing optimization of multiple catalogue retailers – and the *Management Science Strategic Innovation Prize* from the European Association of Operational Research Societies / EURO, Belgium – for his research on capacity options in the air cargo industry. In 2009, he was awarded the *ECCH Case Award* (case study 'Lufthansa Cargo') from the European Case Clearing House, U.K., in the category 'Production and Operations Management'. In 2013, he received the Science Award from the European Retail Institute and GS1 Germany for his research on Collaborative Retail Promotions.

Former students teach, among others, at Erasmus University, INSEAD, Kühne Logistics University (KLU), MIT, Wharton and WHU.

Jacqueline Kolmer
Personal Assistant

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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

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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 until January 2007 as Personal Assistant to the International Sales Director as well as to one of the two Managing Directors at wolcraft GmbH. Since March 1st, 2007, she works as Center Manager for the Center for Collaborative Commerce.

Research Assistants and Doctoral Candidates

M.Sc. Christoph Diermann

Research Assistant and Doctoral Candidate

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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 insights 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. From 2012 until 2014, Mr. Diermann acted as program manager of the Industrial Excellence Award.

Rita Maria Difrancesco, Dottore Magistrale

Research Assistant and Doctoral Candidate

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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, Spanish and German.

She presented her research work at international conferences in Europe and in the US.

M.Sc. Felix Röllecke**Research Assistant and Doctoral Candidate**

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Research Areas: Sustainable Supply Chain Management, Product Returns Management, Behavioral Operations



Mr. Felix Röllecke (born 1989) 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 American University Kogod School of Business in Washington D.C. in the U.S. In his bachelor thesis “Sustainability - Returns Collection System Design Using the Example of Solar Modules”, Mr. Röllecke reviewed current product take-back system designs in the solar module industry. He graduated in summer of 2012.

In his consecutive master studies, Mr. Röllecke followed the general management track focusing on operations and supply chain management. After spending a semester abroad at the Sasin Graduate Institute of Business Administration of Chulalongkorn University in Thailand, Mr. Röllecke examined the impact of interdependent primary and secondary markets on a retailer’s optimal returns policy. Following this, he graduated in spring 2014. During his studies, Mr. Röllecke has gained practical experience in several industries, including manufacturing, consulting and start-up.

In April 2014, Mr. Röllecke joined the chair of production management at the WHU – Otto Beisheim School of Management in Vallendar as doctoral student. Since May 2014, he has taken over the program management of the Industrial Excellence Award from Mr. Diermann.

Dr. Michael Schmäzle**Research Assistant and Doctoral Candidate**

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Research Areas: Retail Promotions, Sustainable Supply Chain Management, Profit Optimization under uncertain Demand



Mr. Michael Schmaelzle (born 1985) studied Mathematics at the University of Heidelberg, Germany. During his studies, he specialized in Statistics and Stochastic Networks. He graduated with a diploma in Mathematic in 2009. In the following, he did an internship in the field of process reengineering in Raleigh, USA. In 2010, Mr. Schmaelzle joined the Boston Consulting Group as a consultant with focus on industrial goods. Since November 2012, he participated in BCG’s scholarship program and joined the chair of Production Management at the WHU – Otto Beisheim School of Management in Vallendar as doctoral student. In Summer 2014, he successfully (“Summa cum laude”) defended his dissertation.

Dipl. Wirtsch.-Ing. Marc Steuber M.Sc., M.Phil.
Research Assistant and Doctoral Candidate

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Research Areas: Supply Chain Risk Management, Supply Chain Finance



Mr. Marc Steuber (born 1986) joined the Chair of Production Management in June 2014 as a scholar of the McKinsey and Company fellowship program. Before joining he worked as a management consultant specialized in operations for McKinsey. During that time he supported clients of various industries in supply chain management as well as operational excellence transformation projects.

Mr. Steuber studied industrial engineering and management with majors in manufacturing and product development at the University of Cambridge, Technical University of Munich and University of Kassel. He further was a visiting student at the Massachusetts Institute of Technology where he joined a research team investigating Lean success factors for the management of engineering programs. The resulting book was awarded the Shingo Prize Research Award in 2012.

Dr. Lima Zhao
Research Assistant and Doctoral Candidate

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Research Areas: Supply Chain Finance, 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 successfully ("Summa cum laude") defended his dissertation in June of 2014 and focused on the areas of Supply Chain Finance, Operations-Finance Interface, and Global Operations. In his dissertation, Dr. Zhao worked on the modeling and simulation of integrated operational and financial hedging and supply chain finance. In winter term of 2012, he was a visiting scholar in the PhD program of Northwestern University's Kellogg School of Management in Chicago. 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. 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

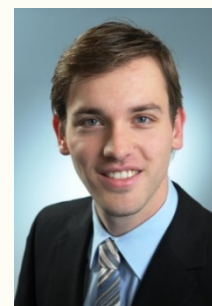


Rainer Bernhard (born 1965) received a classical education in the German automotive trade business. He graduated with a master's degree, and has held several positions as a workshop foreman, service manager and general manager in medium-sized car dealerships. He subsequently launched the start of his 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 DUFU 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. During his job as technical director at the Darmstadt EAD the leadership in a research project funded by the federal government leading to the introduction of hybrid technology in German municipal car fleets was part of his responsibilities. In this position, Mr. Bernhard was 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. Currently, he works as a technical engineer at the TÜV Rheinland Group.

Dipl.-Wirtsch.-Ing. Ole Frauen

External Doctoral Candidate

Research Areas: Strategic Capacity Planning in R&D, International R&D Networks



Mr. Ole Frauen (born 1987) studied a joint program of mechanical engineering and business administration at the University of Braunschweig – Institute of Technology, Germany. As part of his diploma studies, he spent a semester abroad at the University of Seville in Spain. Along with his studies, he worked as student research assistant at the Institute for Advanced Industrial Management and was involved in industrial research and teaching. In his thesis, Mr. Frauen analyzed factors influencing the lifetime of components to enhance the prognosis of spare parts demand in the aviation industry and received his diploma degree in spring 2013. Mr. Frauen gained insights and practical expertise in the automotive, aviation and railway industry during several internships. Since July 2013, Mr. Frauen is doctoral candidate at the chair of Production Management at the WHU – Otto Beisheim School of Management in Vallendar. His research activities in the field of global product development networks are performed in close cooperation with the Group Engineering Management at the Volkswagen AG in Wolfsburg, Germany.

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 until 2014, he worked as doctoral student at Daimler AG on the topic of strategic planning under uncertainty. Since 2014 he started to work as product coordinator for Mercedes Benz Cars.

MBA Cem Mercikoğlu
External Doctoral Candidate

Research Areas: Industrial Excellence, Leadership, Competitiveness



Mr. Cem Mercikoğlu (born in 1976) studied B.Sc. in Industrial Engineering at Bilkent University, Turkey where he was awarded full merit-based scholarship during his studies. With the goal of building finance upon engineering background, he started his professional career in 1998 at Isbank in Istanbul which is a Forbes 500 company with many manufacturing and service subsidiaries. During his early career, he worked on short-term assignments at Isbank Bahrain and at Is-TIM Telecommunications, a joint venture between Isbank and Telecom Italia Mobile. In 2004, Mr. Mercikoğlu moved to Frankfurt to lead the Asset and Liability Management of the European subsidiary Isbank AG. As Head of Treasury and Head of Financial Institutions, he represented the bank at many financial centers of the world.

Mr. Mercikoğlu, who completed Diplomierter Bankbetriebswirt study at Frankfurt School of Finance and Management with an Executive Week in Ireland, holds an MBA degree from WHU-Otto Beisheim School of Management with international modules at Columbia Business School (USA), China Europe International Business School (China) and Indian Institute of Management Bangalore (India). He now works in Istanbul and deals with the international business strategy and operations of Isbank in 14 countries, including Germany.

He wrote his master thesis in 2012 under the supervision of Prof. Huchzermeier where he concentrated on the "Introduction of the WHU-INSEAD Industrial Excellence Award in Turkey". Mr. Mercikoğlu is a doctoral candidate at the chair of Production Management since February 2014. Being the Industrial Excellence Award Program Manager in Turkey, in his doctoral studies he aims to contribute to the knowledge of global manufacturing, with a focus on leadership.

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.-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 SE, a leading pan-European E-Commerce fashion retailer, as SVP Operations. Meanwhile he continues his research as an external doctoral candidate.

Teaching

Fall Term 2013

Industrial Excellence (Prof. Dr. Arnd Huchzermeier), 2,5 SWS, in English, 1st semester, Master of Science Program, 29 Students

Operations Strategy and Sustainability (Prof. Dr. Arnd Huchzermeier), 2,5 SWS, in English, 1st semester, Master of Science Program, 16 Students 

Quantitative Supply Chain Models (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, Doctoral Program, 1 Paper

Sustainability Lab (Prof. Hienerth; Prof. Spinler; Prof. Huchzermeier; Prof. Rau; Prof. Günther; Prof. Müthel), 0,8 SWS, in English, Bachelor of Science Program


Spring Term 2014


Production and Service Operations Management (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, 2nd semester, Bachelor of Science, 204 Students (13 Exchange + 191 WHU students)

Operations Management – Finance Interface (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, 2nd semester, Bachelor of Science, 12 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, 37 Students

Operations Strategy and Sustainability (Prof. Dr. Arnd Huchzermeier), 2 SWS, in English, Part-time MBA Program, 48 Students 

Sustainability Lab I - Inspire & Explore (Prof. Hienerth; Prof. Spinler; Prof. Huchzermeier; Prof. Rau; Prof. Günther; Prof. Müthel), 0,8 SWS, in English, Bachelor of Science Program 

Company Visit

Huchzermeier, Arnd (2014): **Operations Management Class FT-MBA 2015**, Cologne-Dusseldorf Airport, July 21st

Düsseldorf Airport **DUS**

Guest Lectures

Zeller, Andrew. J.,
Müller, Helmut,
Team Bank AG,
Course: "Production and Service Operations Management, Topic: **Innovation, quality, success; Teambank's approach to operational excellence**, 2014, April 10th



Ziegler
Thomas,
Deckel Maho
Seebach GmbH, Course "Production and Service Operations Management, Topic: **Die atmende Fabrik 2.0 // Strategieentwicklung und Umsetzung bei der DECKEL MAHO Seebach GmbH**, 2014, April 7th



Stephan Schaller, GS1 Germany GmbH,
Course: Operations Strategy and Sustainability, PT-MBA, Topic: **Sustainability: challenges, strategies, supply chains, standards**, 2014, April 5th



Marius
Häntschi,
Daimler Ag,
Course: Operations Management – Finance Interface, BSc, Topic: **Risk identification and validation for global production networks**, 2014, January 13th



Stephan Schaller, GS1
Germany GmbH, Course:
Operations Strategy and
Sustainability, MSc,
Topic: **Sustainability in
the core business: managing products and
creating transparency in supply chains**, 2013,
December 10th

Dr. Andreas Kicherer,
BASF SE, Course:
Operations Strategy and
Sustainability, MSc,
Topic: **Sustainability @ BASF**, 2013,
November 26th



Master Theses

Breloh, Sven (2013): **Implementation a Food Quality Management System at BP FVC Rhine**, MBA, WHU – Otto Beisheim School of Management, October 1st, 55 p.

WHU – Otto Beisheim School of Management,
February 28th, 52 p.

Campos Garmendia, Carlos (2014): **The path to Servitization**, MBA, WHU – Otto Beisheim School of Management, June 30th, 40 p.

Frankenhauser, Stefan (2013): **Analysis of capacity display and communication in the airfreight industry at the example of Lufthansa Cargo AG**, MBA, WHU – Otto Beisheim School of Management, October 12th, 70 p.

De Sousa Freitas, Cesar (2014): **Real Option Valuation in Global Supply Chain Networks under Exchange Rate Uncertainty using a Fix-and-Optimize Heuristic**, M.Sc.,

Ickerott, Daniel (2014): **The Effect of Quality Overestimation on Reverse Supply Chains**, M.Sc., WHU – Otto Beisheim School of Management, June 2nd, 98 p.

Messing, Maximilian (2014): **Literature Review on Demand Forecasting in Direct Sales**, M.Sc., WHU – Otto Beisheim School of Management, January 31th, 83 p.

Röhre, Paul (2014): **Corporate Sustainability: Why it is important and how to communicate it**, M.Sc., WHU – Otto Beisheim School of Management, June 2nd, 110 p.

Odenthal, Julian (2014): **Flexible Returns Management for Online Fashion Retailers**, M.Sc., WHU – Otto Beisheim School of Management, June 2nd, 108 p.

Röllecke, Felix (2014): **Business Models Under Risk: Optimal Return Policies in the Presence of Interdependent Markets**, M.Sc., WHU – Otto Beisheim School of Management, February 28th, 60 p.

Pley, Markus (2014): **Exploring Drivers of Firm Performance – Workforce Engagement in Strategy and Continuous Improvement as Success Factors: A Case Study with Schmitz Cargobull**, M.Sc., WHU – Otto Beisheim School of Management, June 2nd, 96 p.

Bachelor of Science Theses

Grünwald, Felix (2014): **Strommarktdesign - Finanzierungsmöglichkeiten für die Sicherstellung von Stromerzeugung und -versorgung in Zeiten von Windstille und Dunkelheit**, WHU – Otto Beisheim School of Management, May 13th, 119 p.

Rass, Philipp (2014): **Energiemärkte im Umbruch: Aktuelle und absehbare Herausforderungen der Energiewirtschaft in Deutschland durch fluktuierende, regenerative Stromerzeugung und mögliche volks- und betriebswirtschaftlich tragbare Lösungsansätze zur Reservehaltung und Versorgungssicherheit**, WHU – Otto Beisheim School of Management, May 26th, 56 p.

Timmen, Felix (2014): **The Role of Lean Management as Contributing Force to Competitiveness examined at the example of Rhineland-Palatinate**, WHU – Otto Beisheim School of Management, May 12th, 51 p.

Visiting Professor

Huchzermeier, Arnd (2013): **Global Supply Chain Management**, Graduate School of Management of Kobe University, October 2nd-21st



Finished Dissertations

Schmälzle, Michael (2014): **Improving Promotional Demand Forecasts in Retailing**, WHU – Otto Beisheim School of Management, July 1st, 137 p.



Zhao, Lima (2014): **The Interface of Operations and Finance in Global Supply Chains**, WHU – Otto Beisheim School of Management, June 24th, 134 p.



Activities for WHU

Children's University: Professor Huchzermeier teaches young guests

Children are interested, curious and have a lot of questions. During the weekend, Professor Huchzermeier was looking - with around 60 children - for an answer to the question "Smart, fast, clean: which team folds the best flyer?"

The Children's University took place on Saturday, March 29th, 2014, at 11 a.m. in the rooms of the WHU campus Dusseldorf. For both children and Professor this day was a lot of fun and a great success.



Prof. Dr. Arnd Huchzermeier (2014): **Chairman Disputation Andreas Kretschmer**, WHU – Otto Beisheim School of Management, January 10th

Prof. Dr. Arnd Huchzermeier (2013): **Chairman Disputation Arne Gausepohl**, WHU – Otto Beisheim School of Management, September 26th

Working Papers

Breiter, Andreas; Huchzermeier, Arnd (2014): **Portfolios of Coordinating Contracts when Retailers Enforce Last-Minute Production.** WHU – Otto Beisheim School of Management, 46 p. (incl. 16 p. e-companion)

Difrancesco, Rita; Huchzermeier, Arnd (2014): **Trading Off Incentives and Refurbishment Costs for Online Fashion Retailers with Free and Late Returns When Secondary Markets Are Available.** WHU – Otto Beisheim School of Management, 33 p.

Häntschi, Marius; Huchzermeier, Arnd (2014): **Correct Entry of Duty Drawbacks with Outward and Inward Processing in Global Production Networks.** WHU – Otto Beisheim School of Management, 30 p.

Huchzermeier, Arnd; Schmälzle, Michael (2014): **Efficient Retail Promotions – Towards Retail Supply Chain Excellence.** WHU – Otto Beisheim School of Management, 8 p.

Schmälzle, Michael; Huchzermeier, Arnd (2014): **Improving Forecast Accuracy in a Continuous High-Low Pricing Environment with Multiple Customer Segments.** WHU – Otto Beisheim School of Management, 32 p.

Schmälzle, Michael; Huchzermeier, Arnd (2014): **Promotional Demand Forecasts for Seasonal Products.** WHU – Otto Beisheim School of Management, 32 p.

Schmälzle, Michael; Huchzermeier, Arnd; Länge, Stefan; Uphues, Marcel (2014): **A Benchmark Analysis on Promotional Demand Forecasts at Distributor, Store, Product, and SKU Level in the FMCG Industry.** WHU – Otto Beisheim School of Management, 34 p.

Zhao, Lima; Huchzermeier, Arnd (2014): **Capacity Investment, Backup Production, Switching Options, and Financial Hedging in a Global Supply Chain under Mean-CVaR.** WHU – Otto Beisheim School of Management, 41 p.

Zhao, Lima; Huchzermeier, Arnd (2014): **Mitigating Supplier Distress: Purchase Order Finance, Advance Payment Decisions, and Backup Production.** WHU – Otto Beisheim School of Management, 39 p. (incl. 8 p. e-companion)

Häntschi, Marius; Huchzermeier, Arnd (2013): **Transparency of Risk for Global and Complex Network Decisions in the Automotive Industry.** WHU – Otto Beisheim School of Management, 26 p.

Huchzermeier, Arnd; Schröder, David; Seeberger, Dominic (2013): **Competitive Returns Management with Secondary Markets.** WHU – Otto Beisheim School of Management, 30 p.

Schlickel, Maik; Huchzermeier, Arnd; Loch, Christoph H.; Sting, Fabian J. (2013): **Alignment in Strategy Cascading: A Study Across Manufacturing Firms.** WHU – Otto Beisheim School of Management, 36 p.

Zhao, Lima; Huchzermeier, Arnd (2013): **The Interface of Operations and Finance: State of the Art.** WHU – Otto Beisheim School of Management, 27 p.

Publications

Articles

Breiter, Andreas; Huchzermeier, Arnd (2014): **Promotion Planning and Supply Chain Contracting in a High-Low Pricing Environment**, Production and Operations Management, forthcoming

Chick, Stephen; Huchzermeier, Arnd; Netessine, Serguei (2014): **Europe's Solution Factories**, Harvard Business Review, Vol. 92(4), pp. 111-115

- a. Chick, Stephen; Huchzermeier, Arnd; Netessine, Serguei (2014): **Usines europeennes et excellence industrielle**, Harvard Business Review France, August-September, pp. 99-104 (in French)

- b. Chick, Stephen; Huchzermeier, Arnd; Netessine, Serguei (2014): **Die Besten Fabriken**, Harvard Business Manager, May, pp. 64-70 (in German)



- c. Chick, Stephen; Huchzermeier, Arnd; Netessine, Serguei (2014): **Le strategie vincenti delle fabbriche europee**, Harvard Business Review Italy, April, pp. 94-99 (in Italian)
- d. Chick, Stephen; Huchzermeier, Arnd; Netessine, Serguei (2014): **Europe's Solution Factories**, Harvard Business Review Taiwan, April (in Taiwanese)

- e. Chick, Stephen; Huchzermeier, Arnd; Netessine, Serguei (2014): **Europe's Solution Factories**, Harvard Business Review Korean, April (in Taiwanese)

- f. Chick, Stephen; Huchzermeier, Arnd; Netessine, Serguei (2014): **Avrupa'nın Çözüm Fabrikaları**, Harvard Business Review Türkiye, April, pp. 119-123 (in Turkish)

Theißen, Sebastian; Spinler, Stefan; Huchzermeier, Arnd (2014): **CO2 Reduction within FMCG Supply Chains through Collaboration: A Manufacturer's Perspective**, Journal of Supply Chain Management, forthcoming

Sting, Fabian; Huchzermeier, Arnd (2014): **Operational Hedging and Diversification under Correlated Supply and Demand Uncertainty**, Production and Operations Management, Volume 23, Issue 7, pp. 1212-1226

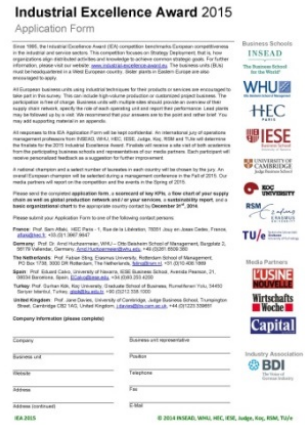
Book Chapters

Huchzermeier, Arnd; Kohl, Eva; Spinler, Stefan (2014): **Operations Management and Strategy**. In: Ogunyemi, K. (Ed.): Teaching Ethics across the Management Curriculum: A Handbook for Faculty, forthcoming

Others

Chick, Steven;
Huchzermeier,
Arnd;
Calvo, Eduard;
Davies, Jane;
Kök, Gürhan;
Sting, Fabian (2014):
Questionnaire for 'Industrial Excellence Award 2015', English Edition, INSEAD,

WHU – Otto Beisheim School of Management, University of Navarra – IESE Business School, Judge Business School, Koç University, Erasmus University – Rotterdam School of Management, July, 6 p. (available at www.industrial-excellence-award.eu)



Huchzermeier, Arnd (2014): **Operations Strategy and Sustainability** (edited by Prof. Jan van Mieghem, Northwestern University, Kellogg Graduate School of Management), Online Publication in Henry Stewart Talks, July 8th

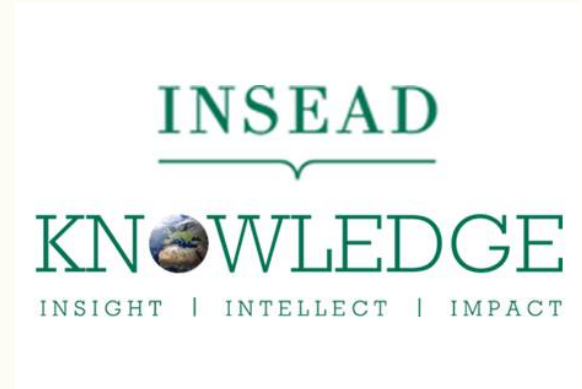


Chick, Steven;
Huchzermeier,
Arnd;
Calvo, Eduard;
Davies, Jane;
Kök, Gürhan;
Sting, Fabian (2014) **Questionnaire for 'Beste Fabrik 2015', German Edition, INSEAD, WHU – Otto Beisheim**

School of Management, University of Navarra – IESE Business School, Judge Business School, Koç University, Erasmus University – Rotterdam School of Management, July, 6 p. (available at www.beste-fabrik.de)




Chick, Stephen; Netessine, Serguei; Huchzermeier, Arnd; (2014): **When Big Data Meets Manufacturing, INSEAD Knowledge, April 16th**



Talks

Huchzermeier, Arnd (2014): **Correct entry of duty drawbacks with outward and inward processing in global production networks**, Supply Chain Thoughtleader Roundtable, Helsinki, Finland, July 9th

Difrancesco, Rita; Huchzermeier, Arnd (2014):  **Trading Off Incentives and Refurbishment Costs for Online Fashion Retailers with Free and Late Returns**, POMS Conference, Atlanta, USA, May 11th

Zhao, Lima; Huchzermeier, Arnd (2014):  **Mitigating Supplier Distress: Purchase Order Finance, Advance Payment Discount, and Backup Production**, POMS Conference, Atlanta, USA, May 11th

Huchzermeier Arnd (2014): **Collaborative Retail Promotions**, EBS ISCM Speaker Series, EBS University, Wiesbaden, March 13th

Huchzermeier, Arnd (2013): **Industrial Excellence – Management-Quality and West European Competitiveness**, Hager, Neunkirchen, December 3rd

Huchzermeier, Arnd (2013):  **Promotions Management**, Roundtable Promotion Management within the Academic Partnership of GS1 Germany, GS1 Germany, Cologne, December 2nd

Huchzermeier, Arnd; Schmälzle, Michael (2013): **Improving demand forecast accuracy in a continuous high-low-pricing environment with multiple customer segments**, Fall Meeting of the “Wissenschaftlichen Kommission der Produktionswirtschaft des Verbands der Hochschullehrer für Betriebswirtschaft”, Technische Universität Kaiserslautern, November 8th

Huchzermeier, Arnd (2013): **Industrial Excellence Management-Quality and West European Competitiveness**, IBS: Expertenkreis, Porsche Museum, Stuttgart, October 30th

Huchzermeier, Arnd (2013):  **Relevanz nachhaltiger Strategien in Unternehmen in der Praxis; Handlungsbedarf in der Begleitung durch Politik und Wissenschaft; Potenzial unternehmerischer Netzwerke und Kooperationen**, Expertenrunde zur Entwicklung der Thematik und Struktur eines Netzwerks Nachhaltige Unternehmen in Rheinland-Pfalz, Zukunftsinitiative Rheinland-Pfalz (ZIRP), Mainz, September 25th

Huchzermeier, Arnd (2013): **Industrial Excellence Management-Quality and West European Competitiveness**, 10th WirtschaftsWoche Conference, Westin Hotel, Leipzig, September 23rd

Häntschi, Marius; Huchzermeier, Arnd (2013): **Duty Drawbacks and Anticipated Effect of Duty Rate Changes**, 6th IFAC Conference on Management and Control of Production and Logistics, Fortaleza, Brazil, September 13th

Huchzermeier, Arnd;
Schmälzle, Michael
(2013): **Improving
Demand Forecast
Accuracy in a
Continuous High-Low**



**Pricing Environment with Multiple Customer
Segments, International Conference on
Operations Research, Rotterdam, The
Netherlands, September 5th**

Executive Programs

Huchzermeier, Arnd (2014): **Moderation of
the 12th Annual Meeting of the Academic
Partnership of ECR Germany, GS1 Germany,
Cologne, June 26th**

Huchzermeier, Arnd (2013): **Moderation of
the 10th WirtschaftsWoche Conference** (Joint
event of Euroforum and WirtschaftsWoche),
Westin Hotel, Leipzig, September 23rd-24th

Huchzermeier, Arnd (2014): **Podium
Discussion, Award Ceremony of the Science
Prize 2014, GS1 Germany, Dusseldorf,
February 18th**

Huchzermeier, Arnd (2013): **Invited Session
Chair on 'Demand Modeling'** (Stream: Supply
Chain Management, Logistics and Inventory),
International Conference on Operations
Research, Rotterdam, The Netherlands,
September 5th

Referee Reports

Prof. Dr. Arnd
Huchzermeier (2014):
**Senior Editor Report,
Production & Operations
Management, June, 7th**



Prof. Dr. Arnd Huchzermeier (2014):
**Gutachten als Zweitbetreuer einer WHU
Dissertation, WHU—Otto Beisheim School of
Management, March 18th**

Prof. Dr. Arnd
Huchzermeier
(2014): **Research Grants Council
of Hong Kong
香港 研究資助局
Evaluation of a
Research Proposal, Research Grants Council
Hong Kong, April 3rd**

Prof. Dr. Arnd Huchzermeier (2014):
**Evaluation of a Research Proposal, Research
Grants Council Hong Kong, March 3rd**

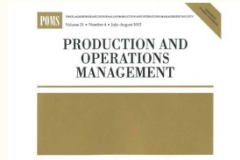
Prof. Dr. Arnd
Huchzermeier

(2014): **6 Evaluations of Applications for the Research Pool, Academic Partnership of ECR Germany**, February 17th



Prof. Dr. Arnd Huchzermeier (2013): **Senior Editor Report, Production & Operations Management**, November 11th

Prof. Dr. Arnd
Huchzermeier (2014):
Senior Editor Report, Production & Operations Management, February, 17th

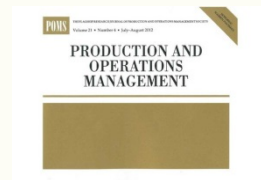


Prof. Dr. Arnd
Huchzermeier (2013):
4 Evaluations of Applications for the Science Award 2014 on Supply Chain Collaboration, Academic Partnership of ECR Germany, November 7th



Prof. Dr. Arnd Huchzermeier (2014): **Peer Review of a Book Chapter, Teaching Ethics across the Management Curriculum: A Handbook for Faculty**, January 21st

Prof. Dr. Arnd
Huchzermeier (2013):
Senior Editor Report, Production & Operations Management, September 1st



Prof. Dr. Arnd Huchzermeier (2014): **Peer Review of a Book Chapter, Teaching Ethics across the Management Curriculum: A Handbook for Faculty**, January 19th

Honours /Positions

Prof. Dr. Arnd Huchzermeier (2013): **One of Six TOP Scientists at WHU, Frankfurter Allgemeine Zeitung (FAZ)**, September

Frankfurter Allgemeine
ZEITUNG FÜR DEUTSCHLAND

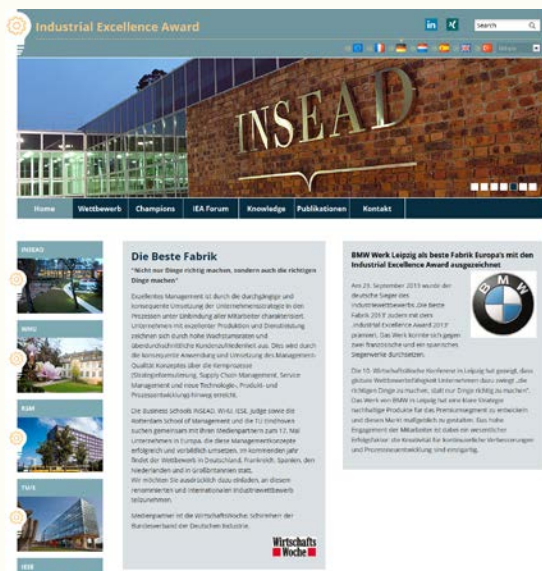
Industry Competition

Die Beste Fabrik/Industrial Excellence Award 2014, Germany, France, Spain, The Netherlands INSEAD, WHU, ERASMUS, IESE, Judge, Koç und TU Eindhoven, September 2013-April 2014



Relaunch of the Website

<http://de.industrial-excellence-award.eu>



Impressions of the WirtschaftsWoche Conference on September 23rd-24th, 2013, in Leipzig with selection of the European Champion

Rundschreiben



Die Beste Fabrik 2014

Präsidium
Vorstand
Ausschussvorsitzende
BDI/BDA-Mittelstandsausschuss
nachrichtlich:
Mitgliedsverbände
Landesvertretungen

Dr. Markus Kerber
Hauptgeschäftsführer und
Mitglied des Präsidiums

Sehr geehrte Damen und Herren,

*Rundschreiben Nr.
AW 2013-011*

seit 1995 wird unter der Regie von Wirtschaftswoche und den Business Schools INSEAD, WHU, IESE, Judge sowie der Rotterdam School of Management und der TU Eindhoven der europaweite Wettbewerb „Die Beste Fabrik“ ausgerichtet. Prämiert werden solche Unternehmen, die mit der erfolgreichen Umsetzung ihrer Managementkonzepte neue Maßstäbe für den Wettbewerb in Europa setzen.

*Datum
30. Oktober 2013*

*Seite
1 von 1*

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 vor drei Jahren die Schirmherrschaft für diesen Wettbewerb übernommen.

Gegenwärtig läuft die Ausschreibung für „Die Beste Fabrik 2014“. 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

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F: +493020282444*

*Internet
www.bdi.eu
E-Mail
M.Kerber@bdi.eu*

10th WirtschaftsWoche Conference
September 23-24, 2013, Leipzig



Industrial Excellence Award 2013

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Industrial Excellence Award 2014

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. The business units (BUs) must be headquartered in a West European country. Sister plants in Eastern Europe are also encouraged to apply.

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, RSM, TU/e, IESE and Judge 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 2014. Our media partners will report on the competition and the events in the Spring of 2014.

Please send the completed application form, a scorecard of key KPIs, a flow chart of your supply chain and production network, a sustainability report, and a basic organizational chart to the appropriate country contact by **December 31st, 2013**.

Please submit your Application Form to one of the following contact persons:

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

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

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

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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**Wirtschafts
Woche**

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German Industry






Company Information (please complete)

_____ Company	_____ Business unit representative
_____ Business unit	_____ Position
_____ Website	_____ Telephone
_____ Address	_____ Fax
_____ Address (continued)	_____ E-Mail

The Best Factory 2014

Industrial Excellence Award

Benchmarking management quality for European competitiveness:
Formulating and implementing strategies and mobilising employees

-  MDC Power – Focused organisation with zero-defect performance
-  ABB Schweiz – Ensuring lasting success through customer-specific modernisation of transport systems
-  L'Oréal – Reducing manufacturing complexity without compromising competitiveness
-  Bosch – Using social networks to bring about continuing and sustainable improvements
-  VW Navarra – A successful combination of plant vision, group strategy and daily business



ON-SITE
VISIT

Take a closer look at the
Best German Factory 2014:
MDC Power, Köllda



OUT OF
THE BOX

Dr. Pero Mičić,
Futurologist
*How you (don't)
mess up your future!
Is your team really
future-competent?*



YOUR
BONUS

Festive evening event in-
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of the overall European
winner of the "Industrial
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11th WirtschaftsWoche Conference
22-23 October 2014, Weimar, Germany

www.bestefabrik-konferenz.de/en

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**Wirtschafts
Woche**
Das Wesentliche wissen

Center for Collaborative Commerce

Academic Partnership of ECR Germany

From 2012 to 2014, the Center for Collaborative Commerce (CCC) supported the activities of the "Academic Partnership of ECR Germany". These activities included the preparation and realization of the Annual Meeting of the Academic Partnership of ECR Germany as well the acquisition of the speakers for the conferences.

Research Pool

Furthermore, the activities of the Center included the granting of research funds for the Research Pool 2014 of the Academic Partnership of ECR Germany. In total, six universities and business schools applied for the Research Pool 2014.

Best Cooperation of the EHI Science Award 2014

The Center is a jury member and awards the prize in the category "Best Cooperation" of the EHI Science Award. In 2014, four universities applied for this prize.



Green Belt eLearning course and Black Belt Certification course for WHU MBA students

As WHU MBA students are highly interested in achieving extra degrees, e.g. the Green and Black Belt, the Center for Collaborative Commerce started in 2014 to coordinate the students' inquiries with MoreSteam.com. 11 MBA students completed their GB training in spring 2014 and were enthusiastic about the offered training. The Center also tried to arrange company projects for students interested in completing the Black Belt Certification.

Planned activities in 2015

The Center for Collaborative Commerce focusses increasingly on a collaborative or network society as well as on value creation in this field. For 2015, the center plans to execute the following conferences and workshops.

1. MoreSteam Conference: Best Practices in Blended Learning

On March 10 & 11, 2015, MoreSteam.com will hold a conference on the WHU campus in Vallendar. The Center is responsible for the organizational aspects of this event and is the contact person for MoreSteam.com. Prof. Dr. Arnd Huchzermeier will give a talk on Best Practice / Industrial Excellence at this conference.

2. Supply Chain Finance Workshop

From May 5 to 7, 2015, the 1st Supply Chain Finance Workshop organized by the Center of Collaborative Commerce in cooperation with Euroforum will take place on the WHU campus in Dusseldorf. The focus of this workshop is on cooperation, price management and strategy cascading in the field of supply chain finance.

3. Retail Supply Chain Excellence Program

This program is planned to be executed together with the GS1 Germany Academy and Management Forum with the focus on fair leadership, promotion and price management in the Consumer Goods Industry. This workshop is planned to take place in autumn 2015.

PART I: SUSTAINABILITY AND COMPETITIVENESS

1. **How to link Operations Strategy and Sustainability**
2. **Video: An Inconvenient Truth**
3. **Research in Closed Loop Supply Chains**
4. **Research in Closed Loop Supply Chains (cont.)**
5. **Green Washing/ Reporting**
 1. FIJI WATER and Corporate Social Responsibility – Green “Makeover” or Green Washing? University of Western Ontario, 2011
 2. Integrated Assurance at PHILLIPS ELECTRONICS N.V. Harvard Business School, 2012
6. **Carbon Trading Simulation**

PART II: STRATEGY AND SUSTAINABILITY

7. **Green Consumers**
 1. FREITAG – Designing a Brand from Nothing but Waste, FHNW University of Applied Sciences Northwestern Switzerland, 2010
 2. Unsafe For Children: MATTEL’s Toy Recalls and Supply Chain Management. Stanford University, 2008
8. **Green Retailing**
 1. WALMART’s Sustainability Strategy (B): Update 2010. Stanford University, 2010
 2. ZAPPOS.COM – Developing a Supply Chain to Deliver WOW! Stanford University, 2011
9. **Green Sourcing**
 1. CARE KENYA: Making Social Enterprise Sustainable. The University of Western Ontario, 2005
 2. Of Orangutans and Chainsaws: CARGILL Inc. Confronts the Rainforest Action Network Advocacy. The University of Western Ontario, 2012
10. **Green Manufacturing**
 1. Shanzhai (“Bandit”) Mobile Phone Companies: The Guerilla Warfare of Product Development and Supply Chain Management. Stanford University – Graduate School of Business, 2010
 2. Empowering the *Bottom of the Pyramid* via Product Stewardship: TETRA PAK Entrepreneurial Networks in Brazil. INSEAD, 2007

11. **Sharing Assets**
 1. AIRBNB. Harvard Business School, 2012
 2. AVANCAR. IESE, 2008

12. **Sustainable Health Management**
 1. AGILITY: A Global Logistics Company and Local Humanitarian Partner. INSEAD, 2009
 2. RIDERS FOR HEALTH: Health Care Distribution Solutions in Sub-Saharan Africa. Stanford University, 2007

13. **Sustainable Resource Management**
 1. CITY WATER TANZANIA (A). Water Partnerships for Dar es Salaam. Ivey School of Business, 2007
 2. MANILA WATER COMPANY. Harvard Business School, 2007

14. **Clean Energy**
 1. AMYRIS Biotechnologies: Commercializing Biofuel. Harvard Business School, 2010
 2. VIRIDITY ENERGY: The Challenge and Opportunity of Promoting Clean Energy Solutions. University of Western Ontario, 2012

15. **Guest Speaker: Greening of German Industry**
Guest Speaker: t.b.a.

In Press (selection)

„Die Beste Fabrik 2014“, Wirtschaftswoche, August 25th

„BMW-Werk Leipzig trägt Europas Krone, Mitteldeutsche Zeitung, October 1st

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