

# DEAN'S REPORT ACADEMIC YEAR 2016/2017



**Excellence in  
Management  
Education**



## Introduction

Over the course of the last academic year, WHU once again continued to grow in many ways. In January 2017, the Senate approved a proposal by Professor Dr. Stefan Spinler to fund the “Chair for Digital Sustainable Urban Transport.” The new chair not only adds to the strength of the Supply Chain Management Group and the Center of Digitalization that are already in place at WHU, it also fits right in with our business school’s commitment to promote social responsibility and sustainability. We are planning to appoint an internationally recognized expert to the chair in the beginning of 2018. From then on, the chair will contribute to, develop and test digitalization-based business models aiming to reduce the carbon footprint of transporting persons and goods in metropolitan areas. We are especially grateful to Stiftung Mercator, which will initially provide financing for the chair for a period of six years.

As WHU’s entrepreneurial spirit is embedded into our business school’s very core, we were proud to announce the introduction of the first MSc Program in Entrepreneurship in Germany at the beginning of the fall term 2016. After intense months of planning, the first students will finally start the program on September 4, 2017, with classes taught in Vallendar and Düsseldorf as well as Berlin. As of October 1, 2016, Professor Dr. Christoph Hienerth officially serves as Academic Director of our newest program. The Master in Entrepreneurship Program is a consecutive business science program, ideal for students holding a business-related academic degree who either have or are interested in gaining entrepreneurial experience.

After the success of the first Health Day last year, WHU hosted its first ever Nutrition Information Day in August 2017. Staff and faculty were offered general information, speed dating sessions for individual consultation with nutrition experts, and active workshops in cooperation with the new WHU cafeteria, which was inaugurated on the same day. The cafeteria completes our newest expansion project



allows for further growth in Executive Education and the creation of new academic chairs on Campus Düsseldorf. As WHU and its community have continued to grow, WHU has initiated a project on “WHU Branding and Values” at the beginning of 2017. The aim of the project is to review, discuss, and define WHU’s core values and brand identity. All major stakeholder groups have identified their representatives for various workshops within the project, which is moderated by an external consultancy. The final results will be reflected in the mission statement of our business school. On a personal note, I would like to thank my colleagues in the faculty and the WHU Foundation for their faith in me and my vision for WHU during my first term as Dean. It was with great pleasure that I accepted the Senate’s nomination and the Foundation’s reappointment as Dean for the next tenure, starting January 1, 2018.

The 2016/2017 academic year at WHU was filled with new developments, changes and opportunities. This report summarizes the various projects, events and activities that WHU has undertaken.

Best regards,

Markus Rudolf, Dean

on Campus Vallendar, the In Praxi Learning Center, which was opened at the beginning of the 2016/2017 academic year. I would once again like to thank our alumni for their extraordinary support: In Praxi, our Alumni Association, already received donor pledges of more than 1.1 million Euros before the official inauguration, and in total, former students intend to bear around half the cost of the In Praxi Learning Center.

On Campus Düsseldorf, the second “WHU Entrepreneurship Roundtable” on May 11, 2017, again proved to be a valuable part of the “Startup Week” in Düsseldorf. WHU welcomed internationally renowned speakers, including high-ranking Israeli diplomats, corporate executives, successful entrepreneurs and experienced corporate investors, under the motto “Lessons from the start-up nation Israel.” To accommodate events such as this, which have become a tradition at the Düsseldorf campus, as well as the rising number of students and program participants, WHU Campus Düsseldorf is further expanding its total area. In August 2017, WHU began interior construction of 1,000 square meters of additional lease space. In the future, this

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# 1. STRATEGIC DEVELOPMENTS AT WHU IN 2016/2017



## 1.1 WHU STRATEGY 2015–2020

With its Excellence Strategy, WHU – Otto Beisheim School of Management aims to strengthen its position as one of the best business schools and establish itself as part of the “Champions League” of the top business schools in Europe.

In this respect, WHU has again made continuous progress in all core areas of the business school in the 2016/2017 academic year. This includes the following developments:

- Recruiting several new top faculty members,
- Extending the WHU facilities in Düsseldorf by 1,000 square meters,
- Updating facilities and lecture halls in Vallendar with new technologies,
- Inaugurating a new cafeteria in the recently opened In Praxi Learning Center building,
- Introducing new Executive Education Programs and formats,
- Preparing the introduction of a new Master in Entrepreneurship Program as of September 2017,
- Introducing an Online Sales Unit for online marketing and sales activities for all programs and introducing a Personalized Sales Unit for all offline marketing and sales activities for MBA and MSc,
- Conducting a Branding & Values project including all stakeholder groups,
- Analyzing and preparing the introduction of a new faculty management system,
- And pursuing many more projects and initiatives to further develop the business school.
- Structurally, there were some changes to the Executive Committee and the Board of Directors:

As WHU has begun to analyze the feasibility and potential of a new Master in Entrepreneurship Program, it was decided that Professor Dr. Christoph Hienerth would serve as the Academic Director of the designated program as of October 1, 2016. On March 22, 2017, the WHU Senate proposed Professor Dr. Markus Rudolf as candidate for the position of the Dean to the WHU Foundation. During the Executive Board Meeting of the Foundation in June 2017, the Foundation accepted this proposal and re-appointed Professor Dr. Rudolf for his second term as of January 2018.

### Executive Committee

- Professor Dr. Markus Rudolf, Dean
- Professor Dr. Jürgen Weigand, Deputy Dean & Associate Dean Programs
- Professor Dr. Christian Andres, Associate Dean Research
- Professor Dr. Michael Frenkel, Associate Dean International Relations and Diversity
- Professor Dr. Jürgen Weber, Associate Dean Corporate Connections
- Peter Christ, Head of Administration

The Board of Directors, consisting of the Dean, the Associate Deans, the Academic Directors as well as the Directors for special focus topics, is the main board for interaction around the status and further development of the different operational areas of the business school.

In the past academic year, Professor Dr. Stefan Spinler was newly appointed to the Board of Directors in his function as Director Digitalization.

### Board of Directors

- Professor Dr. Markus Rudolf, Dean & Academic Director Executive Education
- Professor Dr. Jürgen Weigand, Associate Dean Programs & Academic Director EMBA Program
- Professor Dr. Michael Frenkel, Associate Dean International Relations and Diversity & Academic Director International Programs
- Professor Dr. Jürgen Weber, Associate Dean Corporate Connections
- Professor Dr. Christian Andres, Associate Dean Research & Academic Director Doctoral Program
- Professor Dr. Ralf Fendel, Academic Director Bachelor of Science Program & Academic Director General Studies
- Professor Dr. Burcin Yurtoglu, Academic Director Master in Management and Master in Finance Programs
- Professor Dr. Christoph Hienerth, Academic Director Master in Entrepreneurship
- Professor Dr. Ayse Karaevli, Director Code of Conduct
- Professor Dr. Tillmann Wagner, Director Assurance of Learning (AoL)
- Professor Dr. Ove Jensen, Director WHU Publishing and Customer Relationship Management (CRM)
- Professor Dr. Stefan Spinler, Director Digitalization

WHU's strategic objectives are continuously implemented by the Associate Dean responsible for the respective area, the respective department, and/or by dedicated project teams. In line with this, the developments in the different areas of the business school are depicted in the respective sections of this report.





## 1.2 CAMPUS DEVELOPMENT

### Campus Düsseldorf

- During the 2016/2017 academic year, WHU Campus Düsseldorf developed substantially. After optimizing the existing infrastructure in the first half of 2016, a second Full-Time MBA intake was successfully introduced in September 2016. MBA students now enjoy more flexibility when choosing their electives, as Full-Time MBA electives have been made available to Part-Time MBA students and vice versa. Consequently, the opportunities for networking and community-building among the different classes have been strengthened.

- With the extension and renovation of the eating and commons areas for students and other program participants and the opening of additional new study rooms, the Düsseldorf campus could accommodate the rising number of students and program participants, which were also a result of a substantial increase in the number of Executive Education Programs (see 2.3).

- WHU Campus Düsseldorf is expanding its total area once again. In August 2017, WHU began interior construction of 1,000 square meters of additional lease space in building number five, which already houses the Executive Education department. In the future, this allows for further growth in Executive Education and the creation of new academic chairs on Campus Düsseldorf.

### Campus Vallendar

- WHU greatly expanded its capacities in the past academic year through the addition of space in Vallendar. On September 5, 2016, WHU celebrated the opening of its new building, the In Praxi Learning Center. During the festive opening ceremony, Dr. Markus Rudolf and Peter Christ, Head of Administration, gave some details on the building's features: the new building offers two new lecture halls, a reading room and several study halls as well as a student lounge complete with a bistro. Spanning 2,500 square meters, the building was opened in August 2017. On the technical side, the new building is impressive for its innovative climate control system. During construction, two wells were sunk in order to obtain groundwater that is used to cool the building. This is coupled with an innovative, software-controlled ventilation system that saves energy and minimizes heat loss in winter and cooling loads in summer. An additional heat pump is used to heat the building in winter. The costs of the new building total to around 8 million Euros. The In Praxi – WHU Alumni Association had already received donor pledges of more than 1.1 million Euros by the beginning of September 2016. Sponsors include alumni at audibene and Zalando who were name givers to the audibene Hall and the Zalando Student Lounge. Inspired by the commitment shown by alumni who graduated in 1992 and former students from the field of family-run companies, there is now also a Family Business Auditorium in the new building. As a whole, former students intend to bear around half the cost of the In Praxi Learning Center. With the new building completed, the business school's facilities currently amount to approximately 23,307 square meters in total.

## 1.3 QUALITY MANAGEMENT, ACCREDITATIONS & RANKINGS

### Continuous Improvement and Accreditations

- The AoL-Group (consisting of Dean, Associate Dean Programs, Associate Dean Research, Director AoL, academic and administrative program directors as well as QCM) has been expanded to include additional topics of program-related quality management, for instance evaluations. In order to strengthen the continuous and sustainable improvement of our programs, we are further systematizing our evaluation and improvement measures.



- The former "Student Assessment Reports" have been developed further to a so-called "Program Development Report" which now incorporates perspectives from other sources, such as exit or alumni surveys. While being more succinct, they simultaneously allow for a holistic view of each program, as well as general program trends, good practices and challenges.

- The development and approval process for the new Master in Entrepreneurship Program (MiE) was realized through my.WHU.edu as a working and documentation platform for the first time.

- In 2016, WHU launched its first Alumni Survey. In addition to the valuable feedback alumni give on various occasions, WHU now has an additional quantitative basis on career paths, satisfaction with WHU in general and with programs in particular. The Alumni Survey will be conducted every year and addresses WHU alumni from all programs who graduated four years ago. In general, the results show a high overall satisfaction with WHU. Additionally, alumni shared interesting thoughts and ideas for WHU's further development.

- Preparation of FIBAA system re-accreditation has reached its peak phase, as the report will be handed in by the end of 2017. The two visits on site will take place in early and mid-2018.

- After handing in the mid-term report to EFMD in summer 2016, WHU received positive feedback regarding its actions in reaching the three development objectives: 1) increase the share of international students, 2) establish an international track in the BSc Program and 3) develop infrastructure to meet requirements of continuous growth. In the light of the upcoming EQUIS re-accreditation (2018/2019), the peer review visit team will focus in detail on these three objectives as well as topics of overarching importance, such as internationalization, sustainability and quality management.

- In the 2016/2017 academic year, four exam regulations for study programs BSc, MSc (including the new MiE), MBA and the Doctoral Program as well as two certificate regulations for Executive Education programs (GMP+ and SPOAC) received the support and approval of the quality department and were subsequently accepted by the Senate and the WHU Foundation. Additional consulting processes took place.



## Campus Management and Software Projects

- The Campus Management System ran for the second academic year in the BSc, MSc and MBA Programs and thus can be considered as successfully implemented. Continuous improvement of software and processes took place and will continue.
- The usability of the Customer Relationship Management System genesisWorld has been increased. Additionally, a project on self-critical reflection of sales processes and the needed software support has been launched under the leadership of Professor Dr. Ove Jensen.
- With the beginning of the 2016/2017 academic year, WHU decided to implement the evaluation software EvaSys. The software was used for the first time in November/December 2016 to realize WHU's first alumni survey and will continue to be used in order to carry out the teaching evaluation (DOBES). Following implementation, the programs reported that processes were more efficient. The response rates were satisfactory in general but still improvable in some courses.
- Increasing usage and usability of the intranet my.whu.edu is ongoing.
- In order to professionalize collection of and reporting on faculty data, a new software project has been launched: the faculty management software ACADEM will be implemented under the leadership of the QCM department. The plan is to go live in the beginning of 2018.

## Rankings

Over the past academic year, WHU – Otto Beisheim School of Management achieved very positive results in national and international rankings. Although rankings do not dictate WHU's strategy, they play an important role in decision-making on the part of prospective students. WHU's good results demonstrate that WHU's programs are doing well at meeting students' needs. The ranking results also confirm the business school's concept, which is to combine excellent research and education with international diversity and practical relevance.

- Compared to last year's ranking, WHU has advanced five positions in the Financial Times European Business School Ranking 2016, making it number 32 in Europe. The business school achieved the third-best result

among German business schools. The FT European Business School Ranking is formed based on the sum of the ranking results in five individual FT program rankings. Given the fact that WHU is only ranked in the FT MiM, the FT MBA, and FT EMBA ranking, it is at a disadvantage versus schools participating in more individual FT program rankings. It is therefore a great accomplishment to attain a strong mid-table position.

- In the Financial Times Masters in Management Ranking 2016, WHU's Master in Management Program was ranked ninth in the world and was once again rated as the best Master in Management Program in Germany. The program was able to achieve outstanding scores in several areas: WHU's career service ranked second worldwide, and WHU alumni achieved a fifth place in terms of salary levels and were very satisfied with the cost-benefit ratio of their studies. Furthermore, WHU reached a second-place ranking in the "Aims Achieved" category, which captures the extent to which alumni fulfilled their goals or reasons associated with the Master's degree.
- In the Financial Times EMBA ranking 2016, the joint program of Kellogg School of Management and WHU was ranked 26th in the world and was identified as the best EMBA Program on the German market for the eighth year in a row. In addition to the data provided by the schools, the ranking also surveyed recent graduates. Based on their appraisal, the program gained a top-ten position in the "Aims Achieved" category and was placed eighth in terms of "Career progress after graduation."
- In the Economist Masters in Management Ranking, published for the first time in 2017, WHU was ranked third worldwide and first of universities in German-speaking countries. Career opportunities, faculty, network and salary were four of the categories in which WHU was ranked as particularly outstanding. Based on the Economist's survey among alumni, WHU's career services and alumni network were ranked best of all participating schools. The Economist Masters in Management Ranking ranks the Master in Management Programs of world-leading business schools, by requesting data from the schools themselves, and performing surveys among students and alumni.
- WHU's MBA Program performed well in the Economist Full-Time MBA Ranking 2016. Despite growing competition in the field of MBA programs, WHU showed the biggest improvement of all ranked schools by moving up 23 positions to rank 78 compared to last year's ranking. The program was ranked third among all German universities and as the best German program in the "Salary

Prospects" category. WHU made the European top ten in terms of the quality of its faculty and career services. The Economist Full-Time MBA Ranking is based on a survey of globally leading business schools. The ranking surveys the schools as well as current students and graduates.

- The QS Global 250 Business Schools ranking 2017 ranked WHU's MBA Programs in the 'Superior Research & Employability' tier. The ranking judges the quality of business schools based on their Full-Time, Part-Time and specialized MBA Programs, with most emphasis on the Full-Time MBA Program.
- In 2017, QS published its first ever EMBA ranking. The Kellogg-WHU EMBA Program achieved a strong position right away, being ranked sixth in the Global Joint EMBA category. A total of 20 joint executive MBA Programs were part of the analysis, which was based on a variety of quality criteria. The QA EMBA Ranking assesses the programs examined in terms of the aspects of "Thought Leadership," "Recruiter Reputation," "Career Outcome," "Executive Profile" and "Diversity." The joint degree program had a particularly strong showing in the area of "Recruiter Reputation", where it was ranked fourth.
- WHU achieved outstanding results in the international U-Multirank Ranking 2017. Rather than ranking universities globally across a cluster of categories, this innovative international university ranking compares universities in different performance areas. WHU achieved the most first-rate scores of all universities ranked within the Business Studies field.

Particularly in the teaching and learning area, WHU performed extremely well by receiving first-rate assessments in all four core categories. At WHU, nearly all students in the Bachelor and Master Programs complete their studies within the standard duration of the program. Also, the dropout rate in both programs is well below the international average. Students are extremely positive about their studies, and cherish the international components of their study program. Furthermore, WHU ranks best on the number of start-ups founded by its graduates.

- The CHE Hochschulranking ranks schools in the field of business education every three to four years. In the ranking of 2017, WHU was once again evaluated. WHU was ranked in the top tier in all of the twelve areas in which students' opinions were surveyed. The students especially praised the overall study conditions, the programs' high career and business relevance, WHU's study-abroad support, the modern facilities, and the lecturers' personalized attention to students. CHE compared around 300 universities and schools in Germany and Austria. In addition to information about programs, teaching, facilities, and research, the ranking includes the results of roughly 150,000 student surveys of academic conditions at their schools and the feedback of around 9,000 professors.
- In the Business Edition of the trendence Graduate Barometer 2017, WHU once again earned excellent results in student ratings in eight out of ten main categories. These include for instance the internationality and practical relevance of education, the quality of the career service, the quality of service and advising, and the quality of the libraries. Students were also asked to point out which criteria they considered most important. All top-ten criteria rated as 'most important' had a satisfactory rate of over 90 percent. The trendence Graduate Barometer provides insights into the opinions of students who are nearing graduation and graduates with regard to their universities and their views on careers.

- The German business magazine WirtschaftsWoche publishes its "Hochschulranking" on a yearly basis. Over 500 HR managers responded to questions about which universities and business schools, in their opinion, train the best graduates. WHU was placed third in Germany in the field of business management, making WHU the top-ranked private business school in Germany.







## 1.4 MARKETING PUBLIC RELATIONS

### Marketing

The marketing department is responsible for all WHU-wide marketing activities and standards including brand management, print (print material as well as selected print ads), the WHU website and related Search Engine Optimization, WHU's social media channels, video marketing, photo material and photo shootings, WHU's merchandising portfolio, and the organization and/or support of selected events.

In the recent academic year, in particular, the focus was on the following projects:

- Planning and supporting the introduction of the Online Sales Unit (see below); with intensive investments of marketing staff capacity into onboarding and operations of the new unit
- Conducting a large-scale technical update of the WHU website in summer 2017 and intensifying the use of landing pages for different campaign purposes
- Promoting the video competencies and possibilities internally and further developing and professionalizing the equipment as well as the production processes
- Planning the introduction of a new shop system for WHU's merchandising in 2018 and continuously up-dating and extending the product portfolio (partly in cooperation with alumni).

### Online Sales Unit (OSU)

As of January 2017, WHU established an Online Sales Unit (OSU) for all degree programs. The aim of the OSU is to specialize in social media and other digital sales channels to support the program offices in marketing and selling their programs. The idea behind this setup is to leverage specialization advantages and synergies in order to increase the efficiency and effectiveness of online sales measures in the future.

While the OSU will focus on social media channels, websites, and landing pages at the program level, the business school's marketing department will continue to cover the general WHU marketing activities, content and channels.



## Personalized Sales Unit (PSU)

In line with the Online Sales Unit, a Personalized Sales Unit (PSU) was introduced in April 2017. In the first step, the PSU focuses on all offline sales activities for the MBA Programs and the MSc Programs. This includes fairs, events such as roadshows or information days, print material as well as personal meetings with potential candidates.



## Public Relations

The public relations department is responsible for all WHU-wide PR activities including agenda setting and agenda surfing, media relations (print, online, TV and radio), media monitoring, WHU's internal and external communication channels (e.g. press releases, statements and newsletters), and the organization and/or support of selected events.

- At the end of 2016, the PR department relaunched the Dean's Report, giving it a fresh structure and layout.
- The PR department once again increased the number of instances of topic-driven media coverage, in business media as well as in general-interest media. In terms of media coverage, 2016 was the most successful year in WHU's history. More than 4000 articles about WHU were published not only in German but also in international media outlets.
- Also, the PR department raised the number of TV appearances of WHU professors. They gave interviews and shared their expertise on, for example, ARD, ZDF, WDR, SWR, n-tv, and Phoenix. A growing number of WHU professors play an active part in the business school's media activity.



## 1.5 TEACHING INNOVATION & DIGITALIZATION

At WHU, digitalization plays a major role and serves three main purposes: to assure state-of-the-art teaching formats, to allow continuous improvement of the programs, and to increase efficiency in many different areas.

In addition to these activities, WHU has developed a concept for integrating the topic of digitalization into WHU's organizational chart and structures. During an official meeting in November 2016, the Senate voted to establish a Center of Digitalization at WHU. As of spring 2017 the new center has been set up. Led by Professor Dr. Stefan Spinler, it is responsible for overall strategy, goals and the implementation of digitalization topics to further digitalize the institution and in particular teaching and learning at WHU. The application procedures for several positions affiliated with the Center of Digitalization have begun. In the future, the center will employ an Assistant Professor of Digitalization, a Professor of Entrepreneurship and Technological Transformation and a Director Digitalization (nonacademic).

The following points summarize the strategic aims and projects of the new center during the 2016/2017 academic year:

- Content/expertise development related to digital transformation:
  - Review of pre- and post-experience programs with possible addition of required skills (for instance data science, programming);
  - Development and delivery of holistic and specialized executive education formats in the area of digitalization.
- Fostering digital learning experience:
  - Enhance on-campus programs with online content and digital collaboration tools;
  - Establish learning labs;
  - Expand the development and use of digital simulations;
  - Leverage learning analytics.



## 1.6 SUSTAINABILITY

Projects and activities focused on corporate social responsibility and sustainability are present in all areas of the business school. WHU carries out these activities in close cooperation with the broader society and prepares its students to assume responsibility in every segment of their lives. In the following section, some noteworthy examples are listed:

### Institution

- In September 2016, WHU completed and inaugurated a new building, the "In Praxi Learning Center." An existing part of the building was renovated and turned into working rooms and a lecture hall as well as multiple seminar rooms. A total of 2,500 square meters were converted. On the technical side, and in the interest of sustainable development, innovative heating, air conditioning and cooling systems were installed which are renewable and produce only marginal consumption costs in terms of electricity and resource consumption.
- At the beginning of 2017, WHU initiated a project on "WHU Branding and Values." The aim of the project is to review, discuss and define WHU's core values and brand identity. All major stakeholder groups designated their representatives for various workshops within the project. To provide a basis for the workshops and to put the discussions on a broader footing, internal as well as external surveys were conducted. At the end of this project, the results will also be reflected in the mission statement of the business school. The project is moderated by an external consultancy.



- In January 2017, WHU published its second Sustainability Report, which bundles all of the business school's activities in the areas of sustainability, ethics and corporate social responsibility into one document. In doing so, the school created greater visibility and awareness of all the existing and planned activities of the different groups and departments, as the topic plays a significant role in teaching, research and corporate connections at WHU. The report is publicly available on WHU's website as well as in the list of PRME (Principles for Responsible Management Education) participants' reports. WHU has been a PRME signatory since 2013.
- WHU officially renewed its commitment to the PRME initiative of the United Nations Global Compact. A commitment statement was included in the Sustainability Report 2017. Additionally, this was publicly announced ahead of the "2017 Global Forum for Responsible Management Education - 10 Years of PRME." PRME encourages all signatories to make a public commitment that will underscore the ambition to meet the United Nations' Sustainable Development Goals and to act against climate change.
- WHU also contributes to the "PRME Regional Chapter DACH" (encompassing the countries of Germany, Austria, and Switzerland). The chapter is a regional PRME network that assists with coordination and communication among participating universities and business schools in German-speaking countries. The network offers members an important platform for mutual support, shared learning, and an exchange of experiences and concrete recommendations for action. In the past academic year, WHU further enhanced this cooperation and participated in a strategy workshop with other signatories to discuss recent topics as well as the strategy for evolving the DACH Chapter in the future.
- As the posture check during WHU Health Information Day in 2016 was well-attended, WHU offered several checkup appointments on March 30, 2017, at Campus Vallendar. The appointments included whole-body exams to check for poor posture and hidden causes of problems related to posture and the musculoskeletal system as well as an assessment of the examination results and concrete recommendations.
- WHU and Stiftung Mercator have jointly established the new Chair for "Digital Sustainable Urban Transport." The chair will contribute to, develop and test digitalization-based business models aiming to reduce the carbon footprint of transporting persons and goods in metropolitan areas. The professorship will be advertised beginning in fall of 2017. An internationally recognized expert is expected to be appointed to the chair in the beginning of 2018. The chair adds to the strength of the Supply Chain Management Group and the Center of Digitalization that are already in place at WHU. Stiftung Mercator will initially provide financing for the chair for a period of six years.
- On August 17, 2017, WHU hosted its first ever Nutrition Information Day for staff and faculty. WHU cooperated with the business school's sports club and external consultants to design a program that put employees' health on center stage in a fun, experiential way. Offerings included general information, speed-dating sessions for individual consultation with nutrition experts, and active workshops in cooperation with Barmer health insurance and the new WHU cafeteria, which was inaugurated on the same day.

## Academics

- Good scientific practice begins with the business school's degree programs. Every effort is made to ensure that students not only receive an education based on the latest scientific knowledge, but are also made familiar with ethical principles and the standards of good scientific practice. At WHU, it is the responsibility of every lecturer to promote honest and responsible behavior and to raise awareness of potential academic misconduct. For this, and in light of the recommendations of the German Research Foundation (DFG) for safeguarding good scientific practice, WHU updated its existing principles and procedures in September 2016. WHU is the only private business school in Germany that is a member of the DFG.
- In September 2016, a second Future Leaders Fundraising Challenge took place at the WHU Campus Düsseldorf. This time, the students collected an impressive of 51,476 Euros. Since April 2016, the Future Leaders Fundraising Challenge has been an integral component of the orientation week for first-year MBA students at WHU. With the money generated, Save the Children will be able to provide children with access to quality education even in the face of natural disasters and other crises: With their motto 'Education Safe from Disasters,' this organization supports children, particularly in the Asia-Pacific region,

who are affected by catastrophes. Through the fundraising strategies they have developed, their negotiating skills with businesses, and the donations they have collected, the students made a significant contribution to the work of Save the Children. Including the most recent challenge in March 2017, three challenges have been conducted and, in a period of just one year, MBA students at WHU have raised more than 100,000 in donations.

- The United States of America recently officially dropped out of the Paris Climate Agreement, and in addition to the U.S. president, there are many more well-known critics of the idea that climate change is the result of human activity. However, a recent report on "The Effects of Climate Change on Asia" issued by the Asian Development Bank shows that the consequences are in fact real and should not be underestimated. Co-author of this report is Dr. Nicole Glanemann, Assistant Professor of Climate Adaptation Strategies at WHU.





- In November 2016, WHU was shortlisted for the Wharton Reimagine Education Award in the "Sustainability" category with its General Management Plus Program. Out of over 500 projects sent in, the program made it to the final 10 in this category. The Award is given to the project that best encourages or implements policies designed to enhance institutional sustainability. Such projects might concern themselves with sustainability from an environmental, social, economic, or human sustainability perspective.

- In March 2017, the first Rhine-Ruhr Dialog, sponsored by managerfragen.org, Social Impact Lab Duisburg and WHU, took place at Campus Düsseldorf on the topic of "The responsibility of the business community: Trust lost?" The goal was to discuss whether businesses and managers live up to their responsibilities. Approximately 60 participants, from the three stakeholder groups of the business community, the citizenry and the media, already submitted topics in advance which they personally considered important to a discussion of the role of the responsibility of the business community. Particularly enriching for the discussions was the participation by various social entrepreneurs from Social Impact Lab Duisburg. The topics ranged from social challenges, such as privacy protections in the context of Big Data, to the responsibility of businesses across the entire supply chain, to the thematic area of "common good and social justice."

- Peter M. Bican and Carsten C. Guderian, doctoral students at the Chair of Technology and Innovation Management at WHU, received the 2016 EFMD Case Writing Competition Award in the "Corporate Social Responsibility" category for their case study entitled "Martin Bauer Group: Corporate Social Responsibility with Ein-DollarBrille." The award was presented at a ceremony which was a part of the 2017 EFMD Annual Conference in Berlin, Germany, June 7-9, 2017.

- The business school runs courses on sustainability in all of its programs. The BSc course "Creating Social Value," for instance, addresses the current challenge of increasing numbers of refugees to Europe. In this class, students work together with refugees, the non-profit organization Caritas, and volunteers ("Ehrenamt") to jointly address this topic. In their final presentations, the student teams showcased their analyses of the refugee situation, with its various problems and challenges, and presented possible solutions.



- Renowned leaders from business and society come to WHU on a regular basis to give WHU-wide guest lectures, addressing current issues of responsibility in economy and society. Amongst the guest speakers who recently gave a talk related to CSR and sustainability at WHU were Andrea Sonntag (Policy and External Relations Officer at Welthungerhilfe e.V., on the Global Hunger Index), Julian Conrads (Senior Consultant at concern GmbH, on "Developing a Culture of Compliance – Insights from the Corporate Responsibility Index and Social Norm Research"), Markus Kreßler (Founder and Managing Director of Kiron Open Higher Education gGmbH on "Refugee Integration" as part of the above-mentioned lecture, "Creating Social Value"), or Fabian Solbach (Senior Director Corporate Development at cleverbridge AG on "Turning digital relationships into revenue – Customer centricity and ethical challenges").

## Community

- WHU students dedicate an impressive amount of time and energy to volunteer work and to fostering relations with the local community. Well-established conferences and student clubs such as WHU Studenten helfen e.V – WHUSH (WHU Students help) and First Responder continue to grow, while new projects and activities are constantly starting. Several annual conferences and events related to sustainability and social engagement are organized by WHU students, such as SensAbility, 3-Day Startup, IdeaLab!, the "Campus for..." series with a focus on sustainability, the forum WHU – Responsible Business congresses, WHU Euromasters and the annual spring and Christmas charity concerts (see 3).

- At this year's SensAbility – The WHU Social Entrepreneurship Conference, for instance, the team from Waldmenschen eG managed to inspire the entire SocialPitch jury for their concept. At the fourth edition of SocialPitch, the founders of Waldmenschen eG presented the concept of their social enterprise, which aims at rebuilding, restoring and preserving tropical forests so that they can last in perpetuity.

- In order to promote cultural exchange between residents and students, every semester WHU and the city of Vallendar organize an evening event in collaboration with key institutions in Vallendar. Within the scope of the series "Integration@Vallendar," students – international students in particular – have the opportunity to familiarize themselves with Vallendar and its citizens. The aim of the project is to further integrate international students into the WHU community and the city. Recent events in the past academic year included for instance events called "Let's build an advent wreath" in November 2016, or "Discovering Spring - Frühling Entdecken" in March 2017.

- WHU is committed to actively supporting the increasing number of refugees to Germany and constructively contributing to discussion of this issue. This topic is addressed in a decentralized manner, as the business school is working to support local refugees and, through a number of different measures and activities, to cooperate with various public offices and organizations active in this area.

- At the initiative of Christian Ebeling, refugee coordinator for the Vallendar local authority association, a partnership between WHU and Vallendar primary school was arranged. On October 24, 2016, the teaching staff spent their annual study day on the WHU campus engaged with the topic of intercultural competence. They received Intercultural Competence Training from certified WHU trainers.





## 1.7 ENTREPRENEURSHIP

- WHU students collected more than a dozen laptops for refugees that enrolled in academic pro-grams at the University of Koblenz in April 2017.
- A project called "Auxilio" was started with the "Verbandsgemeinde Vallendar" and WHUSH to support local child refugees in Vallendar. As part of the project, WHU students offer mentoring to up to three refugee children in Vallendar, Niederwerth and Urbar. There are approximately 30 students engaged in the project in the 2016/2017 academic year.

Apart from these projects, WHU encourages and supports its members who want to develop or contribute to other projects in this regard.

The WHU start-up scene is a constant hive of activity – from Germany to America, and everywhere in between, entrepreneurial spirit and creative thinking truly make up the heart of WHU. From students with start-up ideas at the ready, to those who haven't entertained the idea of starting their own business, WHU offers something for everybody. The entrepreneurial spirit is embedded into the business school's very core. A mix of events scattered throughout the year reflects WHU's entrepreneurial drive, and with seven student clubs devoted entirely to entrepreneurship, students can take their creative thinking out of the classroom and into the world. With plenty of well-known and successful start-ups originating from WHU alumni, students have the unique opportunity to learn from the best at WHU. In addition to this, the business school also provides strong, professional support through an incubator and chairs on the subject of entrepreneurship.



## Recent Developments

- With the start of the fall term 2016, WHU announced the introduction of the first MSc Program in Entrepreneurship in Germany through various channels and started promoting this new opportunity to potential students. Professor Dr. Christoph Hienerth serves as Academic Director of the new program. The Master in Entrepreneurship Program is a consecutive business science program suited for applicants holding a business-related academic degree who either have or are interested in gaining entrepreneurial experience. Studies start September 4, 2017, with classes taught in Vallendar and Düsseldorf as well as Berlin, Europe's number one entrepreneurial hub.
- Professor Dr. Christoph Hienerth, Chair of Entrepreneurship and New Business Development at WHU, took part in the Futurale Film Festival held in the Apollo cinema in Koblenz on September 7, 2016. After a screening of the documentary "Silicon Wadi," the audience had the opportunity to put questions to a panel consisting of Professor Hienerth together with Professor Dr. Harald von Korfflesch from the University of Koblenz-Landau, and start-up founder Sascha Böhr (247Grad).
- On November 10 and 11, 2016, the Startup Academy by Jugend gründet and WHU was held for the second time. The idea behind this young initiative is to provide young, motivated high school students who are interested in becoming founders themselves with an in-depth insight into the topic of entrepreneurship. Around 200 high school students from all over Germany took advantage of this opportunity and came to WHU for a weekend to participate in this event.
- On November 24 and 25, 2016, representatives of 16 companies, all founded or led by WHU alumni, gathered on the Vallendar campus for the sixth WHU Founders Career Day. Heike Hülpiusch, Director of the Career Center, was pleased with the record participation and warmly welcomed the impressive range of companies: Allianz X, Audibene, Bettzeit (Dormando), Cherry Ventures, Covomo, crealytics GmbH, Eventure, Lesara, Mapudo, Optilyz, Project A, Reparando, Rocket Internet GmbH, store2be, VictoriaPartners and Wine in Black. Professor Dr. Malte Brettel and Professor Dr. Christoph Hienerth underlined the importance of the joint passion for entrepreneurship within the WHU family and used the stage to advertise the new Master in Entrepreneurship Program starting in fall 2017.





- On January 7, 2017, Professor Dr. Christoph Hienerth was interviewed live on German tv channel n-tv about opportunities for young entrepreneurs at German business schools, and of course WHU. The interview was part of a week-long special about start-up culture.
- In an article published by Business Insider in January 2017, WHU was listed as one of only 15 international colleges that have educated founders of start-ups worth at least a billion dollars, so called "unicorn founders." WHU is one of only three European business schools and is listed alongside for example Harvard, Stanford and Oxford. The five listed "unicorn founders" who studied at WHU were David Schneider (Zalando SE), Robert Gentz (Zalando SE), Dominik Richter (HelloFresh), Felix Jahn (Home24) and Oliver Samwer (Lazada Group).
- The HAHN Startup Idea Competition provided the opportunity for 26 teams made up of students, young founders and experienced entrepreneurs to present their already founded or prospective start-up ideas. Hahn AG and WHU, which jointly organized the competition, looked out for ideas in the fields of retail, real estate and investment. A total of seven teams made it to the final round, where they had the opportunity to pitch their ideas to a jury. WHU teams ranked especially strong.

The team "The Atrium" won the competition on a split first place, alongside team "Rapitag," a trio of experienced entrepreneurs. "The Atrium" refers to a stationary retail concept that aims at enhancing customers' shopping experience. The "All Store 4.0" team finished in second place with its integrated single-point software for retail property management. The first place awarded the winning teams 3,000 Euros each, and the second place awarded 2,000 Euros. Both awarded WHU start-up ideas were developed in the Corporate Entrepreneurship MSc course led by Professor Dr. Christoph Hienerth and Professor Dr. Serden Ozcan.

- In the "Gründungsradar" list of company start-ups issued by the German business-community initiative "Stifterverband" in February 2017, WHU increased its score once more. The business school finished second in the group of universities with fewer than 5000 students. With 22 percent overall improvement in its score over the first Gründungsradar issued in 2012, it is the fourth-biggest mover among all universities. In the "Start-up awareness" field, WHU achieved a shared first place as well as in the category of "Start-up support" WHU also ranked high in the factor of "Start-up anchoring."
- Professor Dr. Christoph Hienerth was a guest on German tv channel ZDF's show "Volle Kanne" in March 2017. As an entrepreneurship expert, he gave insights into success factors and potential problems when founding a business.



**CHRISTOPH HIENERTH**  
Professor für Unternehmertum und Existenzgründung WHU



- As an increasing number of German corporates are venturing into Israel to buy a window into this powerful talent pool and tech cluster, this year's "WHU Entrepreneurship Roundtable," once again powered by Orrick and Statkraft, focused on building bridges between Israel and Europe. As part of the "Startup Week" in Düsseldorf, internationally renowned speakers, including high-ranking Israeli diplomats, corporate executives, successful entrepreneurs and experienced corporate investors, gathered at WHU Düsseldorf under the motto "Lessons from the start-up nation Israel" on May 11, 2017.



- Once again, numerous other events on the topic of entrepreneurship and start-ups, such as 3-Day Start-up, IdeaLab!, SensAbility and the SmartUp! series, were organized by the WHU community during the past academic year (see 3).

## WHU Start-up News

The following section provides a short overview of selected start-ups that were founded by WHU students and alumni:

- German magazine WirtschaftsWoche officially announced Audibene and Zalando Operations as the German winners of the industry competition "Industrial Excellence Award Deutschland 2016" on September 2, 2016. Both start-ups were founded by WHU alumni.
- WHU alumni Sven Lackinger, Marik Hermann, Maximilian Messing, and Tobias Weiper (all BSc 2012, MSc 2014) presented their start-up in the current season of the TV show "Die Höhle der Löwen" ("Lions' Den"). The program was broadcasted on Vox on October 11, 2016. The founders were offered a deal on the show but decided to reject it. Instead, after filming concluded, they signed a seven-figure investment deal with Porsche. In the previous academic year, another WHU alumnus had already ventured into the "Den" with his business: on the show's last season, Konstantin Timm (BSc 2013, MSc 2015) made a pitch for his start-up, Kale&Me.
- WHU alumna Freya Oehle (BSc 2011, MSc 2013) and her start-up Spottster were announced as winner of the Bits & Pretzels Startup Pitch in September 2016! All founders had to present their ideas in just three minutes' time, followed by two minutes of rigorous questioning.

- For several years, the American business magazine Forbes has been naming influential young people under 30 to its "30 under 30" lists. In 2017, the magazine honored WHU alumnus Dominik Stein in the category Food & Drink. In 2011, he founded the successful restaurant chain VERTS Mediterranean Grill (former Vertskebap) in the US, together with WHU alumnus Michael Heyne, who unfortunately did not meet the criteria of the Forbes list, as he was already 31 years old.

- In March 2017, "onapply bms," an applicant management tool by onapply, won the IT Innovation Prize in the Human Resources category! The company was co-founded by WHU alumni Malte Weiß (BSc 2011) and Katja Lesche (MBA 2011).
- Contorion, an online platform for tools and industrial supplies which was co-founded by WHU alumnus Tobias Tschoetsch (MSc 2009), was acquired by Hoffmann in June 2017 for more than 100 million Euros.
- In June 2017, the German periodical manager magazine chose the 20 most important German influencers in the field of digitalization. Among them were eight WHU alumni: Oliver Samwer (Rocket Internet), Dominik Richter (HelloFresh), Robert Gentz, David Schneider and Rubin Ritter (Zalando), Jochen Engert (FlixBus), Florian Heineemann (Project A) and Christian Meermann (Cherry Ventures).





## 2. DEVELOPMENTS AND ACTIVITIES ACROSS WHU'S FOUR PILLARS IN 2015/2016

### 2.1 ACADEMIC PROGRAMS

WHU's goal is to continuously assure quality in all of its programs. In this context, the recruitment of excellent students is of paramount importance. On September 1, 2016, WHU welcomed 228 new Bachelor students as well as 133 Master students; of these, 31 are enrolled in the Master in Finance Program and 102 in the Master in Management Program. In the 2015/2016 academic year, applications for the BSc Program once again reached an all-time high. In the MSc Program, the number of applications rose again compared to 2015, while already having doubled from 2013 to 2015. Such an increase in applicants contributes to the quality of the programs by allowing the business school to select even more talented students.

While the increase in applicants for pre-experience programs is gratifying, in coming years the business school intends to place a much greater emphasis on increasing the application numbers and quality in the post-experience programs. The aim is to increase the number of students in the MBA and Executive MBA Programs and to grow the Executive Education business.

It is therefore noteworthy that an impressive number of 44 students enrolled in the Part-Time MBA Program at the start of the 2016 fall semester. The Kellogg-WHU Executive MBA Program started with 45 students in 2016. As of September 2016, international students make up 25 percent of the student body across all programs. With their diverse experiences and cultures, the international students enrich life on both the Vallendar and Düsseldorf campuses. At the end of the 2016/2017 academic year, WHU had a total number of 1,450 students enrolled across all programs, including doctoral students.

On October 7, 2016, graduation ceremonies for four programs took place in the Rhein-Mosel-Halle in Koblenz. WHU Dean Professor Dr. Markus Rudolf awarded diplomas to graduates from the Bachelor, Master, Full-Time MBA, and Doctoral Programs. Joined by their families and friends, the graduates celebrated the successful completion of their studies and reflected on their time together at WHU. The keynote speakers were Gisbert Rühl (CEO of Klöckner & Co SE) and WHU alumnus Oliver Samwer (co-founder and CEO of Rocket Internet). The highlight of the graduation ceremony was the festive WHU ball.

Below is an overview of the different activities within the various programs in the past academic year:

#### Bachelor of Science Program

- In the 2016/2017 academic year, for the third time, the Bachelor Program offered a study track taught completely in English, as compared to the two existing bilingual tracks in which some of the courses are taught in German (25 percent German, 75 percent English). The English track allows students who do not speak German to obtain a Bachelor of Science degree at WHU. 36 students, including 9 women, enrolled in the English track in September 2016.
- Class of 2016: The Class of 2016 finished three years of study at WHU in October. On October 7, 2016, 184 graduates obtained their diplomas at the graduation ceremony. This year, a total of 40 WHU graduates decided to continue their studies at WHU with a consecutive Master of Science Program.

- Class of 2019: On September 1, 2016, WHU welcomed 228 new Bachelor students in Vallendar. The average age of program participants is 19 years. The participants also bring great cultural diversity to the program. WHU received a total of 629 applications for the current intake, which marks an all-time high since the introduction of the program.

#### Master of Science Programs

- Class of 2016: In an awards ceremony on October 7, 2016, a total of 118 graduates received their diplomas at the Rhein-Mosel-Halle in Koblenz.
- Class of 2018: On September 1, 2016, a total of 133 students (102 in the MiM and 31 in the MiF) began their studies in the MSc Program. Dean Professor Dr. Markus Rudolf, Professor Dr. Burcin Yurtoglu, and Professor Dr. Ralf Fendel addressed the new students at the official welcome event on August 29, 2016. 29 percent of all new MSc students have an international background. WHU is also happy to report that the number of program applicants rose once again; it had already doubled between 2013 and 2015.

#### Full-Time MBA Program

- For the first time, an additional start date for the Full-Time MBA Program was introduced in the 2016/2017 academic year. As of September 2016, students in the Full-Time MBA Program may enroll on March 1 and September 1. The time structure of the program has also been optimized, shortening the duration of study to 12 months. With these changes, WHU not only responded to the considerable demand on the part of its prospective students but also adapted to conditions in the market, where most international offers are based on a course of study that begins September 1.

- As part of the restructuring of the MBA Programs at WHU, Gerold Gnau was named Program Director MBA Programs as of March 1, 2017.

- Within the context of the program, both Part-Time and Full-Time students study abroad at WHU's partner schools in the USA, India, and China. For example, during this year's Asia Module in China, the students visited WHU's partner institutions CEIBS and FUDAN University and enjoyed company visits at SAIC Volkswagen, Miele, ThyssenKrupp Elevators, SAP and CINIC Chemicals. The module plays a major role in expanding students' knowledge and experience in the field of global economics.





- Class of 2018: On March 3, 2017, 21 students began their Full-Time MBA studies in Düsseldorf. Together with the second intake of the Class of 2018 who started their Full-Time MBA studies on September 2, 2017, with a class size of 34 students, the size of the current Full-Time classes has now grown to 55 students in total. The internationality rate in both classes is around 78 percent. 42 percent of students are women.
- Class of 2016: On October 7, 2016, 45 Full-Time MBA Students graduated from the MBA Program and celebrated the completion of their 15-month program at the Rhein-Mosel Halle in Koblenz.

### Part-Time MBA Program

- As in the Full-Time MBA Program, the time structure of the Part-Time MBA Program has been optimized by shortening the duration of study. Since the intake of September 2016, students are now able to complete the Part-Time MBA Program in 18 months.
- WHU and the German Sports Aid Foundation (Deutsche Sporthilfe) continue to offer financial aid for current and former elite athletes. Two scholarships for the Part-Time MBA Program are financed by WHU and Deutsche Sporthilfe and are designed to benefit outstanding current and former top athletes who also meet the academic requirements for this program. In September 2017, two more top athletes enrolled in the program: Norman Ackermann (Olympic bronze medalist in fencing in 2004) and Eileen Hoffmann (European hockey champion in 2007 as well as Olympic competitor in 2008). The scholarship program is aimed at athletes who have high professional ambitions after their athletic careers.
- Class of 2016: On November 25, 2016, 31 graduates of the Class of 2016 celebrated the successful completion of the two-year program. Some 130 visitors attended the graduation ceremony, held in the ballroom of Hotel InterContinental on Königsallee in Düsseldorf. The commencement speech was given by Christopher Dellbrück, CFO at Uniper SE.





## Kellogg-WHU Executive MBA Program

- From May 9 to May 13, 2017, the Kellogg-WHU EMBA Program hosted about 120 students from the 7 schools in the Kellogg EMBA global network. Global electives like this one, which are offered at each of the Kellogg global partner schools, aim at providing EMBA participants with knowledge of the local market from local experts. The European Global Elective takes place annually in May at the WHU campus in Vallendar and gives students from the Kellogg EMBA Global Network the opportunity to learn about business in Europe from a European perspective and in a European setting.
- Class of 2016: The graduation ceremony for the 18th EMBA class took place on October 28, 2016. 33 graduates received their diplomas at the ceremony, which was held at the Electoral Palace ("Kurfürstliches Schloss") in Koblenz. The commencement speech was given by Lothar A. Harings (Chief HR Officer, Member of Manager Board, Kühne & Nagel International AG). WHU Dean Professor Dr. Markus Rudolf, Professor Greg Hanifee (Associate Dean, Executive MBA Global Network, Kellogg School of Management), and Professor Dr. Jürgen Weigand (Academic Director of the EMBA Program) gave welcoming addresses.
- Class of 2018: On September 10, 2016, WHU welcomed 45 new EMBA students to their first on-campus week at WHU. The class has high diversity, with participants coming from 20 countries. From September 10 to September 16, the EMBA students gained first insights into their two-year program during the first module, including a new course on "Visual Thinking for Business" offered by Professor Dr. Christoph Hienerth, a class on "Decision Making under Uncertainty" with Professor Dr. Karl Schmedders and a "Leadership in Organizations" class by Professor Dr. Jochen Menges, who is teaching in the program for the first time. The 2018 cohort will be the first to experience the new optimized time structure of the program, which aims to be more specifically tailored to the tight time schedules of the participating executives who also work full-time.



## Doctoral Program

- In the 2016/2017 academic year, 33 doctoral students successfully completed their doctoral degrees at WHU. At the end of the 2016/2017 academic year, there were a total of 269 doctoral students enrolled at WHU, including 25 percent women and 15 percent international researchers.

## Student Honors And Awards

- On September 7, 2016, In Praxi, the WHU alumni association, awarded the "In Praxi Outstanding Thesis Award" for the seventh time. For the first time, In Praxi presented two separate awards, one for an outstanding Bachelor thesis and one for an outstanding Master thesis. The awards are endowed with 1,000 Euros each. In Praxi association Chairman Jörg Borkowsky and Dr. Marco Vietor presented the certificate for the best Bachelor thesis to Niklas Roth (BSc 2016), who had convinced the judges with his thesis: "The Fiscal Effects of Migration in Germany: Why the Calculated Impact of the Refugees from the Arab World is Imprecise but Important." Robin Klemm (MSc 2016) received the In Praxi Outstanding Thesis Award for his Master thesis entitled "Happy caregivers keep going. How caregivers for the elderly can be retained longer in their profession. An empirical study." Both theses were supervised by Professor Dr. Christian Hagist and MSc Christian Bühner of the Chair of Intergenerational Economic Policy.
- On November 17, 2016, the Koblenz University Award, a Higher Education Prize of the "Förderkreis Wirtschaft und Wissenschaft in der Hochschulregion Koblenz e.V." (Koblenz University Area Association for the Promotion of Business and Science) was awarded in the historic City Hall of Koblenz. Eight graduates from diverse academic backgrounds received the award. The prize winner from WHU was Saskia Weber, who graduated from the Master in Management Program.

She won the award for her work completed under the guidance of Professor Dr. Christina Günther, IHK-Chair of Small and Medium-Sized Enterprises. Weber's outstanding Master thesis, "Comparison of the Market Potential of Kenya, Tanzania and Uganda for the Production of Animal Proteins as a Decision-Making Foundation for the Potential Market Rollout of Dr. Eckel GmbH," examines the unique conditions small and medium-sized companies face when choosing internationalization strategies and develops an innovative assessment framework ("The Weber Model") for market-entry potential.

- In April 2017, two WHU graduates were honored by the Ten Clarenwater Foundation for their outstanding Bachelor theses. Paulina Grillo (Class of 2016) received the Ten Clarenwater Thesis Award 2016. In her thesis, Paulina studied "Non-economic goals and family firm financing." Franziska Holle (Class of 2016) received an honorable mention for her thesis on the "Influence of transgenerational knowledge transfer and preservation on the innovation outcome in family firms."





## 2.2 FACULTY & RESEARCH

Excellence in research is one of the fundamental principles at WHU. This priority is strongly emphasized in the business school's mission statement and manifests itself in numerous top publications by WHU faculty. WHU invests considerable effort in the continued international recruitment of top professors with excellent track records in research and publications.

The following points provide an overview of the growth and activities in the area of faculty and research:

### Chairs and Institutes

- During a meeting on November 23, 2016, the Senate unanimously approved a proposal by the Dean to fund the "Center of Digitalization" at WHU, headed by Professor Dr. Stefan Spinler.
- On January 25, 2017, the Senate unanimously approved a proposal by Professor Dr. Stefan Spinler to fund the "Mercator Chair of Digital Business Models for Sustainable Urban Transport" at WHU. In summer 2017, the Mercator Foundation decided to initially fund the chair for a period of six years.
- On January 25, 2017, the Senate was furthermore informed that the name of the chair of Professor Dr. Serden Ozcan has been changed to "Chair of Innovation and Corporate Transformation," as the new name better reflects the research focus and the positioning of the chair in science and academia.

- In the same Senate meeting, the Senate was informed that the Roman numeral "I" has been added to the name of the chair of Professor Dr. Lutz Kaufmann, as this helps to avoid potential confusion with the newly created chair of Professor Dr. Felix Reimann, which is named "Chair of International Business & Supply Management II".
- During a meeting on March 22, 2017, the Senate was informed that the name of the chair of Professor Dr. Christian Hagist has been changed to "DIE FAMILIEN-UNTERNEHMER Endowed Chair of Intergenerational Economic Policy."

### Faculty Expansion

- In the 2016/2017 academic year, WHU was able to attract the following new faculty members:
  - Professor Dr. Felix Reimann, Supply Chain Management Group (January 1, 2017)
  - Assistant Professor Dr. Lukas Löhlein, Management Group (March 1, 2017)

### Honorary Professors

- During a Senate Meeting on March 22, 2017, Dr. Hartmut Leser was named WHU Honorary Professor.

### "Außerplanmäßige" Professors

- Professor Dr. Tim Brexendorf is currently the first and only "außerplanmäßiger" Professor at WHU. He was granted the title "außerplanmäßiger Professor" by the Ministry of Education in June 2016.

### Scientific Offspring

- Professor Dr. Fabian Sting, former research assistant at the Chair of Production Management, accepted a position as Full Professor at the University of Cologne, Germany. He will hold the Chair of Operations Strategy and Innovation within the Supply Chain Management area of the Management, Economics and Social Sciences Faculty.
- Professor Melanie Lucia Schneider, former doctoral student at the Institute of Management and Controlling (IMC), accepted a position as Assistant Professor of Management Accounting at the Department of Accounting and Auditing of Copenhagen Business School, Denmark.
- Professor Dr. Sebastian Becker, former doctoral student at the Institute of Management and Controlling (IMC), was appointed at HEC Paris. He accepted a position as Associate Professor of Accounting and Management Control.
- Professor Dr. Stephan Kramer, former doctoral student at the Institute of Management and Controlling (IMC), will research and teach as Associate Professor of Management Accounting and Control at RSM in Rotterdam.
- Professor Dr. Christian Busse took the Chair of Sustainable Production Management at the Carl von Ossietzky University of Oldenburg. Busse received his doctoral degree at the Institute of Management and Controlling (IMC).

### Personnel Changes in the Faculty

During the academic year 2016/2017, the following faculty members assumed new roles and responsibilities:

- Director Digitalization: Professor Dr. Stefan Spinler
- Interim Chairholder, Chair of Business Information Science and Information Management: Dr.-Ing. Sven-Volker Rehm
- Member of the Senate: Michael Massmann (deputy Professor Dr. Ralf Fendel)
- Member of the Code of Conduct Working Group: Assistant Professor Dr. Max Leitterstorf
- Member of the MBA and EMBA Examination Committees: Professor Dr. Stefan Spinler
- Group Speaker Entrepreneurship and Innovation Group: Professor Dr. Nadine Kammerlander
- Group Speaker Economics Group: Professor Dr. Christina Günther
- Ombudsperson: Professor Dr. Utz Schäffer (Deputy Professor Dr. Martin Jacob)

- Members of the Commission to Ensure Good Scientific Practice: Professor Dr. Burcin Yurtoglu (deputy Professor Dr. Ralf Fendel) and Professor Dr. Tillmann Wagner (deputy Professor Dr. Nadine Kammerlander)
- Chairman of the Doctoral Program Committee: Professor Dr. Christian Andres (deputies Professor Dr. Martin Jacob and Professor Dr. Ralf Fendel)
- Members of the Doctoral Program Committee: Professor Dr. Martin Jacob, Professor Dr. Burcin Yurtoglu, Professor Dr. Ralf Fendel, Professor Dr. Michael Frenkel, Professor Dr. Michael Massmann, Professor Dr. Carl Marcus Wallenburg, Professor Dr. Peter-J. Jost, Professor Dr. Utz Schäffer, Professor Dr. Martin Fassnacht, Professor Dr. Christian Schlereth and Professor Dr. Christoph Hiennerth
- Member of the Wipro Center for Business Resilience: Professor Dr. Christian Schlereth

### Research Honors And Awards

- Dr. Arnd Huchzermeier, Professor for Production Management at WHU, is the only German member of the jury that selects the winner of the "Industrial Excellence Award 2016" industry competition. On September 2, 2016, WirtschaftsWoche officially announced WHU startups Audibene and Zalando Operations as the German winners of the "Industrial Excellence Award Deutschland 2016" industry competition.
- Thanks to their successful participation in the market leaders' contest, CreateMedia.NRW, WHU and the Cologne-based fintech enterprise moneymeets will receive EU funding. Their joint project, VikoDia – short for "Visualization Concept for Digital Investment Consulting" – aims at the development of a creative and innovative visualization and user-navigation concept for an all-encompassing digital investment and financial consulting program.
- The sub-division on Production Management of the German Academic Association for Business Research has awarded WHU alumnus Dr. Marius Häntsch the Horst Wildemann 2016 Prize for his publication "Transparency of Risk for Global and Complex Network Decisions in the Automotive Industry," a joint work with Professor Dr. Arnd Huchzermeier, Chair of Production Management.





- On October 7, 2016, Professor Dr. Lutz Kaufmann received the Best Teacher Award for his courses on Strategic Sourcing and Negotiations in WHU's MBA Program 2016. The Negotiations course allows students to get both an in-depth understanding of the setup and processes of negotiations as well as practical training and tools to negotiate effectively.
- Dr. Barbara Yilmaz received the CSCMP 2016 Doctoral Dissertation Award (DDA) for her work, entitled "Implementing environmental supply chain management initiatives: A social network perspective." The US-based Council of Supply Chain Management Professionals (CSCMP) is the pre-eminent association for individuals involved in supply chain management, with over 9,000 members worldwide. Dr. Yilmaz was honored for her work at the 2016 CSCMP Annual Conference in Orlando, Florida. With this award, two WHU alumni, Barbara Yilmaz and Gavin Meschnig, have now received the four most prestigious doctoral dissertation awards in the field of SCM in one year:

Yilmaz was honored with the 2016 CSCMP DDA and the Best Doctoral Dissertation Award 2016 by IPSERA. Meschnig was the recipient of both the Research Award 2016 of the German Association Materials Management, Purchasing and Logistics (BME) and the Outstanding Doctoral Research Award (ODRA) by the European Foundation for Management Development (EFMD) and Emerald for his dissertation, "Decision-making in cross-functional teams – A behavioral perspective on supplier selection decisions."

- Professor Dr. Serden Ozcan, Chair of Innovation and Organization, and his colleague, Professor Dr. Christophe Boone of the University of Antwerp, have been awarded a research grant of 212,000 by the Flanders Research Foundation (FWO) for their research into Islamic Banking. In the contest for the prize, the two prevailed over numerous competitors. Professors Ozcan and Boone will use the prize money to conduct more thorough studies of the subject matter.

- Professor Dr. Christina Günther, Chairholder of the IHK-Chair of Small and Medium-Sized Enterprises, has been assigned an honorary responsibility at the editorial board of Small Business Economics: An Entrepreneurial Journal. This journal holds an esteemed reputation in the small business economics and entrepreneurial field of research.

- WHU alumna Dr. Claudia M. Wagner received the IPSERA Best Doctoral Dissertation Award 2016 for her work on "Intuition in supplier selection – An emotional perspective of team decision making." The Best Doctoral Dissertation Award 2016 was given to Claudia M. Wagner during the 26th annual IPSERA conference. Wagner's work was supervised by Professor Dr. Lutz Kaufmann, Chair of International Business & Supply Management I. Dr. Claudia Wagner's doctoral research was also chosen as Highly Commended Award winner of the 2016 Emerald/EFMD Outstanding Doctoral Research Awards. The dissertation was entitled "Intuition in supplier selection – An emotional perspective of team decision making."

- Assistant Professor Dr. Rainer Michael Rilke's research paper, "Lying and team incentives," was announced as one of the five most highly cited papers published in the Journal of Economic Psychology since 2014. In this paper, he and his co-authors investigate the influence of two popular compensation schemes on subjects' inclination to lie by adapting an experimental setup from the literature.



- On March 28, 2017, the Koblenz Chamber of Industry and Commerce (IHK) honored Dr. Christoph Diermann, an alumnus of WHU, with the Science Prize of Industry 2017 for his dissertation on "Judgmental Demand Forecasting in Direct Sales." The recipient of the award, Mr. André Koch from Canyon Bicycles, and Prof. Dr. Arnd Huchzermeier were interviewed live on stage regarding the successful collaboration between industry and academia. The prize money is 1,200 Euros apiece for the recipient of the award and the department of the supervisor.

- WHU alumnus Dr. Ludwig Voußem and Professor Dr. Utz Schäffer of the Institute of Management Accounting and Control, together with Stephan Kramer of the Rotterdam School of Management, have won the 2016 David Salomons Prize. Their article, "Fairness perceptions of annual bonus payments: The effects of subjective performance measures and the achievement of bonus targets," was selected by the Editor of Management Accounting Research following a vote by members of the editorial board.



- Professor Dr. Serden Ozcan has been awarded a prize by the Coller Institute of Venture Capital at Tel Aviv University for his research into venture capital. The award was given to Professor Dr. Ozcan jointly by Prof. Joseph Klaffer, President of Tel Aviv University, and Jeremy Coller, the founder and Chief Investment Officer of Coller Capital.

- On May 20, 2017, Professor Dr. Martin Fassnacht, Holder of the Otto Beisheim Endowed Chair of Marketing and Commerce, was elected by the members of the German Marketing Association (DMV) as new board member for Research/Innovation. He succeeds Professor Dr. Bernd Skiera in this position. The German Marketing Association (DMV) is the professional association of marketing management and the governing organization of more than 60 marketing associations in Germany and Austria.

- WHU alumnus Dr. Christian Coppeneur-Gülz and his team have received two prestigious award certifications at the INNOVATIONSPREIS-IT 2017 competition hosted by Initiative Mittelstand, an initiative focusing on information technology to extend the innovation potential of small and medium-sized businesses. The myWWM system, an event resource management solution to digitally transform management of live communications, received the "BEST OF 2017" certificate and was nominated finalist in the "On Demand" category. Dr. Coppeneur-Gülz started developing the myWWM system during his time as doctoral student at WHU. Its development is now continued in the WWM Lab.







- Professor Dr. Lutz Kaufmann, doctoral student Jörg Rottenburger, and Craig R. Carter, Arizona State University, received the IPSERA 2017 Best Paper Award for their paper, "It's Alright, It's just a Bluff: Why do corporate codes reduce lying, but not bluffing?"
- Assistant Professor Dr. Lukas Löhlein has been awarded the LSE Teaching Excellence Award 2017 in the Mentoring and Personal Development category. He received the award for his teaching of the course "Management Accounting, Financial Management, Organisational Control!" at the London School of Economics and Political Science (LSE). The award is student-led and provides the opportunity for students to offer feedback to those staff members who have made a positive and significant difference in their learning journey.
- Professor Dr. Martin Glaum has been a member of the Research Advisory Board of the ICAEW (Institute of Chartered Accountants in England and Wales) in London

since 2013. In the summer of 2017, his membership was extended by another two years. Professor Dr. Glaum is in charge of the Chair of International Accounting at WHU.

- Dr.-Ing. Sven-Volker Rehm, Interim Chairholder of the Chair of Business Information Science and Information Management, has been appointed an Editorial Board member of AIMS International Journal of Management, the flagship journal of the Association of Indian Management Scholars (AIMS). The journal provides an international forum for discussion of advancements in business and management with a focus on developments in India and the emerging nations, as well as non-traditional and innovative areas.
- An article by WHU alumna Dr. Carina Simon was announced as "Highly Commended Paper" for the 2017 Journal of Product & Brand Management Literati Awards. The title of the article is "The impact of external social and internal personal forces on consumers' brand community

engagement on Facebook," and it was written in co-authorship with apl. Professor Dr. Tim Brexendorf and Professor Dr. Martin Fassnacht.

- SCM World reappointed Professor Dr. Arnd Huchzermeier to the jury of the SCM World Power of the Profession Awards. The jury consists of board-level supply chain executives from 50 companies, together with seven hand-picked academics from leading Universities.
- A team of researchers from WHU received the AFFI 2017 Best Conference Paper Prize. The prize was awarded to Professor Dr. Nihat Aktas, Chair of Mergers and Acquisitions, Professor Dr. B. Burcin Yurtoglu, Chair of Corporate Finance, and doctoral student Guosong Xu for their paper entitled "She is Mine': Determinants and Value Effects of Early Announcements in Takeovers." The award is endowed with 2,000 and was presented to the winners during the 2017 AFFI Conference, which was held in Valence, France, from May 31 to June 2, 2017.
- In August 2017, Professor Dr. Jochen Menges was awarded the "Academy of Management Journal Best Reviewer Award" at the Academy of Management Conference in Atlanta. Menges heads the Chair of Leadership and Human Resources Management at WHU and had been appointed as member of the editorial board of the renowned Academy of Management Journal in summer 2016.
- Professor Dr. Tillmann Wagner has accepted an invitation to join the Editorial Review Board of the Journal of Service Research (JSR). JSR pursues an interdisciplinary orientation and is regarded as the leading scholarly outlet for contemporary service research.





## 2.3 EXECUTIVE EDUCATION & CORPORATE CONNECTIONS

### Executive Education

The Executive Education activities have seen further strong growth in the 2016/17 academic year, thus strengthening the competitive position of WHU Executive Education in the international market. In total, more than 30 programs (modules) have been delivered throughout the year with more than 800 participants. Programs took place at the WHU campuses in Düsseldorf and Vallendar, but also in Berlin, London, Shanghai and Bangalore. In both Open Enrollment and Customized Programs, the number of international participants has increased again.

These are some of the Executive Education highlights in the academic year 2016/2017:

- In October 2016, the largest and most renowned German HR fair, "Zukunft Personal," honoured WHU Executive Education with the "2016 HR Innovation Award" for its General Management Plus Program. Additionally, the General Management Plus Program was shortlisted for the "Reimagine Education Award" (Category: Sustainable Education) in December 2016. In July 2017, it was also shortlisted for the "PIEoneer Awards 2017 – Progressive education delivery" award). The General Management Plus Program was developed together with BOOKBRIDGE and entails a unique learning experience as participants launch their own social business in an emerging economy.
- Four new open programs were successfully launched in 2016/2017:
  - A two-day program on "Design Thinking" took place in Berlin twice, with a total of 35 participants. During the "Design Thinking" Program, participants learned how to make use of the agile tool and how to incorporate it in their jobs. They also had an opportunity to visit some start-ups that make use of agile methodologies to observe the implementation.

- A three-day program on "Mergers & Acquisitions in Practice" took place in Düsseldorf with a total of 13 international participants. Participants acquired in-depth insights into the M&A process and had the opportunity to learn from, discuss with and network with several guest speakers. Faculty director: Professor Dr. Nihat Aktas.
- Together with Kühne Logistics University Executive Education, a four-day program on "Supply Chain Leadership" was delivered in two modules, one taking place in Hamburg and the other taking place in Düsseldorf. The program was targeted at professionals with a logistics background.
- A three-day program on "Familienunternehmen verstehen" developed by Professor Dr. Nadine Kammerlander from WHU's Institute of Family Business took place in Düsseldorf in May 2017. This open program was specifically tailored for consultants who mainly work with family businesses. Faculty director: Professor Dr. Nadine Kammerlander.
- Existing Open Enrollment Programs that had further successful program runs in 2016/2017:
  - WHU's "General Management Plus Program" took place for the fourth time this year. Eleven professionals started their learning journey in January 2017, enhancing their theoretical knowledge in strategy, leadership, finance and entrepreneurial thinking and acting. Together with their counterparts in Mongolia, they developed a sustainable business plan for a social business enhancing the access to education for children. The program highlight was the opening ceremony in Mongolia in July 2017.
  - The "Value Creation in Private Equity & Venture Capital Program" took place twice in this academic year. Participants particularly valued the combination of academic input and the multitude of renowned guest speakers, as well as the level of international diversity within the program runs. Faculty directors: Professor Dr. Garen Markarian & Professor Dr. Serden Ozcan.
  - WHU's "Negotiations Program:" Professor Dr. Lutz Kaufmann successfully delivered the third run of WHU's "Negotiations Program," for the first time together with Professor Dr. Felix Reimann. Participants had highly diverse backgrounds, which contributed to the extremely interactive learning experience. Faculty director: Professor Dr. Lutz Kaufmann.
- Strong program partnerships further extended in 2016/2017:
  - "CIO Leadership Excellence Program:" In its fifth year, the "CIO Leadership Excellence Program" took place in Düsseldorf and in India. With this, the CIO Program alumni network now counts more than 130 IT Executives and CIOs from Germany, Austria, Switzerland and Liechtenstein. During their 5-day module in India, participants learned about the success factors and challenges of doing business in India. In various company visits in Bangalore and Mysore, participants had the opportunity to discuss with experts and enhance their intercultural competence.
  - SPOAC: The second year of the joint collaboration between WHU and the publishing house SPONSORS has been successfully completed. 23 participants graduated from the "General Management Program in Sports Business" and were awarded 15 ECTS. More than 60 participants took part in the SPOAC Excellence Programs. These focused, 3-day programs dealt with specialized topics in Sports Business, such as leadership, entrepreneurship and internationalization. Faculty director: Professor Dr. Sascha L. Schmidt.
  - Customized Programs for international clients: In the 2016/2017 academic year, WHU Executive Education designed and delivered programs for clients from Australia, Bangladesh, China, France/Germany and the United States. Topics ranged from "Doing Business in Europe" to "Industry 4.0 & Smart Manufacturing" to highly specialized programs in finance, entrepreneurship, and general programs in strategy/innovation management.
  - Launch of "WHU Certified in" Programs: Three "Certified in" Programs have been launched: "WHU Certified in Accounting & Finance", "WHU Certified in Marketing & Sales" and "WHU Certified in Strategy & Organization." These MBA-level programs take place on weekends; participants are awarded with 8 ECTS upon successful completion.





- Marketing novelties: In November 2016, an entirely relaunched version of the WHU Executive Education website was published. The relaunched website invites prospects to search for topics or program dates and is very easy to navigate. Together with Stiftung WHU, a collaboration with "Handelsblatt Wirtschaftsclub" was launched. Handelsblatt subscribers benefit from special rates for selected Executive Education Programs. Moreover, WHU Executive Education has further enhanced its activities in alumni marketing by informing In Praxi members about new programs and approaching past Executive Education participants via e-mail.

Overview of WHU Executive Education Open Enrollment Programs in the 2016/2017 academic year:

Program	Duration	Location
General Management Plus Program	18 days	Düsseldorf, Mongolia
SPOAC General Management Program in Sports Business	23 days	Düsseldorf, Shanghai
CIO Leadership Excellence Program	9 days	Düsseldorf, Bangalore
Design Thinking Program, Fall	2 days	Berlin
KLU WHU Supply Chain Leadership Program	4 days	Hamburg, Düsseldorf
Value Creation in Private Equity & Venture Capital Program, Fall	2 days	Düsseldorf
SPOAC Excellence Program "Leadership," Fall	3 days	Düsseldorf
SPOAC Excellence Program "Internationalization"	3 days	Düsseldorf
SPOAC Excellence Program "Leadership," Spring	3 days	Düsseldorf
SPOAC Excellence Program "From Idea to Impact"	3 days	Düsseldorf
ELITE Program, January	1 day	London
ELITE Program, June	1 day	London
WHU Negotiations Program	2 days	Düsseldorf
Value Creation in Private Equity & Venture Capital Program, Spring	2 days	Düsseldorf
Familienunternehmen verstehen & begleiten	3 days	Düsseldorf
WHU Design Thinking Program, Spring	2 days	Berlin
Mergers & Acquisitions in Practice Program	3 days	Düsseldorf
WHU on Finance Program	12 evenings	Frankfurt

## Corporate Connections

All in all, awareness of WHU in the corporate world has developed well. In addition to the measures already in place, it is worth noting that visibility on social media and television has increased significantly in the last year. Among the many colleagues involved, special mention should go to Professor Dr. Christoph Hienerth and Professor Dr. Martin Fassnacht. As always, our students have also made a notable contribution. For example, they launched a new activity on the website: The "WHU Inside Business" series of videos is a medium for faculty members to interview practitioners on topics of current interest.

The aim of corporate connections is to support and promote interaction between WHU and the business world. One main measure to achieve this is the "Corporate Connections Forum" – a communication platform that brings together all areas of WHU that have direct contact with businesses. Regular meetings provide an opportunity for an in-depth exchange of information and the coordination of practice-related issues.

Another priority was to continue setting up new organizational forms at WHU that allow more room for entrepreneurial freedom. This involved clarifying questions on issues such as suitable corporate governance structures and tax law. These initiatives are developed in close cooperation with the WHU Foundation. This has resulted in the concept of "An-Institute" at WHU, which might be a suitable organizational form for activities such as Executive Education. Finally, the Associate Dean Corporate Connections continues to serve as the contact person for the faculty on all matters relating to activities in this strategic pillar.



## Activities at the Chairs and Centers

Numerous chairs and centers at WHU are actively involved in promoting interaction between WHU and selected corporate partners. In addition to a large number of short-term projects, the WHU is proud of many long-term partnerships with companies.

On Campus Vallendar the Center for Controlling and Management (CCM) led by Professor Dr. Utz Schäffer and Professor Dr. Jürgen Weber, for instance, was established in 2000 and has developed into a leading think tank in the area of controlling as well as an exclusive platform for collaboration with corporate professionals. The CCM works with twelve long-standing partners, all of which are well-known German companies. Nine of these twelve companies are members of the DAX30, the 30 largest companies in Germany listed on the Stock Exchange.

On Campus Düsseldorf, for example, the Center of Sports and Management (CSM) led by Professor Dr. Sascha L. Schmidt cooperated with a number of high-class partners in the field of sports and sports management such as Dietmar Hopp Stiftung, SPONSORS and Deutsche Sporthilfe.

As WHU aims to build bridges between academic excellence and entrepreneurial practice, corporate guest speakers make a considerable contribution to the achievement of this target. During the 2016/2017 academic year, WHU welcomed numerous corporate guest speakers to both its Düsseldorf and Vallendar campuses to speak in front of students, faculty members, administrative staff and the public. Speakers such as Nobel Laureate Professor Finn E. Kydland give lectures and talks as a part of the curriculum, during conferences (see 3) or as part of various speaker series. The following section highlights a small selection of the numerous activities at WHU's chairs and centers in cooperation with corporate partners:

- On September 13 and 14, 2016, the "Supply Management" course (Bachelor of Science Program) welcomed Peter Scharbert, Vice President of A.T. Kearney, WHU alumnus Dr. Gavin Meschnig, and Hanka Jattke, Senior Business Analyst at A.T. Kearney, who shared detailed insights on the practical use of "The Purchasing Chessboard™" tool developed by A.T. Kearney for deriving and implementing purchasing strategies. Guest sessions are a key element in the research-based and practice-focused supply management courses at WHU.



- The “Managerial Economics” course (Master of Science Program) welcomed Silvere Mantz from Monitor Deloitte in Amsterdam on October 12, 2016. Mantz discussed market insights and possible managerial responses in consideration of the new EU roaming regulation laws with the students. In December 2016, Bodo Pfannenschwarz from Gameforge AG gave a guest lecture in the course. He highlighted challenges and explained potential strategic advantages of the freemium model for capturing market value in the gaming industry. Talks were initiated by Professor Dr. Christina Günther and Assistant Professor Dr. Rainer M. Rilke.
- As part of the course “B2B Pricing: Negotiation, Calculation, and Strategy” (Master of Science Program) of Professor Dr. Ove Jensen, guest speaker Dirk Gorges, an experienced senior executive in B2B Sales, gave a lecture on “How to negotiate a 100 Million Dollar Deal in the Automotive Industry” on November 7, 2016.
- “Measuring and forecasting quality in English hospitals” was the title of a guest lecture held by Professor Alistair McGuire of the London School of Economics and Political Science. As part of Professor Dr. Christian Hagist’s course “Health Economics” (Master of Science Program) he spoke to students on November 24, 2016.

- On February 8, 2017, Dr. Lars Grünert, Member of the Managing Board and Chief Financial Officer at Trumpf GmbH + Co. KG gave a lecture for students of Professor Dr. Martin Glaum’s course “Financial Reporting in a Family Firm” (Master of Science Program). His topic was “Financial Reporting and Capital Markets: Current Challenges”.
- As part of the course on “Digital Marketing” by Professor Dr. Christian Schlereth, WHU students had the opportunity to present their course project at the XING headquarters in Hamburg. Teams were required to develop a strategy in response to a real, digital challenge the company is facing and discuss it with XING managers, including CFO and WHU alumnus Ingo Chu, as well as product managers of the respective business units.
- As part of the course “European Banking and the Financial Crisis” (Master of Science Program), Matthias Gerhardt, Head of Corporate Development at Arvato Financial Solutions, GFKL gave a guest lecture at WHU. On March 10, 2017, he shared his views of “The European Banking System” with Professor Dr. Axel Wieandt’s students.

- On March 30, 2017, Dr. John Khawam, Senior Quantitative Analyst at Google Inc. gave a guest talk about “Hot Sparing for UAVs providing internet service”. The talk was initiated by Professor Dr. Arnd Huchzermeier and Professor Dr. Stefan Spinler.
- As part of the “Strategic Innovation Management” course (Master of Science Program) by Professor Dr. Holger Ernst, Beat Weibel, Chief IP Counsel Corporate Intellectual Property at Siemens AG, held a lecture titled “Importance and Challenges for IP Management at Siemens AG” on February 2, 2017.
- In April 2017, Jörg Unger, member of the executive board and president of BOMAG, gave a guest lecture titled “The World is Our Market: How to Become a Champion in Your Industry” as part of the “International Management” course (Bachelor of Science Program).
- As part of the lecture “Creating Social Value” (Bachelor of Science Program) Markus Kreßler, Founder and Managing Director of Kiron Open Higher Education gGmbH spoke to students about “Refugees Integration”. The talk was offered on April 4, 2017 and organized by Professor Dr. Nadine Kammerlander’s chair.
- Thomas Denny, Head of Controlling and Risk Management at RWE AG spoke to WHU students on April 6, 2017. Initiated by Professor Dr. Utz Schäffer, his talk was part of the lecture series on “Strategy Execution” (Master of Science Program).

- Dr. Axel Emunds, T-Systems International GmbH, gave a guest lecture on Service Management as part of the “Business Information Systems” concentration module (Bachelor of Science Program) on April 5, 2017. Dr. Emunds introduced the students to the concept of ICT-enabled services. His colleague Uwe Johnen held a guest lecture about managing Digital Transformation solutions in the automotive sector. The course taught by Dr.-Ing. Sven-Volker Rehm welcomed multiple other guest lecturers in the 2016/2017 academic year, including Rob Copeland, ZF TRW Global SAP Manager, Mattia Crespi, CEO of Qbit Technologies Inc, and Milan Vukas of Qintly GmbH.
- On April 3, 2017, 20 iExecutives visited WHU’s Düsseldorf campus to discuss technical and economic trends. Lectures centered around the opportunities and challenges of digitalization for sales, the possibilities of digital processes, as well as artificial intelligence and sharp project management. A discussion on programming tools and secure listening followed. MBA students met with the iExecutives to exchange their ideas on career opportunities in Germany. iExecutives e.V. is a non-profit organization made up of a network of former IBM managers dedicated to the promotion of sales and start-ups.
- Christian Vögle, Head of Yield- and Capacity-Management at DB Fernverkehr AG, gave a guest lecture on April 4, 2017, as part of Professor Dr. Christian Schlereth’s course “Foundations of Marketing” (Bachelor of Science Program). He was followed by Dr. Johann Thieme from Simon Kucher & Partners, who gave surprising insights from practice in his guest talk “Bundling for financial services.” Dos & Don’ts when going international with a start-up was the topic of a guest lecture by Jens Rode, CEO of Tellja GmbH, in the same course on April 6. During the past academic year, the Chair of Digital Marketing welcomed numerous renowned guest speakers, such as Achim Berg, Operating Partner at General Atlantic, former CEO of Microsoft Germany and arvato AG; and Kai Herzberger, Director eCommerce and Retail Fashion (DACH + EMEA) at Facebook.





- Students of the course "The Product Manager's Interfaces and Toolkits" (Master of Science Program) took part in a real-life case study workshop at the International Marketing Unit Laundry & Home Care at the Henkel Headquarters in Düsseldorf on April 4, 2017. The one-day workshop was led and judged by Georg Baratta, Corporate Senior Vice President International Marketing Laundry Care; Jens Bode, Senior Manager International Foresight & R&D; and Thomas Schuffenhauer, Director International Marketing Unit, who prepared the case studies specifically for this event.

- In an innovative Design Thinking workshop as part of the lecture "Digital Marketing," Dr. Christine Knackfuss, Dr. Anna Gerhard und Dr. Jan Ising from Accenture Strategy presented a modern and interactive approach to gain practical insights on developing new digital prototypes in a creative environment. Course participants worked in teams on up-to-date problems by transforming their ideas into concrete recommendations and digital products.

- On April 20, 2017, Angela De Giacomo, Manager Bissell Family Office and Founder of Wundernova, held a guest lecture within the scope of the "Management Abroad Course India" (Bachelor of Science Program). Living and working in India for many years, she is an expert on linking Indian and German businesses. Management Abroad Courses offer WHU students the opportunity to immerse themselves in the culture and work environments of emerging markets in a two-week excursion.

- Thirty-three WHU students led by Professor Dr. Serden Ozcan completed a field trip to the United Arab Emirates in May 2017. Participants had a unique opportunity to discuss with regional heads, presidents, partners and senior executives of some of the most successful and ambitious businesses in the Middle East. The two-week trip also involved presentations at government institutions and classroom training by leading experts on such topics as entrepreneurship in the region, Islamic banking and business ethics in Islam.

- WHU welcomed six Hidden Champions (Dr. Eckel GmbH, Griesson – de Beukelaer GmbH, Kalzip GmbH, Stabilus, Viessmann Group, Schiffer Dental Care) to Campus Düsseldorf as part of the "SMEMBA: SMEs meet MBA" event on June 23, 2017. This initiative of the IHK-Chair of Small and Medium Sized Enterprises headed by Professor Dr. Christina Günther and supported by the MBA Career Center is designed to connect Hidden Champions and MBA students.

- WHU's Full-Time MBA Class of 2018 visited Henkel's global supply chain office in Amsterdam as part of their "Strategic Sourcing" course with Professor Dr. Lutz Kaufmann and his team. With the visit on June 30, 2017, Henkel and WHU continue a successful format that Henkel's Chief Procurement Officer, Bertrand Conquéret, launched together with WHU's Henkel Center for Consumer Goods seven years ago.

- As part of the MBA course "Strategic Brand Management," WHU welcomed Jutta Langer, Chairwoman ZWILLING Beauty Group, and her colleagues Henrike Kieschke, Global Head of Product & Brand Management, and David Jokisch, Head of R&D. In the first session of the course on July 5, 2017, they introduced the students to the ZWILLING Beauty brand and its challenges in the German, US and Asian markets. The students had the opportunity to work on selected tasks and successfully presented their case results in the course.

## Career Center

The Career Center at WHU offers students of all programs occupational orientation and a platform for networking with company representatives and alumni. Numerous companies present themselves to students on campus during the semester, and various recruiting fairs take place at WHU each year. All presentations, workshops, training sessions, alumni talks, roundtables and networking events, both in Vallendar and Düsseldorf, share the common objective of linking companies, students and alumni around the world.

- The first major event of the 2016/2017 recruiting season took place on September 29, 2016, when the Career Center welcomed nine companies to the Vallendar campus for WHU Career Day. For many of these companies, it was their first time recruiting at WHU. After having been welcomed by the Dean, Professor Dr. Markus Rudolf, the following companies experienced an intense day of interaction with students from the BSc, MSc, MBA and Doctoral Programs: Amazon; arvato; Bloomberg LP; DEDIQ GmbH; KPMG AG; MasterCard Europe S.P.R.L.; Monitor Deloitte; PIMCO; Volkswagen Financial Services AG.

- On January 26 and 27, 2017, the traditional networking and recruiting event "Master Your Career" took place at WHU Campus Vallendar, featuring nine internationally

leading companies from the circle of WHU sponsors. For this event, the recipe for success is to offer a broad variety of activities that facilitate an in-depth exchange between students and companies. Following the opening of the event by Professor Dr. Jürgen Weigand, companies and students began an intense, two-day program filled with presentations, career fair, workshops, a networking dinner, on-campus recruiting, and career speed dating. The 2017 lineup of companies included the longstanding partners Accenture GmbH, Allianz SE, A.T. Kearney GmbH, BASF, Beiersdorf, E.ON Inhouse Consulting and Henkel, as well as, for the first time, LIDL and XING as new members in the circle of WHU sponsors.



## Women at WHU

- To lend even greater importance to the topic of gender diversity in the future, WHU launched the "Women Leaders@WHU" speaker series, a series of lectures by high-caliber presenters. Speakers from science, the business community, and politics provide new insights and inspiring role models in presentations at regular intervals throughout the year. The lectures address relevant issues drawn from the speakers' own professional backgrounds as well as positive examples of women leaders in the economic and political spheres. Speakers in the academic year 2016/2017 included Audrey Cheng (Founder of Moringa School), Dr. Christina Ellringmann (Partner at Bain & Company), Helene von Roeder (CEO of Credit Suisse Germany), Dr. Vera Demary (Head of Structural Changes and Competition at the Institute of the German Economy – IW) and Pia Poppenreiter (co-founder & CEO of Ohlala.com).

- The Ladies@WHU community offers a range of events and opportunities and is open to all female WHU graduates. The vision of the group's founders was to establish an active community to create important connections, help women gain professional orientation, and offer access to expertise and know-how. The Ladies@WHU community offers numerous events and educational seminars, but above all, it creates a valuable network for all In Praxi women. It's a place for sharing ideas and experiences and providing mutual support in a professional and social context. Events in the academic year 2016/2017 included a fireside chat in Düsseldorf on November 17, 2016; an evening event in Düsseldorf on January 25, 2017, entitled "Mut zu Kindern und Karriere" (A bold move: Raising children while pursuing your career) on January 25, 2017; and a special workshop on "Personal signature presence, relationship management and communication styles for increasing impact" in Düsseldorf on April 1, 2017.

## 2.4 INTERNATIONAL RELATIONS & DIVERSITY

WHU is positioned as one of the leading business schools in Germany with a very strong international focus. Internationalization is thus part of every pillar of the business school. Especially in recent years, WHU has made significant progress in increasing the percentage of international faculty, students, and staff. WHU has given special attention to this topic in its strategic plan and defines specific goals for internationalization. The Associate Dean International Relations and Diversity, Professor Dr. Michael Frenkel, is also the Academic Director of the International Relations Office. He contributes to increasing the visibility of WHU in an international context and helps ensure that the business school maintains a high degree of internationality, diversity, and gender equality in all areas.

Besides internationalization and international diversity, gender diversity has also become a major strategic focus of WHU. The aim is to increase the share of female faculty, students, and staff and to increase awareness of the relevance and benefits of gender diversity in the different areas of the business school. Maintaining an atmosphere that is characterized by openness, diversity, and equal opportunity is of utmost importance to WHU. To this end, WHU fosters individuals regardless of their social origin, nationality, sexual orientation, or gender.





## International Programs

The various international summer programs boasted excellent numbers of participants and registrations. Over the past years, these programs have developed from summer programs to special European Programs that, given rising demand, are also offered during other times of the year. The following list provides an overview on the international programs in the 2016/2017 academic year:

- Monash University, Monash Business School (Australia): "Business strategies in European Markets, Hidden Champions, Innovation and Entrepreneurship in Germany" (October 9-14), 45 participants
- Sun Yat-Sen University, Sun Yat-Sen Business School (China): "Industry 4.0" (November 6-11), 30 participants
- Carnegie Mellon University, Tepper School of Business (USA): "The Political, Economic and Business Environment of a Changing Europe" (March 19-April 15), 30 participants
- Melbourne Business School (Australia): "Senior Executive MBA Program, International Module 2017" (April 2-8), 43 participants
- Monash University, Monash Business School (Australia): "Business strategies in European Markets, Hidden Champions, Innovation and Entrepreneurship in Germany" (April 30-May 12), 36 participants
- Millikin University, Tabor School of Business "Doing Business in Europe" (May 7-12), 21 participant
- University of Alberta, School of Business (Canada): European Field Trip (May 9), 21 participants
- European MBA Summer Institute 2017, Session 1: "The Changing Environment for International Business in Europe" (May 9-23), 47 participants
- European MBA Summer Institute 2017, Session 2: "The Changing Environment for International Business in Europe" (May 14-26), 47 participants
- European Bachelor Summer Institute 2017: "The Business, Political and Cultural Environment in Europe" (May 28-June 9), 26 participants
- Peking University, Guanghai Business School (China): "Industry 4.0" (July 30-August 4), 41 participants

## Equal Opportunity Officer

- During the 2016/2017 Academic Year Dr. Rebecca Winkelmann, Managing Director Executive Education was the current equal opportunity officer at WHU.

## Disability Officer

- During the 2016/2017 Academic Year Wolfgang Staus, Associate Director Marketing & Admission, Bachelor of Science Program, was the current disability officer at WHU.

## International Partner Schools

During the 2016/2017 academic year, WHU continued to maintain a large and active network of partner universities around the world. From these partners, WHU received, in addition to the participants in the international programs, 238 exchange students and sent out 308. This implies that, taking into account the student numbers of the international programs, WHU's exchange activities were broadly balanced. During the year, in discussing issues of existing collaboration or possibilities for future joint work, WHU met with representatives of 52 universities abroad during the academic year and received visiting representatives from 13 universities.

## New Partner Schools

In the 2016/2017 academic year, WHU added the following partner schools:

- Universidad del CEMA (Argentina)
- Florida International University (USA)
- University of Pretoria (South Africa)

Including these changes, WHU had a total of 202 partner universities at the end of the 2016/2017 academic year.

## Human Resources

WHU aims to attract and develop highly qualified staff members for all of its administrative areas. In this context, international recruitment is also a priority. To achieve this goal, WHU implemented additional measures to further improve its system for human resources development. For instance, considerable efforts were invested in offering further education opportunities for non-academic staff members at WHU.

- WHU is currently building up a Welcome Unit for its newly hired international faculty members and administration employees. The goal of this unit is to support the different groups of WHU with the onboarding process of new staff, especially of those from abroad. The members would provide needed information regarding, for example, living in Germany (insurance, child care, etc.) and working at WHU..

- WHU conducted internal staff training on a regular basis in the last year. These included, for example, basic and advanced training in the area of intercultural competence, German classes for international non-academic staff members, English classes, and training in Microsoft and Adobe products such as Excel, PowerPoint, and In-Design.





## 3. COMMUNITY EVENTS & PROJECT

### September 2016

- On September 17, 2016, nearly 150 alumni and friends celebrated their WHU anniversary at the eighth WHU Alumni Homecoming. For the first time, a particularly large number of alumni from the MBA and EMBA Programs had accepted the invitation to the WHU campus. With almost 70 people in attendance the BSc Class of 2011 was the best represented group of alumni.
- "Unifying German Businesses and Global Entrepreneurs: Investment in Africa and Its Impact on Global Scale" – this was the motto of the sixth annual Young CEO Business Summit (YCBS), which took place at the Düsseldorf campus of WHU – Otto Beisheim School of Management September 24-25, 2016. Following events in Dubai, London and Abuja, this was the first time the international conference took place in Germany.
- The WHU Foundation and the Haniel Foundation extended an invitation to the longstanding "WHU Hauptstadt Dialog" on October 27, 2016, in Berlin. More than 60 sponsors, WHU, Kellogg-WHU, and Haniel Foundation alumni as well as other guests from politics and business were to be found in the rooms of Wooga in the Berlin Backfabrik to jointly discuss the topic "Gaming? Seriously?! - Digital games as an unused social potential."
- The Kellogg-WHU Executive MBA Program of WHU celebrated the graduation of its eighteenth cohort of EMBA students on October 28, 2016. The formal ceremony, in the course of which the graduates were presented with their diplomas, took place in the Kaisersaal (Imperial Hall) of the Electoral Palace in Koblenz. The new alumni were accompanied by their families and friends, who looked back on the past two years that they, too, had experienced.

### October 2016

- WHU celebrated the graduation ceremony at the conclusion of four of its programs on Friday, October 7, 2016. Graduates from the Bachelor of Science, Master of Science, Master of Business Administration (Full-Time) Programs as well as doctoral candidates were presented with their diplomas in the course of the graduation ceremony, which took place in the "Rhein-Mosel-Halle" in Koblenz. Together with their families and friends, the future alumni were able to look back on their years of study as they celebrated the occasion.
- The latest edition of IdeaLab! was held on the WHU campus in Vallendar on October 7 and 8, 2016. Besides fascinating workshops and an investor speed-dating event, the opening day offered many inspiring speeches. They kicked off with the successful internet entrepreneur and WHU alumna Oliver Samwer, co-founder and CEO of Rocket Internet. His speech included helpful tips for young entrepreneurs and those wishing to start a business.
- Sunday, October 30, 2016, saw the 13th iteration of the WHU Generationsscup. At the event, students, alumni and friends of WHU gather to don their running shoes and participate together in the Frankfurt Marathon. As every year, the competition featured both individual starters, who cover the entire marathon distance, and teams, which usually comprise four, but may also consist of fewer, runners
- The second "Forum Mittelstand" ("SME Forum") in cooperation with IHK-Koblenz held on November 10, 2016, addressed a red-hot topic: "Securing a Lifetime's Achievement." The goal of "Forum Mittelstand" is to provide practical and specialist information on the latest academic insights to small and medium-sized enterprises in the region on a regular basis, and in this way to make a real contribution towards increasing the economic and innovative clout of local businesses.

### November 2016





- On November 18, 2016, the annual meeting of "Deutschlandstipendium" (Germany Scholarship awardees and sponsors) took place at the Vallendar campus of WHU. The meeting was attended by awardees as well as numerous sponsors and representatives of the business school. The Germany Scholarship is one of various existing means of support at WHU. In addition to supporting students, the Germany Scholarship actively furthers a central goal of the business school: networking and exchange between students and representatives of business and society.

- The sixth annual WHU Founders Career Day saw record participation in 2016. Sixteen companies, all founded or led by WHU Alumni – more than ever before at this event – presented themselves in Vallendar on November 24. Alumni and students from all programs including Bachelor, Master, MBA and Doctoral students, met in a casual, familiar atmosphere to discuss potentials for future cooperation in various formats: internships and entry-level positions, management or co-founder opportunities, and even students looking for investment partners for their own business ideas, stood a good chance to find attractive contacts.

- With "Heir in despair," from November 24 to 26, 2016, WHU's student theater group "Studentische Bühne" once again provided three successful evenings of great entertainment. In the comedy thriller by Anton Schaller, the oppressed husband Felix tries to get rid of his domineering (not really) better half with the help of his brother. When they learn that Felix only inherits a considerable sum if his wife dies of natural causes, the pair are faced with a problem. More than once, the fact that there is a dangerous murderer at large and the police turn up on the doorstep uninvited makes for additional complications.

- On November 25, 2016, 45 graduates celebrated their successful completion of the two-year Part-Time MBA Program at WHU. The graduation was attended by about 170 guests at the Hotel InterContinental on the Königsallee – family members and friends of the graduates as well as WHU professors and employees from Vallendar and Düsseldorf.



- On Saturday, November 26, 2016, the third KinderUni (Children's Uni) took place on the WHU campus in Düsseldorf. During the sold-out event, about 60 children between the ages of six and ten were given a playful insight into the world of economics. In his lecture, Professor Dr. Carl Marcus Wallenburg taught the optimization of supply chain management processes explained by means of teddy bears made from Lego bricks. In the second lecture of the day, Professor Dr. Sascha L. Schmidt dealt with economic principles in professional soccer, using the example of Cristiano Ronaldo.



## January 2017

- The Campus for Finance – WHU New Year's Conference was hosted at the Rhein-Mosel Hall in Koblenz on January 18 and 19, 2017. Under the slogan "Innovation in Finance – Shaping Tomorrow's Business Models," an audience from all over the world, comprising financial experts, business representatives and students, discussed the future of the finance sector in presentations, podium discussions and workshops. After Eric S. Maskin accepted the WHU students' invitation last year, participants were once again in a position to look forward to interesting insights into the work of a Nobel Prize Laureate: In his presentation covering the subject of "Dynamic Inconsistency," Finn E. Kydland emphasized the importance of stable monetary policies for the growth of any country.

- The Düsseldorf campus of WHU hosted its Ladies@WHU event "Mut zu Kindern und Karriere" ("A bold move: Raising children while pursuing your career") on January 25, 2017. The focus of the well-attended evening event was on a reading by business journalist Stefanie Bilen. Forty working mothers – including Procter&Gamble's general manager, founders of start-ups and many others – shared their stories on how they strive to strike a balance between their careers and a fulfilling family life.

- On January 26, 2017, once again, 60 sponsors and supporters of the WHU Foundation, as well as sponsored professors of WHU, gathered at Schloss Liebig near the Moselle River for the eleventh traditional WHU New Year's Dinner. In their opening remarks, Professor Dr. Jürgen Weigand and Dr. Peter Kreutter reflected on some of the business school's highlights of the past year, while also focusing on new developments such as the introduction of a new Master in Entrepreneurship Program. This year's keynote speaker was Professor Dr. h. c. Christoph Marksches. The internationally renowned Protestant theologian centered his speech on Martin Luther and his view of the world..

## December 2016

- It is a wonderful tradition to bring together all faculty members, the Dean and his office staff, and the presidency of the WHU Foundation together with its staff for end-of-year dinner. On December 7, 2016, both the president of the WHU Foundation, Dr. Toni Calabretti, and Professor Dr. Markus Rudolf, Dean of WHU, expressed their thanks for the successful activities of the Faculty. They mentioned major achievements of the past year and looked forward to new challenges and new activities.

- On December 16, 2016 the Christmas festivities continued with the traditional WHU Christmas Party that brings together Faculty and Staff for a festive dinner in the Vaulted Cellar at Campus Vallendar. In their opening speeches, Professor Dr. Markus Rudolf, Dean of WHU, and Peter Christ, Head of Administration, reviewed the achievements and successes of the past year and thanked faculty and staff members for their commitment to WHU.



## February 2017



- “Perspectives Shape Perceptions” was the slogan of the TEDxWHU Conference held February 4, 2017, at the WHU campus in Vallendar. Both, the audience and the speakers, hailed from a wide range of professional and personal backgrounds. However, they all shared the common goal of expanding their personal horizons on an ongoing basis by participating in inspiring presentations on numerous, very diverse subjects. One of the most noted speakers was Pamela Reif, who boasts close to 3 million followers on Instagram.
- From February 16 to 17, 2017, the “International” working group of the Association of German Foundations had their annual meeting at WHU in Düsseldorf. Some 50 representatives of foundations and non-profit organizations discussed various topics that included the ways in which vocational training can help improve local development, or the opportunities offered by the use of new technologies to create social value.



## March 2017

- The Annual Conference for Management Accounting Research (ACMAR) at WHU has firmly established itself as a regular meeting place for the international academic management accounting community. The conference, held in Vallendar on March 9-10, 2017, took place for the 14th time this year. Featuring three keynote speeches, parallel sessions, roundtable sessions, and a doctoral colloquium, the conference provided an ideal platform for the community to discuss recent management accounting research. 150 professors, researchers, and doctoral students from around the world took advantage of this opportunity.
- On March 13, 2017, Father Anselm spoke at the Speakers Series at the WHU campus in Vallendar. “Our souls rebel every time we are convinced that we have to live the images others have bestowed upon us,” Father Dr. Anselm Grün declared at the very beginning of the speech. According to Father Anselm, the distorted images we have of ourselves are the culprits that overwhelm us, hamper us and rob us of our energy. He referred not only to the images others have of us, but also to negatively interpreted self-images or exaggerated levels of self-esteem.
- On March 16 and 17, 2017, WHU hosted the 14th Campus for Supply Chain Management. Under the title “Digital Disruption and Connectivity,” this year’s conference examined the challenges and opportunities inherent in the digital revolution for the logistics sector. The two-day event focused on the options available to optimize supply chains with the assistance of digitalization and to make innovative technologies usable.
- A festive vernissage on March 31, 2017, marked the opening of another exhibition in the “Kunst@WHU” (“Art@WHU”) series. From March 31 to June 25, 2017, this group exhibition, entitled “Interna,” featured works by the group PHOTO5plus. “Interna,” was a group show of works by Susanne Hartmann, Stefan Kögel, Stefanie Minzenmay, Tilman Neubert, Frank Szafinski and Juliane Wende, all members of the PHOTO5plus group.

## April 2017

- On April 4, 2017, this year’s spring charity concert was held in the well-filled Marienburg chapel at WHU Campus Vallendar. Nearly 20 artists took part in the evening’s colorful program of current chart hits, evergreens and students’ own compositions. As always, the event was organized and managed by students who are actively involved in the “WHU Studenten helfen e.V.” (WHUSH) student association. Not only did the audience love the concert, the donations were generous as well. A total of 450 Euros was collected in donations as well as snack and beverage sales during intermission and after the concert in the vaulted cellar of WHU. The proceeds and donations went to the “Elterninitiative krebskranker Kinder Koblenz e.V.,” a Koblenz-based parents’ initiative for children suffering from cancer.
- With this year’s spring production, the students’ theater group (“Studentische Bühne”) at WHU set a new direction. Following a whole series of comedies, in this production the theater group succeeded in delighting the audience with a performance around a serious theme. On three evenings, from April 7 to 9, 2017, the troupe of amateur actors under Director Till Wicher delivered a convincing performance of “Alice im Anderland” (“Alice in Otherland”), a play by Stefan Altherr.
- With its “CIO Young Talent Awards,” the CIO Foundation has promoted young talent with scholarships for study in the Part-Time MBA Program at WHU since 2011. Mutual learning and networking are at the top of the agenda, and not just in the context of a degree program at WHU. As a result, at the initiative of Florian Kronenbitter (Head of MHP IT, CIO YTA Award Finalist 2015), on April 27, 2017, Porsche in Stuttgart was the scene of the 1st Fellows Meeting.





## May 2017

- A night of cabaret under the title "Vor der Wahl-Spezial" ("Pre-election Special") was hosted at WHU's Düsseldorf campus on May 3, 2017. Around 100 guests had been invited by the Bundesverband mittelständische Wirtschaft ("Federal Association of Medium-Sized Companies") to enjoy the humor-packed performances of two stand-up comedians – Stephan Grünewald and Uli Masuth.
- From May 17 to 19, 2017, the German Foundation Conference brought 1,600 participants to Osnabrück for the biggest foundation congress of its kind in Europe. Traditionally, the WHU Foundation is also represented at this event, where this year's theme was "Education." In the run-up to the Foundation Conference, the DSA Alumni Conference was held for the fifth time. Each year, alumni and graduates of the German Foundation Academy (DSA) meet at the event for a substantive exchange. This year's host was the German Federal Foundation for the Environment.
- On May 26, 2017, for the third time, "franz." - the global student competition on the future of sports initiated by CAMP BECKENBAUER, took place. After the great performances by finalists at the WHU Campus Düsseldorf in 2015 and at Europa Park Rust in 2016, this year, the prestigious Hotel Adlon in Berlin – one of Germany's most famous hotels – offered a worthy setting for the finals. There, the three finalists from the London Business School / UK; the IE Madrid / Spain; and the Chinese University of Hong Kong, who were previously selected from applications from more than 70 teams with more than 260 students from 28 countries, competed against each other.

## June 2017

- WHU and IHK-Koblenz hosted the first "Forum Mittelstand" ("SME Forum") of the year 2017 on June 20. This time, the event focused on the topic of "Developing new growth markets: Potentials and pitfalls for small and medium-sized entrepreneurs."
- As patroness of the B2Run in Düsseldorf, Magdalena Neuner visited WHU Campus Düsseldorf on June 23, 2017. At only 30 years of age, Magdalena Neuner is the most successful woman of all time in the Biathlon World Championships and a two-time Olympic gold medalist. With 34 World Cup wins, Neuner is ranked second all-time for career victories in the Biathlon World Cup tour. She has won the Overall World Cup title three times. During her visit at WHU, she posed for pictures with students and alumni and answered questions from the audience.
- The latest addition to WHU Campus Vallendar, the In Praxi Learning Center (IP-C), was chosen to be part of the annual Architecture Day Rhineland-Palatinate ("Tag der Architektur Rheinland-Pfalz"). During the celebrations on June 24 and 25, 2017, WHU hosted an Open House event at the IP-C. Thomas Steinhardt, the architect who designed the building, was on hand to meet visitors and offered guided tours of the IP-C.



## August 2017

- The second Digital Leader Awards were presented in ceremonies held June 29, 2017, before 300 guests. Initiated by IDG Germany, Computerwoche, CIO and Dimension Data Germany, the competition is held under the patronage of the German Federal Minister for Economic Affairs and Energy Brigitte Zypries. An interdisciplinary panel of judges had the task of selecting award-winners from nearly 100 applications in six categories. Once again, WHU was represented on the jury, with Professor Dr. Christian Schlereth as the scientific partner for the Digital Leader Award.
- The "gamescom" trade fair, held August 22-26, 2017, in Cologne, again offered perfect conditions for a series of events in life-long learning and executive education, organized by the WHU Foundation and the WHU Wipro Center for Business Resilience, in cooperation with the German Games Industry Association (BIU). With the "Executives&Kids@gamescom" format, over the course of three days, WHU again offered more than 70 executives an opportunity to gain a personal impression of the dynamics of the games industry, to discuss the transferability of gamification with leading representatives of the industry and to learn from their own children, trainees or student workers. An own event, "Foundations@gamescom," was dedicated not only to executives from the business community but also to those from the non-profit sector. Developed jointly by the WHU Foundation, the Haniel Foundation and the Stiftung Digitale Spielkultur, it built a bridge between the third sector and the games industry.

## July 2017

- For the third time, the Berlin-Vallendar Conference on Tax Research took place on July 13 and 14, 2017, following an invitation by the two chairs of Business Taxation of WHU as well as Freie Universität Berlin. The annual conference, which was held at WHU Campus Vallendar for the first time, offers international researchers in business taxation a valuable platform to discuss current research trends. A total of nine researchers had the chance to present their current projects in the field of tax research.







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