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Professor of Logistics |
| Dr. Michele Acciaro | Assistant Professor of Maritime Logistics |
| Dr. Maria Besiou | Assistant Professor of Logistics |
| Dr. J. Rod Franklin | Adjunct Professor of Logistics, Managing and Academic Director of Executive Education |
| Dr. Kai Hoberg | Associate Professor of Supply Chain and Operations Strategy |
| Dr. Matthias Holweg | Professor of Logistics and Operations Management |
| Dr. Jörn Meissner | Professor of Supply Chain Management and Pricing Strategy |
| Dr. Çerağ Pınçe | Assistant Professor of Operations Management |
| Dr. Sandra Transchel | Associate Professor of Supply Chain and Operations Management |

**DEPARTMENT OF MANAGEMENT AND ECONOMICS**

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<th>Faculty Member</th>
<th>Position</th>
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| Dr. Sönke Albers | Head of Management Department and Dean of Research  
Professor of Marketing and Innovation |
| Dr. Christian Barrot | Assistant Professor of Marketing and Innovation |

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<tr>
<td>Dr. Jan Becker</td>
<td>Associate Professor of Marketing and Service Management</td>
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<td>Dr. Matthias Hühn</td>
<td>Associate Dean of Programs, Adjunct Professor of Management</td>
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<tr>
<td>Dr. Christian Tröster</td>
<td>Assistant Professor of Leadership and Organizational Behavior</td>
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<tr>
<td>Dr. Niels Van Quaquebeke</td>
<td>Associate Professor of Leadership and Organizational Behavior</td>
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Bachelor of Science in Management  
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Dear Readers,

It is my pleasure to present the 3rd Kühne Logistics University Annual Report to you.

During the past year, the rapid development of KLU has once again exceeded expectations. Three years after we founded KLU, the successful launch of the Bachelor of Science in Management program has completed the spectrum of academic programs: KLU now covers the entire academic lifecycle, from bachelor's to master's, PhD, and executive courses. The number of students has grown accordingly – as of 2013, almost 200 students from around the world are studying at the KLU. We project that by 2018, there will be more than 400.

This impressive track record has led me to further strengthen my commitment to the university. Through my foundation, I will support KLU with an additional sum of more than 40 million over the coming years. This long-term commitment ensures the financial stability necessary for the further development of the world’s only university with a clear focus on logistics and management. The growing number of students and researchers requires additional space – which is why in September 2013, the KLU moved to its new campus in Hamburg’s modern HafenCity district. May the spectacular view of the harbor serve as an inspiration to students, faculty and staff alike and may the new core of the building, the Golden Egg auditorium, be a hub for international conferences, art festivals and, of course, lectures for KLU students.

On August 1, 2013, Thomas Strothotte became the new president of the Kühne Logistics University and I am very pleased that it was possible to hire an acknowledged expert in research and education. In this context I would also like to express my special gratitude to Dr. Wolfgang Peiner, the founding president, for his dedication and support.

But there is even more news from a more-than-exciting year at KLU – this annual report will give you a detailed overview of 2013’s achievements, which I am looking forward to seeing continued in the year ahead.

Prof. Dr. h.c. Klaus-Michael Kühne,  
Chairman of the Board of Directors,  
Kühne Logistics University
Dear Friends and Supporters of
Kühne Logistics University,

Welcome to this year’s edition of our annual report. What you have in your hands is our personal invitation to join us on the exciting journey upon which KLU has embarked.

During the past year, KLU has progressed from a seedling growing in a rugged environment to a budding plant on a green pasture.

Of course, these developments merely define the shoulders on which we will stand in the coming years to make even more profound and visible contributions to scholarly work and education in logistics. With the view of developing into a premier location internationally for higher (and continuing) education in logistics, we will now:

- Take aim at creating value for industry by bringing together potential collaborators and contributing timely research results to consortia ourselves,
- Continue to broaden the scope of our teaching activities, for example by increasing the intake in our flagship master’s degree program in global logistics,
- Exploit new ways to position ourselves as a neutral territory of scholarly debate on the pressing issues of our time, and
- Extend our outreach into Latin America, Eastern Europe, and Asia by exploring new forms of cooperation with our established partners and within our new partnerships in these parts of the world.

The pages of this report display the work of our faculty, staff, and students. We all invite you to join us on our exciting journey. Our report is also an invitation to:

- High school students and recent graduates to come to KLU to have a look at the exciting fields of management and logistics in our bachelor’s degree program,
- Advanced university students to join our thriving graduate program at the master’s or doctoral level and to work with a professor of your choice to solve the tough problems of tomorrow,
- Leading practitioners in industry to share your insights through guest lectures,
- HR and logistics managers to consider importing state-of-the-art knowledge in leadership and logistics into your companies,
- Aspiring professionals to advance your careers by participating in our executive education program, and
- Managers in industry who are responsible for innovation at your companies to link up with our professors.

Together we will fulfill our mandate to educate the leaders in logistics of tomorrow.

And finally, to all of our readers:
Imagine being part of one of our future annual reports.

Welcome to KLU!

Warm regards,

[Signature]

Prof. Dr. Thomas Strohotte
President & Managing Director
KLU AT A GLANCE

KÜHNE LOGISTICS UNIVERSITY
Kühne Logistics University – Wissenschaftliche Hochschule für Logistik und Unternehmensführung (KLU) is an independent, state-certified private university based in the HafenCity of Hamburg and sponsored by the non-profit Kühne Foundation. With its English-speaking programs, KLU covers the entire range of academic education. By pooling cross-cultural professors and students with teaching and research competency in logistics and management, KLU has become the only university of its kind in the world. Located on a modern, new campus in Hamburg’s HafenCity, KLU covers all of the relevant areas of research and teaching in the fields of logistics and supply chain management, basing it on a foundation in management for its more than 400 students and 25 professors.

KLU combines logistics and a management faculty in order to provide industry with highly educated future staff and up-to-date research on current trends and issues. To educate future managers, KLU offers open enrollment and customized programs for experienced practitioners, and bachelor’s and master’s degree programs for undergraduate and graduate students. In the area of research, KLU professors work in cooperation with companies such as Unilever and online retailer Zalando to answer their partners’ specific research questions. They also conduct their own KLU projects, in which they trace correlations between companies’ warehousing and their stock prices, for example.

KÜHNE FOUNDATION (KÜHNE STIFTUNG)
The Kühne family established the Kühne Foundation in Switzerland in 1976. The Kühne Foundation initiates and implements most of its projects itself. Its goals range from humanitarian and cultural projects to the promotion of science and research, especially in the fields of transportation and logistics. Both the foundation and its founders are strongly committed to the university and guarantee KLU’s long-term financial stability. The form and content of KLU’s activities have been inspired by the life and work of the entrepreneur Klaus-Michael Kühne.

DEVELOPMENT OF KLU IN THE YEARS AHEAD
KLU will continue to grow: faculty numbers are expected to increase by 3 or 4 every year, enabling KLU to cover new research areas and offer high quality teaching to our enlarged student body, which is expected to exceed 200 for the very first time in 2014 and to double yet again by 2018. We will also be exploring possible synergies in the areas of administration, research, and teaching with our new neighbors in the HafenCity, to exploit our proximity. The new president, Dr. Strothotte, will help KLU become even more networked to logistics and science around the globe in order to scout out and support the developments and requirements in these areas. The start of a new Executive MBA program cohort in Jakarta, Indonesia, proves that our executive programs also meet the international standards we strive to fulfill at KLU.
THE KLU – TIMELINE OF PROGRAMS

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<th>Portfolio</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
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<tr>
<td>Bachelor of Science (B.Sc.)</td>
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<td>Master of Science (M.Sc.)</td>
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<td>Global Logistics</td>
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<td>Management</td>
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<td>Research School: PhD Fellowship Program, Research Cluster</td>
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<td>Executive MBA in Leadership &amp; Logistics</td>
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<td>Executive Education (short term programs)</td>
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Currently implemented

FACULTY & RESEARCH

PREFACE

Our third academic year was characterized by consolidation after strong growth in faculty numbers in 2012. Our team of professors has continued to expand, going from 13 to 15 with the addition of Dr. Michele Acciaro as Assistant Professor of Maritime Logistics and Dr. Matthias Holweg from the University of Cambridge as Full Professor of Operations Management. In recognition of their success in research, publishing, and teaching, Dr. van Quaquebeke was promoted to the level of Full Professor and Dr. Besiou was promoted to the level of Associate Professor.

The faculty is still actively publishing its research results in highly reputed journals. KLU’s research output is also widely disseminated through international conferences, the public media, and practitioner publications. Its faculty also collaborates with a range of international organizations and companies. For example, KLU has secured a research project on sustainability with Unilever and Kuehne + Nagel and obtained a PhD scholarship from Procter & Gamble during the year.

The activities of the individual professors are reported on the following pages.
Dr. Alan McKinnon is Dean of Programs and Head of Logistics at Kühne Logistics University. He was previously director of the Logistics Research Centre at Heriot-Watt University in Edinburgh, Scotland, which he established in 1997. A graduate of the universities of Aberdeen, British Columbia, and London, he has been researching and teaching freight transport and logistics for over 30 years and has published extensively in journals and books. Dr. McKinnon has conducted studies on a broad range of logistics topics, many of them for international organisations such as the European Commission, the International Transport Forum, and the International Energy Agency, and trade bodies in the chemicals, food, automotive, and retail sectors. In recent years, much of his work has focused on the environmental sustainability of logistics operations and, in particular, the measurement and reduction of carbon emissions from company supply chains. Dr. McKinnon received the Sir Robert Lawrence Award, the highest distinction of the UK Chartered Institute of Logistics and Transport, for his long track record of research and education in logistics. He was a founding member of the Logistics Research Network, which was set up in 1997 to promote research on logistics in universities and colleges and now runs one of the main international conferences on the subject. He has also been actively involved in various international organizations, including the World Economic Forum, the Inter-governmental Panel on Climate Change, the European Commission, and the International Transport Forum.

**RESEARCH INTERESTS**

Environmental sustainability of logistics, freight transport policy, retail logistics, and adaptation of supply chains to climate change

**TEACHING**

Courses on the environmental sustainability of logistics operations and advanced concepts in supply chain management, and the fundamentals of logistics and supply chain management in the new bachelor’s program

**PUBLICATIONS**


CONFERENCE PAPERS


FUNCTIONS
Since 2012, Professor McKinnon has been a member of the “High Level Group on Logistics” set up by the European Commission to advise Transport Commissioner Siim Kallas on logistics issues. He was appointed to the EU Horizon 2020 Advisory Group for research on “smart, green, and integrated transport” for the period 2013–2015. In 2012–2013, he was co-chair of a steering group established jointly by the European Commission and US Transportation Research Board to promote trans-Atlantic research collaboration in freight transport/logistics. During this period, Dr. McKinnon was also vice-chairman of the World Economic Forum’s Logistics and Supply Chain Council. Since April 2012, Dr. McKinnon has been a lead author of the transport chapter of the Intergovernmental Panel on Climate Change’s 5th Assessment report due to be published in 2014. He is also on the editorial boards of five of the main logistics journals.
Dr. Michele Acciaro is an assistant professor of Maritime Logistics. Until December 2012, he held the position of senior researcher – green shipping in the Research and Innovation department of Det Norske Veritas AS (DNV) in Høvik, near Oslo. Between 2004 and February 2011, he worked as a deputy director and researcher at the Center for Maritime Economics and Logistics (MEL)/Erasmus SmartPort of Erasmus University Rotterdam, with which he is still associated.

Dr. Acciaro holds a B.Sc and an M.Sc (cum laude) in Statistics and Economics from the University of Rome “La Sapienza”, an M.Sc in Maritime Economics and Logistics (for which he was awarded the NOL/APL Prize for Student Excellence) and a PhD in Logistics from Erasmus University Rotterdam. Dr. Acciaro was awarded the Young Researcher Best Paper Prize at the IAME Annual Conference in Cyprus in 2005. Since the beginning of his academic career, he has been interested in transportation and in particular, the shipping and port industries. Since 2001, Dr. Acciaro has worked as a consultant, advisor, and researcher in the areas of port finance and investment, terminal management and operations optimization, green shipping, logistics integration, and supply chain pricing and finance. He has lectured at several institutions around the world, authored over fifty publications, and has been invited to speak at industry events such as TOC Europe and Intermodal.

RESEARCH INTERESTS
Green shipping, container logistics, port management, liner shipping economics, funding of port and terminal infrastructure, and energy efficiency in ports and shipping operations

TEACHING
Various classes on maritime logistics, maritime transport and container logistics, time and project management, and managerial economics

PUBLICATIONS


CONFERENCES AND OTHER PRESENTATIONS


Dr. Maria Besiou is Assistant Professor of Logistics at the KLU. Professor Besiou holds a PhD and a Diploma’s Degree in Mechanical Engineering from the Aristotle University of Thessaloniki in Greece. She is a visiting scholar at INSEAD. Before joining KLU, she worked as a postdoctoral research fellow at the INSEAD Social Innovation Centre in Fontainebleau, France. Dr. Besiou joined the KLU in January 2012.

RESEARCH INTERESTS
Humanitarian logistics, closed-loop supply chains, supply chain management, stakeholder media and system dynamics

TEACHING
Complexity & Risk Management in the Master of Science Global Logistics program
Integration Project I: Focus on Logistics in the Master of Science Management program
Sustainable Supply Chains – Module 2: Humanitarian Logistics in the PhD program
Government, Business and Society – Value and Sustainability at Risk in the Executive MBA Logistics program

PUBLICATIONS


CONFERENCES

Besiou, Maria and Luk N. Van Wassenhove, 14 – 17 October, 2012, “The Effect of Earmarked Funding on Fleet Management for Relief and Development”, INFORMS Annual Meeting, Phoenix, USA.


MEDIA APPEARANCES / PRINT
11/12 DVZ, “Griechen müssen Service international anbieten”
10/12 DVZ, “Köpfe der Branche”

FUNCTIONS
Treasurer of the Hellenic Chapter of System Dynamics Society
Vice President of Outreach in the College of Humanitarian Operations and Crisis Management (HOCM) at the Production and Operations Management Society (POMS)
Prof. J. Rod Franklin is Adjunct Professor of Logistics and Managing and Academic Director of Executive Education at the KLU. Prof. Franklin, an engineer and operations manager by training and experience, received his Doctorate in Management from the Case Western Reserve University in Cleveland, Ohio. Prof. Franklin has held management positions at Kühne + Nagel, USCO Logistics, ENTEX Information Services, Digital Equipment Corporation, and Cameron Iron Works. In addition, he has been a consultant for Booz-Allen & Hamilton, Theodore Barry & Associates and Arthur Young & Co. Prof. Franklin began his career as a development engineer for the Saginaw Steering Gear Division of General Motors Corporation. Besides his numerous years of practical experience, Prof. Franklin has been active in local politics, serving on the City Council of Del Mar, CA and as the mayor of this Southern California city. He joined the KLU in April 2011 from Kühne + Nagel.

**RESEARCH INTERESTS**
Application of modern management techniques to the efficient and effective operation of supply chains, sustainable business models, green logistics, corporate social responsibility, critical thinking and decision making, and cloud-based supply chain management

**TEACHING**
Prof. Franklin teaches students in the full time Master in Science in Management and the Master in Science in Global Logistics programs, as well as students in the part time Executive MBA program. Classes taught by Prof. Franklin include Judgment and Managerial Decision Making, Design Thinking, Systems Thinking, Voice of the Customer Marketing, Critical Thinking and Industrial Economics. Prof. Franklin also guest lectured on International Supply Chain Management at the Fuqua School of Business, Supply Chain Distribution Operations at the ETH Zürich, and Sustainable Logistics at the Fisher School of Business

**PUBLICATIONS**

**CONFERENCE PROCEEDINGS**

Dr. Kai Hoberg has been Associate Professor of Supply Chain and Operations Strategy at Kühne Logistics University since May 2012. From 2010 to 2012, he was Assistant Professor of Supply Chain Management at the University of Cologne. Kai Hoberg received his PhD in 2006 from Münster University under the supervision of Prof. Ulrich W. Thonemann. Throughout his academic career, he has been a visiting scholar at different universities, for example, S.C. Johnson Graduate School of Management at Cornell University, Israel Institute of Technology, and NUS Business School at National University of Singapore. Dr. Hoberg earned a Diploma in Industrial Engineering at Paderborn University, Germany and Monash University, Melbourne. Before returning to academia, Dr. Hoberg worked as a strategy consultant and project manager for Booz & Company from 2006 to 2010. He conducted supply chain and operations management projects for numerous clients, in particular, in the consumer, chemicals and discrete manufacturing industries.

TEACHING
Supply Chain Management in the Master of Science Global Logistics
Global Logistics Networks in the Master of Science Global Logistics
Managing Inventories Across The Supply Chain – A Linkage of Two Research Perspectives (together with Sandra Tranchel) in the PhD program

ACADEMIC ARTICLES


RESEARCH INTERESTS
Empirical analysis of supply chains, Linkage between operations management and finance, Strategic implications of supply chain management


PRAC TITIONER ARTICLES


PRESENTATIONS (SELECTION)


CURRENT RESEARCH PROJECTS (SELECTION)
Online Sales on a Rainy Day – An Empirical Investigation of Weather Impact on Logistics Planning (with Zalando GmbH)

Who is Managing Your Supply Chains – An Empirical Investigation of Career Patterns in Logistics and Supply Chain Management (with McKinsey & Company)

Supply Network Dynamic Management: Synchromodality (with Procter & Gamble)
Dr. Matthias Holweg has been Professor of Logistics & Operations Management at Kühne Logistics University since May 2013. He holds a joint appointment with KLU and the University of Cambridge, where he is Co-Director of the Centre for Process Excellence and Innovation. He also holds a visiting appointment at Chalmers University of Technology.

Dr. Holweg has been a consultant to a range of manufacturing and service firms on process improvement and supply chain management issues, and has advised several government agencies on automotive industry matters. He was a member of the New Automotive Innovation and Growth Team (NAIGT), and currently serves on the UK Supply Chain Group of the Automotive Council in the Department for Business, Innovation and Skills. He is a member of the European Operations Management Association (EuROMA), the Industry Studies Association (ISA), and an associate editor at the Journal of Operations Management.

His current projects investigate the evolution and convergence of process improvement methodologies, the nature of turbulence and risk in global supply chains, and the identification and management of product safety recalls.

**RESEARCH INTERESTS**

Application of lean and Six Sigma process improvement methodologies to private and public sector operations; the design, measurement and improvement of processes

**PUBLICATIONS**


Prof. Dr. Jörn Meissner
Professor of Supply Chain Management and Pricing Strategy

Dr. Jörn Meissner is Full Professor of Supply Chain Management & Pricing Strategy at the KLU. Professor Meissner holds a Ph.D. and a Master's Degree in Management Science from the Graduate School of Business at Columbia University (Columbia Business School) in New York City and a Diploma in Business from the University of Hamburg. His research spans a wide field of study, including the areas of Supply Chain Management (SCM), Pricing Strategy and Revenue Management. Dr. Meissner joined the KLU in May 2011 from Lancaster University Management School, UK.

RESEARCH INTERESTS
Stochastic and dynamic decision-making, in particular applications to logistics, manufacturing, supply chain management, and pricing strategy.

TEACHING
- Information System & Decision Support in the Master of Science in Global Logistics program
- SAP Laboratory in the Master of Science in Global Logistics program
- Pricing Strategy & Revenue Management for both Master of Science programs

PUBLICATIONS

FUNCTIONS
- Chair of EURO Working Group Pricing & Revenue Management
- Associate Editor OR Spectrum
Dr. ÇerağPinçe is Assistant Professor of Operations Management at KLU. He received his PhD in Management from Erasmus University, Rotterdam, Netherlands, and his MS in Industrial Engineering from Bilkent University, Ankara, Turkey. Before joining KLU, he worked as a postdoctoral research fellow at the College of Management, Georgia Institute of Technology, Atlanta, GA. Dr. Pinçe joined KLU in August 2011.

RESEARCH INTERESTS
Inventory management, closed-loop supply chains, after sales service logistics, and the operations/marketing interface

TEACHING

PUBLICATIONS

WORKING PAPERS


Pinçe, Ç. and E. Berk (2013), “An inventory model for systems with random deal offerings and partial backordering”.

INVITED PRESENTATIONS


"Remanufacturing under Warranty and Consumer Returns", INFORMS Annual Meeting, Phoenix, USA, October 2012.

Dr. Sandra Transchel is Associate Professor of Supply Chain and Operations Management. Before joining KLU in September 2011, Dr. Transchel was Assistant Professor of Supply Chain Management at the Pennsylvania State University and Visiting Assistant Professor at Tuck School of Business at Dartmouth. Dr. Transchel holds a PhD in Business Administration from the University of Mannheim and a Diploma in Business Mathematics from the Otto-von-Guericke University in Magdeburg.

**RESEARCH INTERESTS**
Supply chain management, inventory control, revenue management, production scheduling, retail operations and supply chain management with a special interest in the integration of supply and demand management

**TEACHING**
Logistics Systems and Logistics Business Games (Master in Global Logistics), Supply Chain Integration and Coordination by Contracts (PhD level)

**PUBLICATIONS**


**CONFERENCE PRESENTATIONS**


The KLU shares the 12,000 m² site with another private university. Some 1,100 students will eventually be studying at Hamburg’s newest academic location.

Students enjoy the building’s high-tech golden audimax, seminar rooms, an outstanding library, a gym, a student lounge and a refectory.
Dr. Sönke Albers is Dean of Research and responsible for faculty development and ensuring that KLU becomes an internationally competitive research-oriented university. He is also a full professor of Marketing and Innovation. Before joining KLU, he was a professor of Marketing at WHU and the University of Lüneburg. After that, Dr. Albers served for more than 20 years as Professor of Innovation, New Media, and Marketing at Christian-Albrechts University in Kiel, Germany. He holds a doctorate in Operations Research from the University of Hamburg. He was a rector at WHU and a dean of the School of Business Administration, Economics, and Social Sciences at Christian-Albrechts University. Dr. Albers is a fellow of the European Marketing Academy and has served as president of the German Academic Association for Business Research, which numbers nearly all of the 2,000 business professors in Germany, Austria, and Switzerland as members. He is also a member of the Academy of Sciences in Hamburg. Dr. Albers left Christian-Albrechts University in Kiel to join KLU in October 2010.

RESEARCH INTERESTS
Marketing planning, sales management, and diffusion of innovations

TEACHING
Sales Management in the Master of Management program (compulsory) and the Master of Science Global Logistics program (elective)

Doctoral course: “Managerial and Scholarly Influence of Marketing Research”

PUBLICATIONS


CONFERENCES AND OTHER PRESENTATIONS


AWARDS

FUNCTIONS
Vice-president of publications of the European Marketing Academy

Editor-in-chief and marketing department editor of the official journal of the VHB (German Academic Association of Business Research, BuR – Business Research)
Prof. Dr. Christian Barrot
Assistant Professor of Marketing and Innovation

Dr. Christian Barrot is Assistant Professor of Marketing and Innovation at KLU. He studied business administration at CAU in Kiel and the Norwegian School of Management (BI) in Oslo, and holds a PhD from Christian-Albrechts University in Kiel. Prior to his academic career, he gained industry experience as a consultant and entrepreneur in the Internet and telecommunication sector. In 2007 and 2009, he was a visiting scholar at Pennsylvania State University, Smeal College of Business, and in 2011 a visiting scholar at the Columbia Business School. Dr. Barrot joined KLU in January 2011, coming from Christian-Albrechts University at Kiel.

Research Interests
Diffusion of innovations, social networks, customer relationship management, electronic commerce, and new business venturing

Teaching
Innovation Management in the Master of Science in Management program

Entrepreneurship in the Master of Science in Management program

Integration Project II (Entrepreneurship) in the Master of Science in Management program

Managerial and Scholarly Influence of Marketing Research in the PhD program

Journal Publications


Conferences

Dr. Jan Becker is Associate Professor of Marketing and Service Management at KLU. He studied business administration at Kiel and Bayreuth and holds a PhD from Christian-Albrechts University in Kiel. Before joining the KLU faculty, he gained industry and consulting experience in the telecommunications and media sectors, and taught at the universities of Kiel, Passau, and Rostock. He is a regular visiting scholar at the Anderson School of Management, University of California, Los Angeles.

Dr. Becker joined KLU in October 2010 from Christian-Albrechts University in Kiel and serves as academic director for the Master of Science in Management.

**RESEARCH INTERESTS**
Customer relationship management, strategic marketing, innovation research, non-profit organizations, and service management

**TEACHING**
Services Marketing in the Master of Science in Management and Global Logistics programs
Integration Project II (Entrepreneurship) in the Master of Science in Management program
Managerial and Scholarly Influence of Marketing Research in the PhD program

**PUBLICATIONS**

**CONFERENCES**
Dr. Matthias Hünn is Associate Dean of International Affairs. In this role, he is responsible for developing the KLU’s relationships to international academic partners. He started his career as an investment banker and then became a strategy consultant working for Accenture. His first academic positions were at two German universities of applied sciences. He then held professorial and managerial positions at several international universities.

Dr. Hünn enjoys the intellectual exchange of the classroom and has designed specialized executive trainings (StrategyRefresher) for strategy consultants, among them Accenture, CapGemini, and Theron. He is also a management coach, is on the advisory boards of start-ups, and was a director for the funds management company of Postbank AG. He has also served his community as a justice of peace (Sozialrichter) and as a reserve officer (military attaché).

**Research Interests**
Ethics, leadership, epistemology

**Teaching**
Strategy & Organization, Global Values & Ethics, Management Fundamentals, Ethics, Leadership and You Competitive Strategy in a World of Constraints, Systems Thinking – Using the “Big Picture” to Rethink the Business, Leading Organizational Change – Creating the Learning Organization

**Publications**


**Conferences**


Dr. Christian Tröster is Assistant Professor of Leadership and Organizational Behavior at KLU. Before he was a visiting assistant professor of Organizational Behavior and Human Resources at the Lee Kong Chian School of Business, Singapore Management University. Dr. Tröster studied sociology at the University of Groningen (NL) and holds a PhD in Management (2011) from the Rotterdam School of Management (NL). In 2009, he was a visiting scholar at the LINKS Centre at the Gatton College of Business and Economics, University of Kentucky and in 2013 he was a visiting scholar at the Sauder School of Business at the University of British Columbia (Canada).

RESEARCH INTERESTS
Leadership, social comparison processes, social networks, teams and diversity

TEACHING
Business Statistics and Econometrics, Social Networks and Organizations, and Statistics I & II

PUBLICATIONS


BOOKS
Dr. Niels Van Quaquebeke is Full Professor of Leadership and Organizational Behavior at the Kühne Logistics University. A psychologist by training, he pursued his Ph.D. at the University of Hamburg and as a visiting scholar at various business schools around the globe. In 2008, he received the ERIM top talent post-doc fellowship at the Rotterdam School of Management of the Erasmus University where he later also taught as an Assistant Professor at the Erasmus Centre for Leadership Studies.

RESEARCH INTERESTS
Leadership, Values, Organizational Behavior

TEACHING
Conflict management, negotiation, and various courses on leadership.

AWARDS
Listed as Top100 business scholar under 40 in the 2012 Handelsblatt Ranking of all business faculties in Germany, Switzerland, and Austria.

PUBLICATIONS


Van Quaquebeke, Niels, Matthias M. Graf, and Tilman Eckloff (in press), "What do leaders have to live up to? Contrasting the effects of central tendency- versus ideal-based leader prototypes in leader categorization processes", Leadership.


CONFERENCES


**MEDIA APPEARANCES**

**Print**
08/13 managerSeminare, “Weniger Willen zur Macht – Frauen in Führungspositionen”
07/13 managerSeminare, “Mehr Respekt, bitte!”
06/13 VDI Nachrichten, “Frauen brauchen weniger Macht als Männer”
06/13 Wirtschaftsblatt, “Frauen streben weniger nach Macht als Männer”
05/13 DiePresse, “Bitte nach Ihnen!”
10/12 Funkuhr, “Bitte mehr Respekt!”
10/12 Die Welt, “Stilfragen, Note 1 für Niels Van Quaquebeke”
10/12 Thüringer Union, “Respekt. Werte, die uns zusammenhalten”

**Radio**
06/13 ORF Ö1, “Respekt und Höflichkeit: Umgangsformen für die Welt von heute”
02/13 BR 2, “Respekt: Voraussetzung für ein tragfähiges Miteinander”
02/13 WDR 5, “Redezeit”
10/12 Deutschlandradio Kultur, “Sich zu benehmen ist erst mal nett”

**Online**
06/13 Personalwirtschaft, “Frauen haben zu wenig Lust auf Führung”
06/13 MyLogistics, “Frauen streben weniger nach Macht als Männer”
06/13 Haufe Personal, “Frauen streben weniger nach Einfluss”
10/12 Hörrzu, “Bitte mehr Respekt – vor anderen und vor sich selbst!”
10/12 Harvard Business Manager, “Wie Sie ein Leitbild entwerfen”
10/12 Deutsche Welle, “Niemcy narodem nieokrzesańców i prostaków?”
10/12 The Local, “Polite police’ fear Germany a ‘land of yobs’”
10/12 Die Welt, “Die Deutschen, ein Volk von Rüpeln ohne Manieren?”
10/12 Epoch Times Deutschland, “Kein Trend zur Rüpelgesellschaft”
10/12 WAZ, “Kein Trend zur Rüpelgesellschaft”

**FUNCTIONS**
KLU offers a unique and internationally competitive four-year PhD program in logistics and related fields such as marketing and leadership. We accept highly talented candidates who want to pursue an academic career and are interested in conducting research to the program.

The first two years are devoted to course work. Students are required to take courses at KLU or partner universities in research methodology, as well as advanced courses related to their dissertation topic. Regular research colloquia with KLU resident faculty and external researchers allow for constant discussion and exchange on relevant topics in their fields of research. In addition, students are encouraged to gain initial teaching experience by supporting the faculty in courses in our MS and BS programs. At the end of the second year, PhD candidates have to submit a written research proposal that describes the research question and methods to be applied to the research they are planning to conduct in the remaining two years. Upon successful review of the proposal, the PhD candidates will be actively involved in research projects supervised by the KLU faculty. The goal is to publish the results in peer-reviewed academic journals. The dissertation will consist of a collection of research papers. The final requirement for obtaining the PhD degree is the defense of the dissertation, which takes place at the end of the fourth year.

In September 2013, two new PhD candidates were admitted to the program, both graduates of the MS Management program at KLU. Currently, twelve PhD candidates are enrolled at KLU.
STUDENT PROJECT: DEVELOPMENT OF A LOGISTICS APP

The students in the MS in Global Logistics program developed a new logistics quiz in their Supply Chain Management course. If you enter “KLU” as a search term in the Apple iTunes Store, you can now download the free logistics and SCM quiz developed by KLU students.

Under the direction of Professor Kai Hoberg, the 26 students put a trimester of hard work into the project. “Our aim was to develop a quiz that mapped all of the areas comprising logistics and, at the same time, would be fun and informative for both the students and the experts,” said Hoberg. The future logistics experts developed a multiple-choice game with 11 areas of logistics for players to choose their area of play from: humanitarian logistics, production logistics, and maritime logistics, for example. To create the quiz, each student was asked to develop 15 questions with varying levels of difficulty and work out a variety of possible answers.

“The KLU quiz is highly interactive, intuitive, and lots of fun. We wanted the game to introduce the different areas of logistics and reach a broad target group,” explained Paloma Piris, one of the students who worked on the app. The group of students successfully created an entertaining, instructive game. “We are very proud of the result and hope that the game appeals to many people,” said Piris. “We especially want them to use it as an educational game for entertainment.” The game is now available via the iTunes App Store – free of charge.
JOINT PROJECT ON LOGISTICS SUSTAINABILITY WITH UNILEVER AND KUEHNE+NAEL

“Unilever’s 2020 Carbon Reduction Target for Logistics: An Analysis of the Company’s Options”

Kühne Logistics University, Unilever, and Kuehne + Nagel have embarked on a joint research project examining opportunities for cutting carbon emissions from a global logistics operation. Unilever has set itself the ambitious target of cutting the carbon intensity of its global logistics by 40% by 2020, relative to a 2010 base year. Plotting a carbon reduction road map to 2020 is difficult, however, because numerous external factors are likely to affect logistics operations over the next seven years. These include the introduction of new vehicle technology, changes to government regulations and taxes, and future fluctuations in oil prices. The new project will try to forecast the combined effects of these external developments on the carbon intensity of logistics operations in different parts of the world. It will also assess the relative cost effectiveness of the various carbon reduction measures available to a company like Unilever.

The research is being conducted by a team of researchers at KLU in Hamburg led by Professor Alan McKinnon. Dr. Sahar Validi has recently joined the university to work as a post-doctoral researcher on the project.

KLU is networking with other specialists in sustainable logistics around the world to get a global perspective on the future outlook for cutting logistics-related carbon emissions. To support them, Unilever and Kuehne+Nagel will use their global scale and expertise to provide the project with resources, data, and case studies, while being actively involved in building models for scenario planning. The 18-month project will involve extensive data collection and analysis.
The spectacular golden auditorium holds 299 people. In the future, it will be the KLU landmark and an architectural highlight of HafenCity. It is a venue for cultural and scientific events such as the Harbour Front Festival and the Congress on Extreme Weather Conditions.
BACHELOR OF SCIENCE IN MANAGEMENT

September 2013 saw the start of the new Bachelor of Science in Management program for students who are interested in completing their first academic degree in six semesters. The program provides graduates with the skills, knowledge, and mindset to either start their career in an international work environment or go on to study for a master’s degree.

Students can choose to specialize in general management or make use of KLU’s position as a major center of research and teaching in logistics by specializing in logistics management. In addition to subjects in the areas of management and logistics, the three-year bachelor’s program provides students with courses focusing on personal development and therefore, with an opportunity to develop interdisciplinary thinking and interpersonal competencies that are essential for a successful career. A semester abroad at one of the KLU’s renowned partner schools and an integrated three-month internship are part of this comprehensive program. At the end of their studies, students complete a bachelor’s thesis, which demonstrates that they have obtained the skills to independently work on a problem related to their respective specialization by employing the methods of their field. The students can decide to write their thesis either in cooperation with a company or on a theoretical topic.

The program offers the choice of a standard or an intensive track. While the former option covers 180 ECTS credits as per the European Credit Transfer and Accumulation System, the latter encompasses 210 ECTS credits. The intensive track is designed to attract highly ambitious students who are eager to participate in additional coursework and a second internship. The intensive track optimally prepares students to enroll in 1.5-year master’s programs in Germany or abroad.

As all of the other programs at KLU, the bachelor’s program is taught in English. A second foreign language taught over the course of the first three semesters intensifies the international focus of this program.
DEGREE PROGRAMS

MASTER OF SCIENCE IN GLOBAL LOGISTICS AND MASTER OF SCIENCE IN MANAGEMENT

At the beginning of September 2012, KLU welcomed 40 new students (global logistics: 26, management: 14) from 16 different countries to its Master of Science programs. The programs started with two welcome weeks, during which the students had the opportunity to get to know KLU and their fellow students and to polish their math skills before pursuing their two-year courses at KLU.

Apart from the coursework at KLU, an integral part of both programs is an internship and a semester of study abroad. The classes of 2014 were able to choose from 16 different partner universities located on four continents that offer excellent academic environments: the Universidad de los Andes, Bogotá or the Center for Maritime Economics & Logistics (MEL) at the Erasmus University Rotterdam, for example. Beside the academic aspects, the students have the chance to experience a different culture and way of life, on campus and off, during their four-month exchange semester.

A good example of an internship in logistics is a two-month internship with Deutz AG in Cologne, Germany. The KLU master’s student interned in the logistics department there, where he was responsible for two projects relating closely to his major area of study in addition to being involved in the department’s daily routine. His first project was to create packing instructions in SAP as a means of improving the work processes with the logistics service provider. The next project was to optimize shipments to one of Deutz’s customers in Algeria. The goal was to calculate the optimal number of four-cylinder and six-cylinder engines that can be packed in a 40-foot standard container. Until then, they were packed in wooden boxes, but in the future Deutz will be using cardboard boxes that are optimized for standard containers for the engines.

On September 13, 2013, the second class of KLU’s Global Logistics students celebrated the completion of their master’s studies. At the same time, KLU bade farewell to its first 13 M.Sc in Management students. The founder of KLU, Klaus-Michael Kühne, and KLU’s new president Thomas Strothotte presented the 35 graduates their Master of Science diplomas. Congratulations!
**EXECUTIVE MBA IN LEADERSHIP & LOGISTICS**

The KLU's Executive MBA in Leadership and Logistics program is an exciting educational experience that prepares high-potential professionals and managers to become global leaders in supply chain operations and management. The participants learn how to lead and manage global businesses and complex operations, and to develop effective corporate and supply strategies in inter-cultural working environments. All classes are highly interactive and apply student-centered learning approaches. The 18-month part-time program allows participants to continue working in their organizations while preparing themselves for greater responsibilities. The program contains weekend on-site classes, distance learning, two international study trips – one to the US and one to China – and a master's thesis embedded in a realistic business scenario as a capstone project. The first cohort of students started classes in September 2012. Dr. Rod Franklin, Adjunct Professor of Logistics and Academic Director for Executive Education, is very satisfied with his class: “So far the students are doing an excellent job, working and studying at the same time. The group is very diverse, which is very productive for the learning processes within the class. Apart from what the professor teaches, the students learn from each other.”

The Executive MBA program is also the basis for further corporate executive education programs that the university launched in 2012, in Jakarta, Indonesia in the maritime logistics industry, for example.

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The first cohort of students, including students from Hamburg and Jakarta, has taken two international study trips, traveling to the Fisher College of Business in Ohio and the Tongji University in Shanghai to complete two of their modules abroad. The schedule abroad included company visits, guest lecturers by practitioners, and social events. As part of the program, students saw impressive sights in Shanghai, such as the Shanghai World Financial Center, People's Park, and the Urban Planning Museum, and visited companies such as Almefier Automotive Systems and COSCO Container Lines.

In September 2013, the KLU welcomed its second cohort of Executive MBA students to the program.

Andreas, Mariana and Tobias – students of the EMBA program
The KLU Teaching and Learning Center (TLC) aims to promote the value of teaching that facilitates student learning and growth. The TLC supports and provides resources designed to promote teaching methods that create value for students and faculty alike. Through this, the students become part of the learning experience and not merely the targets of knowledge.

The TLC also provides faculty members the opportunity to reflect on their work and to share and learn from the experience and expertise of their colleagues. Guided by Wilhelm von Humboldt’s educational ideals, the TLC is a collective effort to create a learning environment that promotes shared learning experiences for the mutual benefit of students and professors alike.

In order to achieve these goals, KLU supports the participation of individual professors in training measures such as the International Teachers Program at the HEC in Paris, seminars offered by the Harvard Business School, and the Summer Academy on Academic Teaching offered by the Alfred Toepfer Stiftung. In-house training courses by experts in the field of university teaching round off the support provided by the TLC. The learning process at the faculty level is enhanced through a unique program of informal class visits in which faculty members identify ideas that promote learning in their colleagues’ classes. The lessons learned are discussed in an annual workshop.

This co-operative process will continue to grow and eventually become an integral part of KLU’s educational architecture, ensuring that knowledge already acquired is not only preserved but also serves as a basis for further learning.
In 2013, the KLU executive education program portfolio comprised several different seminar formats, from the established International Summer School and Autumn School to one-day conferences, customized programs for companies, and an Executive MBA for logistics professionals.

The annual International Summer School in Logistics and Supply Chain Management in cooperation with the Fisher College of Business at The Ohio State University was held from 22 July to 2 August, 2013. The KLU program welcomed participants from countries like Saudi Arabia, Japan, Luxembourg, Ireland, and Croatia to Hamburg for this exciting two-week program. In addition to executive lectures given by practitioners from renowned companies, lectures and workshops from international experts such as Prof. Doug Lambert from The Ohio State University and KLU Prof. Rod Franklin, the seminar offered unique company visits and an exciting supporting program. The participants visited the Airbus facilities, NKG Kala Neumann Coffee Group and other companies as part of the curriculum.

This year’s International Autumn School on Transport Management, organized in cooperation with the WU Vienna University of Economics and Business, also offered a well-balanced combination of lectures, company visits and extracurricular activities. Participants from Italy, Switzerland, Costa Rica, Belgium, and Germany attended lectures on transport management and workshops to improve their managerial skills. As part of the one-week program, they also visited the Container Terminal Port of Hamburg and took a barge tour around the harbor. Both the International Summer School and the International Autumn School gave participants the opportunity to network with professionals from all over the world and expand their knowledge in their fields of expertise.

The KLU students in the Executive MBA in Leadership and Logistics program that was launched in September 2012 have successfully completed their classes on campus and are now midway through their master’s thesis projects. Their thesis deadline is the end of March 2014, after which the students will have earned the degree of Executive Master of Business Administration. A new cohort of EMBA students has already taken up its studies at KLU and will soon go on its first study trip to The Ohio State University in February 2014.

In addition to these multi-day seminars and study programs, KLU Executive Education offers short-term programs and personalized seminars. Customized programs for international companies are conducted on the KLU campus and abroad.

In October 2013, KLU conducted a two-week corporate seminar on Railroad Logistics and Transport Management for a major Central Asian railroad corporation. The program consisted of lectures by railroad industry professionals and academics in this area, as well as excursions to nearby railroad facilities and companies in the logistics and transport sector. Two interpreters simultaneously translated the seminar from English or German to Russian and back. This allowed the participants to follow the seminar without language barriers and made a vital exchange of ideas possible.

At the end of October 2013, the students of the Corporate Executive MBA program in Indonesia visited KLU for a Hamburg residency before starting to work on their master’s thesis projects. The group spent one week in Hamburg taking classes and participating in excursions and social events. After having been to the United States and China, this was the third study trip within their MBA studies.

During a conference organized by KLU Executive Education in cooperation with the Bucerius Law School and Hamburg Zollakademie (HZA) on April 18, logistics managers from internationally operating companies and lawyers discussed the topic of Compliance in International Trade. The participants and speakers turned the conference into a dynamic event by contributing to interesting discussions and explaining effective tools and strategies for establishing and sustaining compliance organizations in global companies.

In 2014, additional seminars will further broaden the current KLU Executive Education program portfolio. In addition to the recurring executive education programs, KLU Executive Education will initiate a seminar on negotiation skills with Dr. Mark Young and a seminar on port logistics management in cooperation with the St. Petersburg State University of Service and Economics.
STUDENT AFFAIRS AND RESOURCES

STUDENT SERVICES
The Student Services Office assists students with all tasks related to registration, financial support, student accounts, and academic records. Student Services gives new students a comprehensive orientation by providing the information they require and counseling and assisting them in everyday issues.

WELCOME SESSION FOR FIRST YEAR STUDENTS
On September 2, 2013 the Student Services Team welcomed 91 BS and MS students and exchange students from 25 countries to campus.

A one-week orientation session helped first-year bachelor’s and master’s students find their way around campus and become familiar with their new environment.

The Student Services team introduced its services; Program Management presented the curricula of the BS program in management and the MS programs in management and global logistics. “Speed dating” sessions helped new arrivals get to know their fellow students and their professors and Library Services, the International Office and Career Services introduced their areas of expertise and support.

The get-together on Wednesday evening was a good opportunity for first-year students to chat informally with their fellow students and professors over cocktails. One of the highlights of the orientation session was the team building day in the new KLU building on Thursday. Management and Global Logistics students were divided into 8 groups, mixed, and then the new arrivals either had to find solutions to transferring “toxic” waste from a small bucket into a large bucket using only the equipment provided and within a given time frame, or had to find a path through a KLU maze. Many students ended up facing their fears, but group solutions were always found and the students bonded easily. The games illustrated how teams can master new and unknown challenges. They were very helpful for learning how to work together and communicate in groups.

During the orientation session, the student volunteer groups for the academic year 2013/2014 were set up. Members of the event group organized a “culture crawl” to give their fellow students the opportunity to explore Hamburg. Together with Student Services, the event group organizes extracurricular activities for all interested students, including a regular get-together for watching sporting events, a student Christmas party and a welcome back party for the classes of 2014 when they return from their semester abroad.
GRADUATION CEREMONY  
(Teaching and Master Thesis Award)

The orientation session for first-year students culminated in the graduation ceremony of the Master of Science classes of 2013 in Global Logistics and Management on September 13. First-year students attended the ceremony to gain an impression of what their own graduation would be like.

The graduation addresses were given by Dr. Klaus-Michael Kühne, president of the Kühne Foundation Board of Trustees, and Dr. Thomas Strothotte, the president of Kühne Logistics University. They opened the ceremony by welcoming company representatives and guests from all over the world.

“You will have to face and respond to change far quicker than I had to when I was your age,” said Dr. Kühne during the graduation address. “Your cross-cultural experience enables you to work in a global market, but it also forces you to compete with it. Even though you may not start off in the position or at the company you have always dreamed of – I strongly advise you to keep going and work hard for the goals you have set yourselves.”

Dr. Strothotte reminded the students that they are about to leave the protective environment of the university and that “their professional lives really begin today!” He added: “I do hope, however, that learning will become one of your greatest hobbies. I hope that you will continue to strive for knowledge, to aim high, and to discover and set new landmarks. In this regard, I hope you will always remain a ‘student’.”

The class representatives, Katharina Titz from Management and Simon Spinner from Global Logistics, gave the traditional closing speech.
With prosecco, snacks and a student photo presentation, students and their families celebrated the successful completion of studies together with external guests, KLU faculty and staff members.

Graduate Susan Reh receives the Master Thesis Award

Prof. Sandra Transchel wins the Teaching Award
CAREER SERVICES AND CORPORATE NETWORK

The Career Development Office (CDO) supports KLU students in their job and internship search via the Career & Professional Development Program (CPDP), which is a mandatory preparatory part of the KLU Internship Program. The workshop modules included are: Personality Assessment, Skills & Interests Assessment, Options Identification, Options Assessment, Employer Research, Application Tactics, CV and Cover Letter Training, Interview Training, and Networking, as well as a portfolio of additional training courses, such as Business Etiquette or Career Fair Preparation. The program is meant to help students find answers to vital questions in order to be positioned to actively pursue and manage their career goals.

During the Internship Program, students are challenged to put their theoretical knowledge to the test, further deepen their know-how, and explore occupations of interest to them. In 2013, KLU students participated in internships with the following organizations: Airbus Operations GmbH, Bayer, Beiersdorf AG, Daimler AG, DB Schenker, Deutsche Telekom AG, EDEKA AG, Lufthansa Cargo AG, Robert Bosch GmbH, Unilever Deutschland Holding GmbH, United Nations Office for Project Services (UNOPS), and United Nations World Food Program (UNWFP). Students are required to evaluate their internship experiences in an internship report. Sections of this otherwise confidential report are extracted to build a reference database so the next KLU student cohorts can identify interesting internship options. It also reflects the practical use of the theoretical knowledge gained in class in order to constantly improve the programs’ content. The internship supervisors have also been invited to participate in a survey to monitor student performance and open the doors to long-term cooperation for internships and other employment opportunities. 70% of them participated in the survey and reviewed the students’ performance favorably.

Relevance is the core of the KLU vision. The corporate network is a key ingredient of its success – not only with regard to future employers, but also for partners for studying and research. KLU invites speakers from the corporate world to offer networking opportunities and to introduce KLU students as potential interns and employees to business and industry during company presentations and workshops by Airbus S.A.S., Beiersdorf AG, and BMW AG. KLU students also enjoy a glimpse of “real life” during these excursions.

One of this year’s important projects of the Career Development office (CDO) was the publication of the MS graduates’ CV Book, which was distributed to a wide range of company contacts – either as a physical book or a virtual one – for detailed screening. The effect was absolutely positive, as shown by a high number of logins to the website by relevant company representatives and by the feedback of students who received invitations to job interviews.
Welcome Week for First-Year Students
The beginning of the semester was the start for 99 bachelor’s, master’s and exchange students!

Welcome Week was all about establishing relationships with fellow classmates, connecting with the faculty and staff, and becoming acclimatized to life at KLU.

During this week, the Career Development Office set the tone with a fun, educational team building event. The final day was crowned by a group exercise including all the students, resulting in a great group picture in the shape of “KLUI”

WE ARE ALL AMBASSADORS!
During the KLU Welcome Week, the Career Development Office also conducted a workshop with the aim of agreeing on and starting to implement the first “KLUI Code of Conduct” by all members of Kühne Logistics University. Mostly students, but also PhD candidates, alumni, management staff, and faculty representatives joined together to build our unique community.

A set of shared values, the Code of Conduct’s goal is to promote mutual respect, fairness, tolerance, and integration, especially in view of the high number of foreign students at KLU. It is intended as a living document that the entire KLU community has the chance to shape and implement. The workshop participants were split into four task forces and asked to translate existing standards of good practice, such as treating each other with respect and supporting one another, into general guidelines for daily campus interaction.

The Communication and Classroom & Teamwork Culture task forces compiled a set of guidelines for improving the interaction on campus. Advice like being respectful, polite, and on time may seem redundant, but precisely because such standards of good behavior seem so obvious, they are often readily overlooked. Clarifying a set of ground rules can help make communication more effective and teamwork a more pleasant experience for everyone.

A third task force, called Welcome to Germany!, performed role-plays to sensitize the community to the German way of life. The foreign students found answers to questions about everyday interaction in German restaurants and shops and on public transportation, and the Germans got an idea of how their country is viewed abroad. Finally, the Being an Ambassador group developed a model for how the members of the KLU community could act as ambassadors. We are ambassadors of the KLU, but also of our respective cultures, families, nations, etc. This entails certain responsibilities for all of us.
STUDENT AFFAIRS AND RESOURCES

INTERNATIONAL OFFICE

Part of the KLU’s internationality is the student exchange program: a mandatory semester abroad is integrated into the curricula of both the graduate and undergraduate program is the mandatory semester abroad. The International Office intensively supports the KLU students before, during, and after their semester abroad experience. KLU offers information sessions and one-on-one counseling when it comes to the question of which partner fits best. The office assesses the needs and expectations of each student and stays in close contact to the host university during the semester abroad so its academic credentials can be recognized without any problems. The students can choose from almost 30 partner universities on four continents, including such renowned institutions as IPADE in Mexico or Koç University in Turkey. Although the first cohort of KLU bachelor students will not be abroad before January 2015, the International Office has already enlarged the partner university network to undergraduate student exchange cooperation and will welcome the first bachelor-level exchange students to the KLU in January 2014.

2013 was the first year in which KLU took part in the European Union’s ERASMUS flagship program. Now we can base most of our European partnership agreements on the ERASMUS program, and the students who choose an ERASMUS partner can expect to receive a small grant to cover some of their travel and subsistence costs during the study abroad period.

To improve its services, the International Office connects itself with colleagues from near and far: from a Hamburg ERASMUS coordinators meeting that was organized by the International Office in August to participation in the EAIE Annual Conference in Istanbul in September, which is the largest conference focusing on international higher education in Europe. And the first ERASMUS Staff Exchange event took place at KLU: a representative from our Greek partner, the University of Macedonia, visited KLU for one week to learn from the KLU’s good practice examples in administration. Staff exchanges and, of course, visits on campus deepen partnerships and facilitate everyday cooperation. The KLU International Office, supported by the managing director, took the opportunity to visit all the Greek partners and the partners from Belgium and Spain in 2013. Throughout the year, delegations of partners, from Denmark and Finland for example, came to KLU to meet the staff, professors and students.

In 2014, the International Office plans to further enlarge and qualify the KLU’s partner network, to evaluate the opportunity to exchange staff under the ERASMUS program, and to increase the number of incoming students by extending the services and programs that KLU offers.

Maria Lucia Tejeiro exploring Shanghai by bike

EMBA student group on its visit in Shanghai
With the move to the new KLU campus, the KLU library also moved to its new, much larger premises. The library now encompasses an information and circulation desk, an open shelves area, a reading lounge (with journals, magazines, and newspaper), research computers with Internet access, copiers and printers, a course materials section and, of course, reading areas and individual work stations (36 in total). Happy to have more room to use the available print collections, study in the quiet zone area or simply relax in the lounge sofas, the users have embraced the new facilities. Library services usage – loans, search support, inter-library loans, and copyright clearance – has increased by almost 80% against last year.

The library’s print collection of journals and books (3,300 to date) is supplemented by more than 15,000 eJournals and 8,000 eBooks. New databases include Hoppenstedt and Who Supplies Whom, bringing the number of licensed databases available for students and researchers to 19. The library participates in several library consortia to assure optimal access to the relevant data and information resources.

With the start of the first KLU bachelor’s program, the library has expanded its Information Literacy program to also encompass this group. The program support students at all levels throughout their stay at KLU, offering research and reference management training, thesis support, and visits to other relevant libraries. The program’s learning objectives: students should acquire advanced search skills, be able to define research strategies, determine suitable sources of information and evaluate the quality of found information. PhD students are also supported in their publishing efforts. For this purpose, the library is setting up workshops on academic writing in cooperation with other Hamburg economics libraries.

The library provides online access to a great number of information resources. It has introduced single-sign-on login and efforts to set up an interactive student portal. And all KLU faculty publications were recently indexed to be made available online.
ALUMNI RELATIONS
As of October 2013, KLU counted 300 alumni: all the students of the KLU’s previous organizations (HSL and Kühne School), short-term program participants, and the first two cohorts of the KLU Master of Science programs. Approximately 140 of them are members of KLU Alumni Association e.V., a group of individuals who actively support the network. Some advantages of our alumni network include: internships, giving individual career, helping with student projects, and master’s thesis projects.

In turn, the KLU Alumni Relations Office actively supports these alumni by assisting in the organization of events, providing individual coaching for career questions, and managing social media platforms as networking or job-posting hubs, for example.

The biggest event was the annual reunion, including the association’s general assembly of 2013. It took place at the end of September and more than 40 alumni visited the new KLU campus. The association’s board and the Alumni Relations Office had prepared two educational events (Decision Making Tools and Negotiation Skills) and a city tour. A new Alumni Association board with representatives from different classes and years of graduation was elected. Before leaving for an informal get-together at “Strand Pauli”, the reunion was rounded off by a visit from KLU’s new president, Dr. Thomas Strothotte, and a tour of the new campus.

With our steadily growing network, the Career Development and Alumni Relations office was able to initiate a “matchmaking” service in which alumni and current interns located in the same region or even the same company could get in contact with each other to live the network and enable face-to-face mentoring.

There is no doubt that the graduates of 2013 and their positions in companies such as Tchibo GmbH, BMW, DHL and consulting companies are a big asset to the KLU alumni network.
GRAND OPENING OF THE NEW KLU CAMPUS

With the First Mayor of Hamburg, Olaf Scholz, and high-ranking politicians and business people in attendance, sponsor Dr. Klaus-Michael Kühne officially opened the new KLU campus on September 13, 2013. In a ceremony held in KLU’s new avant-garde, Golden Egg auditorium, Dr. Kühne, president of the Kühne Foundation board of trustees, symbolically handed over a hand-forged golden key to KLU’s new president, Dr. Thomas Strothotte. The Kühne Foundation is providing a generous grant to ensure the operation of the university in the years ahead.

In his speech, Dr. Kühne outlined KLU’s outstanding development into an institution of worldwide significance for students, professors, and the entire logistics industry. KLU is the flagship project of the Kühne Foundation, which is dedicated to promoting higher education, further training, research, and teaching in logistics and transport.

“In view of how well the university has developed, the Kühne Foundation has decided to extend its commitment to supporting academia in logistics and award the Kühne Logistics University with another grant of over 40 million,” said Kühne. He also expressed his delight with the new building: “A first-class university deserves to have a first-class location. What better place is there to study logistics than here in the heart of the new HafenCity in the port of Hamburg?”

The First Mayor of Hamburg, Olaf Scholz, was also impressed with the university’s new campus and its architectural highlight, the golden audimax: “Students studying at Kühne Logistics University will go on to hold high positions in our most important industries of tomorrow. And our thanks go to Dr. Kühne for making such a great contribution to consolidating Hamburg’s position as a center of logistics and academia.”

President Strothotte addressed the guests in his new position, underlining that the new campus and the Kühne Foundation’s generous donation were both a motivation and an obligation to continue the successful development of KLU in higher education and research.

After the opening ceremony, KLU’s president and its patron officially bade farewell to the first Master of Science in Management graduates and the second Master of Science in Global Logistics graduates.
After moving to its new building in the HafenCity, KLU was proud to host the opening of the Harbour Front Literature Festival on its new premises in September 2013. The festival was opened by an official ceremony in KLU’s newly inaugurated Golden Egg auditorium on September 12 and featured many readings and events during the festival days. As the biggest literature festival in northern Germany, the Harbour Front Festival attracted both visitors and the press, making Hamburg’s harbor and HafenCity the focus of public attention.

KLU also hosted this year’s Extreme Weather Congress. During the week-long congress, workshops, speeches, and theater plays were held on the new KLU campus. The topics of the Kühe Foundation Logistics Day, which was also held during the same week at KLU, were oriented to the congress and addressed the impact of weather-related risks on logistics performance. KLU welcomed guests from academia and industry to the one-day conference on logistics and weather-related topics.

**CASE COMPETITION ON HUMANITARIAN LOGISTICS**
Kühne Logistics University held its third case competition for bachelor’s students this year. Sixteen contestants from Germany, other European countries, and South America spent one day poring over a humanitarian logistics case study, with the aim of presenting a good result to the jury. The jury consisted of Dr. Maria Besiou and Dr. Michele Acciaro, both professors of logistics at KLU, and logistics expert Alexander Blecken of the United Nations Office for Project Services (UNOPS).

Participants in the case competition were asked to work out a strategically sound solution to a realistic problem in the area of disaster relief logistics, working in teams of two.

The contestants came from as far afield as Denmark, Mexico and Ecuador to participate in the competition. All of them were ambitious students who were eager to take on these kinds of challenges, and all of them saw the competition as an opportunity to learn something and test their abilities against others. “I was particularly impressed that six contestants made the 10,000 km trip from Quito, Ecuador just to participate. All the participants were extremely committed, and the jury was very impressed with the results they presented,” said Dr. Besiou.

Alexander Blecken explained the strong interest in the competition: “Humanitarian logistics is a sector full of emotion. Even if you are not into supply chain management, natural disasters will touch you without a doubt. The United Nations has a critical responsibility in responding to humanitarian crises and today, participants were able to get hands-on insight into the key role which logistics and procurement play for humanitarian organizations.”
FRESH CONNECTION COMPETITION

KLU was the venue for the “Fresh Connection” global value chain challenge on April 18, this year’s Logistics Day. Twenty-four students, two KLU teams, and five teams from different universities participated in the event, which Professor Sandra Transchel directed. “The Fresh Connection” is an online simulation game. The challenge: the virtual producer of fruit juices “The Fresh Connection” is delivering to retail and out-of-home channels. The company is suffering severe losses. The different teams had the assignment of making the company profitable again by realizing the highest possible return on investment. They did this by making strategic and tactical decisions and optimizing the entire value chain. The teams were ambitious and determined to achieve good results. It was a fair contest in which students from different universities had the opportunity to measure themselves against others.

NIGHT OF SCIENCE

On Saturday November 2, 2013 from 05:00 p.m. – midnight, KLU presented itself at the 5th Night of Science in Hamburg. Over 50 universities, research institutes, and other scientific institutions opened the doors that are usually kept shut to the general public. Right after sunset, the event started with a steady flow of night owls young and old. Thanks to the great support of KLU students and staff, we managed to engage our visitors in many fun activities, for example, a forklift contest for kids, the award-winning Prom Dress game and the logistics version of “Who wants to be a millionaire.” In addition, our PhD students presented their posters of their research and professors Kai Hoberg and Niels Van Quaquebeke gave multiple presentations on logistics and leadership. The Night of Science was all about logistics and supply chain management. Overall, the feedback from many visitors was great. In total, more than 600 participants visited KLU that evening, and even the last event that started at 11:00 p.m. attracted more than 30 participants. The night for curious, inquiring minds at KLU was a full success.
MEET THE PROS
One year after KLU introduced the “Meet the Pros” program, our students can look back at a number of interesting guest lectures, exciting excursions, and enriching workshops. Various company representatives from Boston Consulting, Accenture, Vattenfall, Jungheinrich and Doctors without Borders, for example, visited KLU to provide some insight into current projects or their daily work, and share personal experiences with our students. KLU students also had the chance to visit the impressive Gebr. Heinemann warehouse in Hamburg-Allermöhe and participate in an exclusive tour of HHLA Container Terminal Altenwerder. One of the highlights of the year was probably the overnight trip to Leipzig, initiated by three students of MSGL 2014 and supported by KLU’s program management. This trip not only included a factory tour of the BMW plant in Leipzig, but also a visit to the DHL Air Hub, one of the state-of-the-art airfreight hubs in Europe. Natalia Alaeva, MSGL 2014 from Russia, was impressed: “An amazing experience! We finally saw something that we had discussed in class and read about in books in reality, at the very heart of the biggest postal service in the world – DHL.”

In the past year, “Meet the Pros” has developed into a valuable program, helping our students to gain practical insight into various industries and companies. The agenda for 2014 is already in progress and for the first time, KLU students are actively involved in putting together the program. The program volunteer group is currently collecting ideas for potential companies to visit or invite to KLU, and will contribute to next semester’s “Meet the Pros” events.

CLU RUNS FOR A GOOD CAUSE
Every year, the HSH Nordbank Run takes place in HafenCity and a KLU team participated for the third time this year. Two professors, seven staff members, and 11 students joined the KLU team and enjoyed the four-kilometer run through HafenCity. A special motivation: the start/finish line was located directly next to our new building on Großer Grasbrook. So everyone got a glimpse of the new KLU campus. Everyone was highly motivated by team members and several fans along the way, so the whole KLU team reached the finish line together. They even had the energy to celebrate afterwards. The idea of the annual HSH Nordbank Run is not to be the fastest. It is about being a team with your colleagues and friends and supporting a good cause at the same time: this year, all donations were collected for the foundation “Kinder helfen Kindern”.

EVENTS
How did you approach the question: What do I want to do after graduation? Was there a moment when you knew – this is the job I would like to work in?

I did my internship in a warehousing company and learned that this is an interesting field of logistics. When our class visited the main logistics center of Gebr. Heinemann, I realized that this is a company I would like to work in. The people, the location and the state-of-the-art technology there impressed me a lot. I did some additional research about the company and market, and asked friends and professors about the offer. My bachelor’s course was not in the field of logistics, so I thought that a trainee position would be a good next career step.

How did you find out in what area/field you would like to work in?

When I started my Master in Global Logistics I was open to most areas of logistics. However, during my internship I found out that the warehousing business is more challenging than one would expect and plays a crucial role in supply chains ("No delivery, no sales"). In addition, the interconnection of technology and people makes warehouses never-ending optimization opportunities. Every day when I enter the warehouse (my new place of work) I feel that I made the right decision (even at 4 o’clock in the morning).

Which part of the master’s program helped you in your decision-making process?

The internship, company visits, and company presentations are important parts and make the master’s program very practical. These activities helped me a lot in my decision-making process and I often talk with my new colleagues about these experiences.

When did you start to apply for a job? When do you think is the right time?

You should start with the application when you have time for it. It makes no sense to send out a good application if it could have been much better with more time. Everyone needs to decide for themselves when they want to start with the application process. If you are a person who likes the security of a “signed contract,” you should start earlier than the others. Also, keep in mind that the application process might take some time and smaller companies only take on trainees once a year – don’t miss that deadline!

What are your recommendations to the other KLU students? Do you have any tips or hints?

Use the KLU career service (e.g. CV proof reading) and go to KLU company visits. The visits give you the unique opportunity to get insight into different companies and learn about the diverse day-to-day lives of logistics professionals. One of the visits might be the first step to finding your employer (as it was in my case).

What exactly is your job description?

My position is called Logistics Trainee and after 18 months I will have worked in most departments of the company (e.g. sales, procurement). For example, the first few months I worked in the warehouse and learned all about people and processes – in addition, I have minor projects to improve my project skills.
Alexandra, was there a key moment when you knew – this is the job I would like to work in?
For me it was clear that I wanted to stay in southern Germany. That’s the reason why I mainly searched for jobs in the field of logistics/supply chain management here in Munich. I used mainly online job boards like Stepstone or Monster, spread the word among friends, applied for trainee programs which start in the middle of October or later (www.trainee-gefluester.de) and also asked my former internship supervisors if they had jobs available. Due to the experience gained during my internships, I wanted to work in a multinational corporation – preferably in the automotive sector. That’s why I put special emphasis on the application for the BMW Group Graduate Program in the field of procurement and supplier management.

How did you find out in what area/field you would like to work in?
I wanted to work in the field of logistics because of its highly diverse, demanding, and permanently changing tasks involving the entire value chain. Since the area of logistics or supply chain management is quite broad, it was more important to me to work in a dynamic industry sector like the automotive industry. The experiences I had during my internships helped me make this decision.

Which part of the master’s program helped you in your decision-making process?
There are a lot of aspects that had an influence on my decision-making process, especially the good support of the career development team and the international surroundings. And the case studies offered at KLU were hands-on tools that helped me to understand how logistics works in practice. It was also helpful for the decision-making process to gain further practical experience during my internships. And ultimately, the lectures held by well-known professors enhanced my decision to work in the field of logistics or supply chain management.

When did you start to apply for a job? When do you think is the right time?
I applied for the trainee programs in the middle of April, since they often have of deadlines one-half year in advance. But I also applied for jobs when I was writing my master’s thesis. It mainly depends on when you want to start with your new challenge. I think good timing for applying for a job is to contact the company four months in advance.

What are your recommendations to the other KLU students? Do you have any tips or hints?
Spread the word as early as you can. Ask your friends and former internship supervisors if there is a job available. My advice for you is to practice an interview with a good friend and also to participate in the workshops of our career development team.

What exactly is your job description?
As part of the BMW Group Graduate Program, I started as a trainee for procurement and supplier management. The program is structured as follows: we have two 5-month projects in our major department and two 3-month projects abroad. We are also offered further special training such as mentoring or courses in the BMW Group Training Academy. Furthermore, we work one week in a production department as well as in a BMW subsidiary. After 18 months, we start our career in our major field. At the moment, I am working in the procurement department for leather and seat covers and redesigning the supply chain for those parts.
SIMON SPINNER, GRADUATE MSc IN GLOBAL LOGISTICS AND NOW WORKING AS A MANAGEMENT CONSULTANT FOR ACCENTURE

How did you approach the question: What do I want to do after graduation? Was there a moment when you knew – this is the job I would like to work in?
When I started my studies at KLU, I already had the goal of working in consulting. Having had this particular job in mind, I approached and planned my studies accordingly. For instance, I did my internship with a consultancy and got the necessary insight there.

How did you find out in what area/field you would like to work in?
Before I came to KLU in 2011, I had the chance to get familiar with project work during my time with a global 3PL provider. Friends of mine working in this field were also great sources of information.

Which part of the master’s program helped you in your decision-making process?
My internship with BrainNet Management Consultants gave me the opportunity to see hands-on how consultants work. However, there were also courses such as Dr. Franklin’s decision making course, which supported this process.

When did you start to apply for a job? When do you think is the right time?
I started applying for jobs in April 2013 and I don’t regret having been so early. However, it also depends on whether you want to start working directly after graduation. The hot recruiting season actually started after KLU Career Development launched their CV tool.

What are your recommendations to the other KLU students? Do you have any tips or hints?
The internship is a unique opportunity to figure out whether you can imagine yourself in the respective job environment.

What exactly is your job description?
I am starting as a management consultant in Accenture’s Operations area. This area includes pretty much all of the consulting services involved with value-creating processes within companies.
INTERVIEW WITH ROX-ANNE THEVES, JUNIOR CONSULTANT

How did you approach the question: What do I want to do after graduation? Was there a moment when you knew – this is the job I would like to work in?

During an internship and my bachelor’s thesis at a logistics consulting firm, I was able to gain initial insight into the project work for a client, which fostered my enthusiasm for consulting. I was involved in one project for six months and worked on the client’s site. There, I realized that consulting enables me to take on challenges that really matter, to change things and improve them for the better. I felt my passion for consulting and from that moment I was pretty sure this is the job I would like to work in.

How did you find out in what area/field you would like to work in?

Finding out in what area I would like to work in was a process that started with my bachelor’s. A combination of student jobs, internships, lectures, excursions, and company presentations helped me to figure out what area I like, and most importantly, what I do not like at all. Before I started my master’s, I had two student jobs and an internship in the area of transportation and distribution systems. I enjoyed working in this field very much. At KLU I chose the operations management class and discovered that process optimization in general is something I enjoy. Therefore, I decided to do the internship after the first year in a consultancy within the field of process optimization.

Which part of the master’s program helped you in your decision-making process?

The classes are a good basis for finding out what field you might be interested in. For me in particular, the combination of different classes showed me what logistics is all about. More important than the classes was the environment at KLU. I mean the people, the opportunity to exchange with other students in daily life, which gave me insight into areas I did not know about before, my master’s thesis supervisor and the other professors, who were always open for questions. Finally, all the opportunities to expand my professional network (company presentations, campus for supply chain management at WHU, excursions, etc.) were very helpful.

When did you start to apply for a job? When do you think is the right time?

I started to apply in the beginning of August after I submitted my master’s thesis. The right time to apply in my opinion depends on what a student is applying for. If you want to apply for a graduate/trainee program you have to start much earlier and inform yourself about deadlines/openings at the beginning of the year. I was looking for direct entry and recommend applying at least three months before you want to start working.

What are your recommendations to the other KLU students? Do you have any tips or hints?

It is really important to find out the area you want to work in. Use internships, excursions and other events to get a feeling for what your passion is about, talk to other students about their experiences, discuss options with professors, and broaden your professional network.

What exactly is your job description?

I am working as a junior consultant in a strategy and organization consultancy for integrated value chain management. They offer exciting and challenging supply chain management projects and I will work on different projects along the entire value chain for national and international customers. Their focus is on the chemicals, pharmaceuticals, and consumer goods industries.
THE KLU IN THE MEDIA

Dr. Christian Tröster had many media appearances with his study “Preferential Treatment and Group Members’ Self-Worth, Affect and Behaviour” this year. He was able to generate significant publicity and was featured several times in well-known magazines and newspapers. He made it into the Frankfurter Allgemeine Zeitung with the article “Wer einzelne Mitarbeiter bevorzugt, hat mehr Erfolg” (1/13/2013) and contributed an article to the Dresdner Neueste Nachrichten entitled “Einzelne Mitarbeiter bevorzugen?” (1/26/2013). They were followed by articles in the magazine managerSeminare “Ungleichbehandlung ist besser” (03/13), Personal Magazin “Bevorzugen kann lohnen” (05/13) and Logistik Heute “Bevorzugung Einzelner stärkt Teams” (05/13), to mention only a few.

The design of the “Golden Egg,” the new auditorium at the entrance to the new campus, was another media highlight. The newspapers Die Welt and Hamburger Abendblatt (5/15/2013) published full-page articles with illustrations of the golden auditorium.

Hamburger Abendblatt wrote several articles on KLU, highlighting different key aspects. One article was “Die besten Wege in die Logistik” which portrayed a KLU student (7/27/2013), another was on the KLU logistics scholarship (3/16/2013), and the case competition on humanitarian logistics (3/23/2013) and the development of the logistics app (4/6/2013) also received coverage.

KLU ON TV
Dr. Thomas Strothotte was a guest on a TV talk show, “Science in the HafenCity,” which was aired on Hamburg1. His fellow guests were the president of HafenCity University (HCU), Dr. Pelka, our neighbor’s director, Mrs. Renken-Olthoff from MSH, and Dr. Dieter Läpple, who holds the Chair for International City Development at HCU. KLU was also portrayed on the Hamburg1 news after the grand opening of the campus on September 13, 2013.

SOCIAL MEDIA
The KLU is exceptionally active in social media such as YouTube, Facebook, LinkedIn, and Xing. With more than 7,000 followers to date, the KLU Facebook-page has been listed as a best practice example for a social media marketing guide published by www.bildungsweb.net, the online portal for educational institutions. In addition to an article on Hochschulmarketing-Magazin.de, they sent their newsletter directly to over 1,000 university contacts in Germany, Austria, and Switzerland. It also went out to an online news media mailing list, plus various social media/online marketing blogs.
The Golden Auditorium in the Foyer of the KLU
THE ROAD AHEAD

In 2013, we laid the basis for our successful development in the years ahead.

We moved into a new, modern building that provides the space necessary for the more than 400 students and 25 faculty members we will be accommodating by 2018. In addition to the impressive view of the River Elbe and the adjacent Hamburg harbor, the architectonical highlight of our campus and our auditorium, the Golden Egg, will serve as a worthy venue for conferences, events and lectures.

With our new president, Dr. Thomas Strothotte, we were able to bring a renowned scientist and experienced university leader to KLU. His bilingual background perfectly matches the international approach KLU pursues in all its activities, and we are looking forward to the new wind he will initiate from his Canadian and his German experience in the educational and academic sectors.

Our new Bachelor of Science in Management is the final step in our academic portfolio: we now offer programs covering the entire spectrum of academic education. The fact that two of our best MS graduates are continuing their studies as PhD students at KLU shows that both the quality of our programs as well as their connectedness are convincing.
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