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Dear Friends, Partners, and Supporters of Kühne Logistics University,

2015 has seen a lot of hard work bear fruit.

First and foremost, in April 2015, KLU passed the most important German accreditation process with flying colors. Both our ambitious research profile and our excellent student services received the highest praise from the German Council of Science and Humanities, the national board responsible for ensuring the organizational and academic quality of universities across the country. This success is the well-deserved result of two years’ work, in which the Council put our faculty, facilities, finances, future plans and programs as well as our governance structure to a thorough test. Congratulations to everyone involved!

In August, Hamburg’s state authority promptly followed suit, granting us unlimited state approval. Together with our excellent ranking results, these seals of approval ensure that our students receive high quality degrees and our research partners obtain up-to-date research “Made in Germany”.

But we would not be KLU if we merely rested on these laurels. We appointed five new professors in 2015, covering a wide range of topics from IT logistics to managerial accounting. While the former will help find viable solutions to the challenges posed by the digitalization of supply chains, the latter will provide students with the necessary understanding of the financial implications of such decisions.

Speaking of students … in September this year, we welcomed our largest student intake so far: 159 freshmen took up their studies at KLU, increasing our overall student number to 250. It makes me particularly proud to know that several of our international exchange students decided to stay with us for their entire degree after having experienced the KLU spirit.

I invite you to do the same and experience this spirit first hand – not only by reading about us in this report or in our new campus journal, “The KLU Times”, but by reaching out and contacting us. Join our KLU community and see for yourself how scientific excellence and international experience can become the basis for your future success.

We look forward to seeing you around campus!

Sincerely,

Prof. Dr. Thomas Strøothotte
President & Managing Director
KÜHNE LOGISTICS UNIVERSITY

Kühne Logistics University – Wissenschaftliche Hochschule für Logistik und Unternehmensführung (KLU) is an independent, state-accredited, and top-ranked private university sponsored by the non-profit Kühne Foundation. With its English-language degree programs and by pooling cross-cultural professors and students with teaching and research competency in logistics, management, supply chain management, and leadership, KLU has become a distinctive place for research and teaching worldwide. 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, based on a management foundation.

KLU combines a logistics focus and a management faculty to provide the industry with highly educated young managers and up-to-date research on current trends and issues. To educate both current and future managers, KLU offers open enrollment and customized programs for experienced practitioners, in addition to its BSc and MSc degree programs. In the area of research, KLU professors work in partnership with companies such as Unilever, McKinsey & Company, and Procter & Gamble to answer their specific research questions. For the first time, KLU recently established a research group that received €1 million in funding from the German Research Association (Deutsche Forschungsgemeinschaft).

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.

THE YEARS AHEAD

When it comes to quality and size, KLU will continue to grow. The number of faculty members is expected to increase by three or four every year, enabling the private logistics and management university to specialize in new research areas such as IT & logistics. KLU will continue to offer high-quality teaching to an enlarged student body, which is expected to exceed 250 for the very first time in 2016 and encompass 400 students by 2018. Together with the International Maritime Law Institute (IMLI) in Malta, KLU will start a joint MSc International Maritime Law & Logistics (IMLog) program in 2016. One year later, KLU will launch a Tri-Continental MSc program in cooperation with the University of Tennessee (Knoxville/USA) and Tongji University (Shanghai/China). President Strothotte will continue to interconnect KLU with the logistics economy and academia around the globe in order to scout out and support the industry’s development and requirements in these areas.

FACULTY & RESEARCH

PREFACE

In its fifth academic year, KLU grew to 20 faculty members in logistics and management and is on its way to a well-recognized business university. In particular, professors of finance, accounting, and economics, business informatics and transportation joined KLU in the last academic year. In our complementing doctoral program, KLU professors currently supervise 18 doctoral candidates.

KLU’s faculty actively publishes its research results and was particularly successful at getting articles accepted by highly renowned international journals. As a result, KLU’s research performance is ranked 3rd among business faculties in Germany according to the Handelsblatt Ranking at the end of 2014. KLU’s research output is also widely disseminated via international conferences, the public media, and practitioner publications. Its faculty collaborates with a range of international organizations and companies, including research with Unilever, Procter & Gamble, Tchibo, Jungheinrich, and Zalando. Two faculty members were able to acquire funds within a research group by Deutsche Forschungsgemeinschaft (National Science Foundation) for the marketing of hedonic media products.

The activities of the individual professors are reported on the following pages.
Alan McKinnon is Professor and Head of Logistics in the Kühne Logistics University in Hamburg. He was Founder and Director of the Logistics Research Centre at Heriot-Watt University, Edinburgh until January 2012 and is now a professor emeritus of this university. He holds or has held visiting professorships in Malaysia, China, Sweden, South Africa and the UK. A graduate of the universities of Aberdeen, British Columbia and London, he has been researching and teaching in freight transport/logistics for over 35 years, has published extensively in journals and books and been an adviser to several governments, parliamentary committees, international organisations, including the OECD, European Union, the World Bank and United Nations, and trade bodies representing the logistics, food, chemicals and automotive sectors. He was chairman of the World Economic Forum’s Logistics and Supply Chain Council, a member of the European Commission’s High Level Group on Logistics, a lead author of the transport chapter in the latest Assessment Report of the Intergovernmental Panel on Climate Change and is currently chairman of the Transport Advisory Group of the EU Horizon 2020 research programme. He was recently appointed a Fellow of the European Logistics Association. Alan is also a Fellow of the Chartered Institute of Logistics and Transport and a recipient of its highest distinction, the Sir Robert Lawrence Award. He is a founding member of the Logistics Research Network set up in 1997 to promote academic research on logistics. He is on the editorial boards of six of the main logistics journals.

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

TEACHING
Courses on the environmental sustainability of logistics operations and the fundamentals of logistics and supply chain management

PUBLICATIONS


Michele Acciaro is an Associate 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 (now DNV-GL) 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. Prior to that, he worked as a junior consultant for PWC and as an intern for Ecosys.

Dr. Acciaro holds a BS and an MS in Statistics and Economics from the University of Rome “La Sapienza,” an MS 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, which was partially funded through a scholarship of the Regional Administration of Sardegna. Acciaro was awarded the Young Researcher Best Paper Prize at the International Association of Maritime Economists (IAME) Annual Conference in Cyprus in 2005. Since 2014, he has been a member of the IAME Council and an editor of the association’s newsletter. Jointly with a consortium of four other institutions of research and education, KLU will host the IAME annual conference in Hamburg in 2016.

Since the beginning of his academic career, Acciaro has been interested in transportation and in particular, the shipping and port industries. Since 2001, he 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. Acciaro is a reviewer for several academic journals and is the associate editor for Maritime Policy and Management, a journal that has been publishing academic research on maritime transport, ports and logistics since 1976. In January 2016 he will join the Editorial Board of Maritime Economics and Logistics.

Since 2013, Acciaro and Prof. Alan McKinnon have been cooperating with the Clean Cargo Working Group (CCWG), a liner shipping industry initiative aiming at reducing the environmental impact of shipping, to analyze ocean carriers’ emissions data. KLU has been selected as the working group’s exclusive academic partner.

Together with other KLU staff, Acciaro has been involved in the establishment of the KLU Equality and Diversity Office (EDO), which aims to strengthen the KLU community.

RESEARCH INTERESTS
Green shipping, container logistics, port management, liner shipping economics, the 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, project management

PUBLICATIONS
DEPARTMENT OF LOGISTICS


Vaneslander, Thierry, Christa Sys, Jasmine S.L. Lam, Clau-dio Ferrari, Athena Roumboutsos, Michele Acciaro, Rosario Macario, and Cenevive Giuliano (2005), "Typology and case review for port-related innovations", (University of Antwerp: Antwerp)

CONFERENCES AND OTHER PRESENTATIONS (SELECTION)


Claudio, Ferrari, Michele Acciaro, Andrea Bardi, Mario Ines Cusano, Alessio Tei, "contestable port hinterlands: an empirical study", Conference Proceedings, WCTRS Special Interest Group 2 Conference, Antwerp, May 11 – 12, 2015


Acciaro, Michele, "Innovation in the maritime sector: aligning strategy with outcomes", BNPPF Innovation event, Antwerp, April 23, 2015

Dr. Maria Besiou is Associate Professor of Humanitarian Logistics at KLU. Besiou holds a PhD and a Diploma in Mechanical Engineering from 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. From there, Besiou joined KLU in January 2012. Since 2012 she is a visiting scholar at INSEAD. From May to July 2014 she visited the INSEAD in Fontainebleau, France, while from October to December 2014, she visited the Kelley School of Business in Indiana University, Bloomington.

Besiou has also guest lectured on sustainable supply chain management at the Rotterdam School of Management and humanitarian logistics at the WU Vienna

AWARDS

Best paper award of the POMS 26th Annual Conference for the Humanitarian Operations and Crisis Management track, 2015

ACADEMIC ARTICLES

Hunter, Mark Lee, Luk Van Wassenhove, and Maria Besiou (In press), "How Stakeholder-Controlled Media Drive Crises", MIT Sloan Management Review

Besiou, Maria and Luk Van Wassenhove, (In press), "Closed-Loop Supply Chains for Photovoltaic Panels: A Case-Based Approach", Journal of Industrial Ecology


WORKING PAPERS

Turrini, Laura, Maria Besiou, and Jorn Meissner, "Understanding fundraising for operational expenditures in international humanitarian aid"

Meyer, Louisa, Mojtaba Salem, Maria Besiou, and Niels Van Quaquebeke, "Leading diverse groups in the Humanitarian Field Offices: The Inter-group Leadership Approach"

Salem, Mojtaba, Louisa Meyer, Niels Van Quaquebeke, and Maria Besiou, "Boundary-Spanning Model of Leadership Effec-tiveness in Humanitarian Organizations"

Besiou, Maria and Alfonso Pedraza-Martinez, "Volunteer Management in Charity Stonehouses"
Dr. Hanno Friedrich is Assistant Professor of Freight Transportation – Modelling and Policy. He studied Industrial Engineering at Karlsruhe Institute for Technology (KIT). After having finished his diploma in 2004, he worked for six years at McKinsey & Company, a strategic management consulting firm. Within this time, he did his Doctorate at the KIT under the supervision of Prof. Dr. Werner Rothengatter. After working for one year as a Postdoc at the KIT he received a call for a Junior Professorship in the area of commercial transport at the TU Darmstadt in 2011. Since September 2015 he is Assistant Professor at Kühne Logistics University (KLÜ) in Hamburg.

RESEARCH INTERESTS
Freight Transport Demand Modelling, Transport Economics, Risk Management in Transport and Logistics, Food logistics

PRESENTATIONS (SELECTION)

ACADEMIC ARTICLES AND BOOK CHAPTERS (SELECTION)
Ottemöller Ole and Friedrich Hanno (in press), “Opportunities for a Sustainable Logistics in the Master of Science in Global Logistics Transportation and Distribution in the Master of Science in the Bachelor in Management Fundamentals in Logistics and Supply Chain Management in Global Logistics Sustainable Logistics in the Master of Science in Global Logistics

TEACHING
Fundamentals in Logistics and Supply Chain Management in the Bachelor in Management Transportation and Distribution in the Master of Science in Global Logistics


COMMITTEES AND CONFERENCES (SELECTION)
Co-chair of the 2nd Interdisciplinary Conference on Production, Logistics and Traffic (ICPLT), July 21 – 22, 2015, Dortmund, Germany

CURRENT RESEARCH PROJECTS
SEAK: decision support for food supply shortfalls - quantitative modelling of the food supply in Germany, funding: BMBF, partner: TU Darmstadt, KIT, 4flow AG, http://www.seak-projekt.de

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TEACHING
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DEPARTMENT OF LOGISTICS

Finalist for the Science Award for Supply Chain Management of the German Logistics Association (BVL)

ScienceDirect Top 100 downloaded articles by Germany-based authors in Social Sciences and Economics

Handelsblatt BWL Ranking – Top 250 Academic Researchers

Handelsblatt BWL Ranking – Top 100 Academic Researchers (last 5 years)

PUBLICATIONS


CONFERENCES

Herr, Oliver and Asvin Goel (in press), "Minimising total tardiness for a single machine scheduling problem with family setups and resource constraints", European Journal of Operational Research


Vidal, Thiibaut and Asvin Goel, "Combined vehicle routing and crew scheduling with hours of service regulations", 4th Meeting of the EURO Working Group on Vehicle Routing and Logistics Optimization, Vienna, Austria, June 8–10, 2015

DEPARTMENT OF LOGISTICS

Goel, Asvin and Stefan Iriouch, "Vehicle Routing and Scheduling with Hours of Service Regulations", Karlsruhe Institute of Technology, Karlsruhe, November 26, 2015


Goel, Asvin and Thiibaut Vidal, "Hours of service regulations in road freight transport: an optimization-based international assessment", INFORMS Annual Meeting, San Francisco, United States, November 9–12, 2014

TUTORIALS


RESEARCH VISITS

Departamento de Informática, Pontificia Universidade Catolica do Rio de Janeiro, Rio de Janeiro, Brazil, February, 2015

PROF. DR. KAI HOBERG
ASSOCIATE PROFESSOR OF SUPPLY CHAIN AND OPERATIONS STRATEGY

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. Hoberg received his PhD in 2006 from Munster University under the supervision of Prof. Ulrich W. Thonemann. Throughout his academic career, he has been a visiting scholar at different universities, for example, the S.C. Johnson Graduate School of Management at Cornell University, Israel Institute of Technology, and NUS Business School at National University of Singapore. Hoberg received his Diploma in Industrial Engineering from Paderborn University, Germany and Monash University, Melbourne. Before returning to academia, he 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.

RESEARCH INTERESTS

The role of technology in transforming supply chains
Empirical research in supply chain management using primary and secondary data
Link between supply chain management and finance
Strategic topics in supply chain management for industry applications

TEACHING

Strategic Issues in Supply Chain Management in the Master of Science in Global Logistics and Supply Chain Management
Managing Inventories Across The Supply Chain – A Linkage of Two Research Perspectives (together with Sandra Trenschel) in the PhD Program
Controls and Measurements for Operational Excellence in the Executive Master of Business Administration

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ACADEMIC ARTICLES (SELECTION)


PRACTITIONER ARTICLES (SELECTION)


CURRENT RESEARCH PROJECTS (SELECTION)

Supply Chain Analytics (with Tchibo 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: Synchronomodality (with Procter & Gamble)
Dr. André Ludwig is Associate Professor of Computer Science in Logistics at the Kühne Logistics University since April 2015. Before joining the KLU, he was Assistant Professor of the endowed chair of Logistics Information Systems at the Information Systems Institute of the University of Leipzig since 2012. There he led the research initiative Logistics Service Engineering and Management which was funded as light house project by the German Federal Ministry of Education and Research (BMBF). André Ludwig has studied at the University of Leipzig, NTNU Trondheim, Curtin University of Technology Perth, and Swinburne University of Technology Melbourne and received a Doctorate and a Diploma degree in Management Information Systems from the University of Leipzig in 2008 and 2004, respectively. During his academic career André Ludwig worked in several research projects such as Adaptive Services Grid, LOGICAL (both funded by the EU), InterLogGrid and Logistics Service Engineering and Management (both funded by BMBF). He was a research visitor at SAP Research Australia (BMBF). He was a research visitor at SAP Research Australia (BMBF). He was a research visitor at SAP Research Australia (BMBF). He was a research visitor at SAP Research Australia (BMBF). André Ludwig has studied at the University of Leipzig, NTNU Trondheim, Curtin University of Technology Perth, and Swinburne University of Technology Melbourne. He set up the Logistics Living Lab in 2013 and was involved in the development of the Future Logistics Living Lab in Sydney. He is a guest lecturer at the Wroclaw University of Economics and a regular speaker at the International Summer School: https://www.the-klu.org/summer-school/

RESEARCH INTERESTS
Logistics service engineering and management, Cross-enterprise application integration, Real-time monitoring of logistics processes, Cloud logistics

TEACHING
Management Information Systems (MSc), SAP Laboratory (MSc), Business Game (BSc)

AWARDS
Best Paper Award, 17th International Conference on Enterprise Information Systems (ICEIS2015), Barcelona.

PUBLICATIONS


PRESENTATIONS (SELECTION)
Ludwig, André, “Logistics providers integrating the networked industry 4.0”, International Conference Industry 4.0 in Practice, Tallinn, May 12 – 13, 2015

RESEARCH PROJECTS
Logistik Service Engineering & Management (LSEM) (funded by BMBF)
Empowering Young Explorers (EYE) (funded by EU FP7)

Dr. Jörn Meissner is a full Professor of Supply Chain Management & Pricing Strategy at KLU. Dr. Meissner holds a PhD 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 KLU in May 2011 from Lancaster University Management School, UK.

DEPARTMENT OF LOGISTICS

PROFESSOR OF SUPPLY CHAIN MANAGEMENT AND PRICING STRATEGY

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

AWARDS
Best paper award of the humanitarian operations and crisis management track, POMS Conference, May 2015

RESEARCH PAPERS

Dr. Meissner, Jörn, “Approximate dynamic programming for lateral transshipment problems in multi-location inventory systems”, MSOM Toronto, Toronto, July 2015

AWARDS
Best Paper Award, 17th International Conference on Enterprise Information Systems (ICEIS2015), Barcelona.

Ludwig, André, “Logistics providers integrating the networked industry 4.0”, International Conference Industry 4.0 in Practice, Tallinn, May 12 – 13, 2015


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Best paper award of the humanitarian operations and crisis management track, POMS Conference, May 2015

RESEARCH PAPERS
Dr. Çerağ Pinçe is Assistant Professor of Operations and Supply Chain Management at KLU. He received his PhD in Management from Erasmus University, Rotterdam, and his MS in Industrial Engineering from Bilkent University, Ankara. Before joining KLU, he worked as a postdoctoral research fellow at the Georgia Institute of Technology, Atlanta. Dr. Pinçe joined KLU in August 2011.

**RESEARCH INTERESTS**
Sustainable Operations, Closed-loop Supply Chains, Service-Centric Supply Chains and After-Sales Service Logistics, Operations/Marketing Interface, and Inventory Management

**TEACHING**
Operations Research and Applied Research Methods courses in the MSc programs; Logistics Operations course in the BS program; Closed-loop Supply Chains course in the PhD program; Critical Thinking and Decision Analysis courses in the EMBA program

**PUBLICATIONS**


Pinçe, Ç. "Retourenlogistik: Aufbereitete Ware für Garantieansprüche zurückhalten," Logistik Heute (2015)

**Working Papers**

- Pinçe, Çerağ, Mark Ferguson, and L. Beril Töktay (2015), "Extracting maximum value from consumer returns: Allocating between remarketing and refurbishing for warranty claims", under second-round review at Manufacturing & Service Operations Management
- Pinçe, Çerağ, Laura Turinii, and Joern Meissner (2015), "Intermittent demand forecasting: spare parts management", submitted to OR Spectrum
- Pinçe, Çerağ and Emre Berk (2015), "Strategic Stockouts under price promotions"
- Pinçe, Çerağ, L. Beril Töktay, and Mark Ferguson (2015), "Life-cycle Dynamics of New and Refurbished Products under Warranty Service and Consumer Returns"

**INVITED PRESENTATIONS**
Invited Academic Seminars:
- Invited Industry Seminars:
- Hi-Tech and Electronics Supply Chain Summit, "What Should I Do with All These Returns?", Amsterdam, May 2015
- Invited Conference Presentations:
- Ad hoc reviewer for Operations Research, MSOM, Decision Sciences Journal

**FUNCTIONS**
Ad hoc reviewer for MSOM, POM, European Journal of Operational Research

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Dr. ManMohan Sodhi was Professor of Logistics and Supply Chain Management until August 2015. Professor Sodhi received his PhD in management science from the Anderson Graduate School of Management at UCLA in 1994. Subsequently, he taught operations management at the University of Michigan Business School where his research in the trucking industry was funded by the Sloan Foundation. His research interests lie in supply chain management, in particular in supply chain risk, and more recently, tying that to sustainability.

He has published in numerous academic and managerial journals including Operations Research, Journal of Operations Management, Harvard Business Review, Sloan Management Review, Interfaces, and Supply Chain Management Review. He is currently Deputy Editor for Production and Operations Management (POM) and is a former Editor of the Annual Edelman Awards issue of Interfaces and former Editor-in-Chief of INFORMS Online.

**RESEARCH INTERESTS**
Sustainable Business Models, Supply chain risk, Sustainability, Humanitarian Operations

**TEACHING**
Operations management in Master in Science programs Management and Global Logistics

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**FUNCTIONS**
Ad hoc reviewer for MSOM, POM, European Journal of Operational Research
Dr. Sandra Transchel is Associate Professor of Supply Chain and Operations Management and Academic Director for the Master in Global Logistics and Supply Chain Management, and was from April 2014 until April 2015 appointed Dean of Programs. Before joining KLU in September 2011, Sandra Transchel was Assistant Professor of Supply Chain Management at Pennsylvania State University and Visiting Assistant Professor at Tuck School of Business, Dartmouth. Sandra Transchel holds a PhD in Business Administration from the University of Mannheim and a Diploma in Business Mathematics from 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 and perishable products.

TEACHING
Logistics Systems and Logistics Business Games (MSc in Global Logistics)

Demand Planning and Inventory Management (MSc in Global Logistics and Supply Chain Management)

PUBLICATIONS
Transchel, Sandra, Saurabh Bansal, and Mrinmay Deb (forthcoming), "Managing production of high-tech products with high production quality variability", International Journal of Production Research

CONFERENCE AND OTHER INVITED PRESENTATIONS
Transchel, Sandra, "The impact of shelf life agreements on service levels and waste in perishable product supply chains", EURO Conference, Glasgow, July 2015


ORGANIZED EVENTS
The 12th ISIR Summer School was organized by Prof. Dr. Sandra Transchel in cooperation with the International Society for Inventory Research (ISIR) and was taking place at the KLU from August 17 to 21, 2015, with the central theme "Value-Driven Inventory Management in Logistics and Supply Chains". The objective of the summer school was to provide a place for PhD students to present their research work and to discuss various aspects with fellow students and senior researchers. In total 31 PhD students, senior researchers and professors from 11 different countries, including the United States, Netherlands, Sweden, Denmark, Colombia, China, Greece, Italy, Austria, and Switzerland participated in this summer school. The variety of research topics, methodologies, and the multitude of nationalities of the participants was outstanding.
Dr. Sönke Albers is the Dean of Research at KLU. He is 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 University of Lüneburg. Albers also served as Professor of Innovation, New Media, and Marketing at Christian-Albrechts University in Kiel for 20 years. He holds a doctorate in operations research from the University of Hamburg. He has served as rector of WHU and Dean of the School of Business Administration, Economics, and Social Sciences at Christian-Albrechts University. Albers is a fellow of the European Marketing Academy and was also the president of the German Academic Association for Business Research, whose members include nearly all of the 2,000 business administration professors in Germany, Austria, and Switzerland. He is 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, diffusion of innovations, eBusiness

Teaching
Sales Management in the MSc in Management program (mandatory) and the MSc in Global Logistics program (elective)

Doctoral course: Advanced Empirical Analyses

Publications

Conferences and Other Presentations

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 acquired industry experience as a consultant and entrepreneur in the Internet and telecommunication sectors. In 2007 and 2009, he was a visiting scholar at the Pennsylvania State University Smeal College of Business, and in 2011 a visiting scholar at Columbia Business School. He was a finalist for the American Marketing Association’s 2011 MSI/H. Paul Root Award for significant contributions to the advancement of the practice of marketing. Dr. Barrot joined KLU in January 2011 from Christian-Albrechts University in Kiel.

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

Teaching
Innovation Management in the MSc in Management program
Entrepreneurship in the MSc in Management program
Integration Project II (Entrepreneurship) in the MSc in Management program
Real World Research in the EMBA program
Sustainable Product Development in the EMBA program
Voice of the Customer Driven Marketing and Sales in the EMBA program

Publications

Research Grant
For the first time, the German Research Foundation (DFG) has approved funding for a research network (Forschergruppe) in the field of business administration. Together with colleagues from the Universities of Hamburg, Köln and Münster, and Prof. Albers (KLU), Prof. Barrot was able to raise a total funding volume of approx. €1.5 million for the joint research project “Marketing hedonic media products in the context of digital social media”.

Publications
PUBLICATIONS
Dr. Sönke Albers is the Dean of Research at KLU. He is 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 University of Lüneburg. Albers also served as Professor of Innovation, New Media, and Marketing at Christian-Albrechts University in Kiel for 20 years. He holds a doctorate in operations research from the University of Hamburg. He has served as rector of WHU and Dean of the School of Business Administration, Economics, and Social Sciences at Christian-Albrechts University. Albers is a fellow of the European Marketing Academy and was also the president of the German Academic Association for Business Research, whose members include nearly all of the 2,000 business administration professors in Germany, Austria, and Switzerland. He is 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, diffusion of innovations, eBusiness

Teaching
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Doctoral course: Advanced Empirical Analyses

Publications

Conferences and Other Presentations

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 acquired industry experience as a consultant and entrepreneur in the Internet and telecommunication sectors. In 2007 and 2009, he was a visiting scholar at the Pennsylvania State University Smeal College of Business, and in 2011 a visiting scholar at Columbia Business School. He was a finalist for the American Marketing Association's 2011 MSI/H. Paul Root Award for significant contributions to the advancement of the practice of marketing. Dr. Barrot joined KLU in January 2011 from Christian-Albrechts University in Kiel.

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Publications
Dr. Dirk Baur joined Kühne Logistics University in September 2014 as Associate Professor of Finance. He holds a master degree in economics and received his PhD in Financial Econometrics from the University of Tübingen in 2003. Before joining KLU he worked for the Joint Research Centre of the European Commission from 2003 – 2005, was a Post-doctoral fellow at Trinity College Dublin (2005 – 2007) and a Lecturer at Dublin City University (2007 – 2009). From 2009 – 2014 Dr. Baur was Associate Professor of Finance at the University of Technology, Sydney.

Prof. Baur’s specialization is in the field of financial economics and financial econometrics. He is an expert on the financial economics of gold, the modelling and estimation of financial contagion, dependence modelling and empirical applications of quantile regression.


**RESEARCH INTERESTS**
- Gold, Bitcoin, Shadow Banking, Financial Regulation, Financial Contagion, Financial Stability, Sustainability

**TEACHING**
- Corporate Finance
- Financial Management and Sustainability

**ACADEMIC ARTICLES AND BOOK CHAPTERS (SELECTION)**

**PUBLICATIONS**


**INVITED PRESENTATION**
- INFINITI Conference, Presentation title: "Bitcoin", Slovenia, June 2015
- Helmut-Schmidt University Hamburg, Presentation title: "Is the Price of Gold Manipulated?", October 2015

**RESEARCH INTERESTS**
- Customer relationship management, strategic marketing, inovation and service management

**TEACHING**
- Services Marketing in the MSc in Management and Global Logistics programs
- Integration Project II (Entrepreneurship) in the MSc in Management program

**PUBLICATIONS**


**ASSOCIATE PROFESSOR OF MARKETING AND SERVICE MANAGEMENT**

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 at Kiel. Before joining the KLU faculty, he gained industry and consulting experience in the telecommunication and media sectors, and taught at the universities of Kiel, Passau, and Rostock. He is a regular visiting scholar at the University of California, Los Angeles (UCLA). He was a finalist for the 2011 MSI H. Paul Root Award of the American Marketing Association for significant contributions to the advancement of the practice of marketing. Dr. Becker joined KLU in October 2010 from Christian-Albrechts University at Kiel.

**RESEARCH INTERESTS**
- Customer relationship management, strategic marketing, innovation and service management

**TEACHING**
- Services Marketing in the MSc in Management and Global Logistics programs
- Integration Project II (Entrepreneurship) in the MSc in Management program

**PUBLICATIONS**

As of April 2015, Dr. Alexander Himme is Assistant Professor of Management Accounting at Kühne Logistics University. He received his PhD in Management Accounting and Marketing at the University of Kiel (Germany). He holds a Diploma in Business Administration from the University of Kiel. Before joining Kühne Logistics University he worked as an Assistant Professor at Vlerick Business School (Belgium) and as a Post- Doc at the Universities of Cologne and Passau (Germany). At the University of Cologne he received his cumulative habilitation. In addition, Alexander Himme spent one year as a Visiting Scholar at the Graduate School of Business at Stanford University and the University of California in Los Angeles (UCLA).

Professor Himme’s specialization is on the field of performance measurement, valuation of intangibles, marketing accounting, and cost management. His work is positioned at the accounting-marketing interface. In this context his research deals with the influence of intangibles on accounting metrics like the cost of capital. The aim of the research is to quantify the return of investments in intangible assets like brands, customer equity, or corporate reputation. For determining the return of investments in intangible assets his research also focuses on ways how to measure and to evaluate these assets.

RESEARCH INTERESTS
Marketing performance measurement, marketing accountability, marketing budgeting, brand valuation, brand management, critical success factors of cost management, order of entry

TEACHING
Fundamentals of Accounting (BSc), Accounting (MSc), Performance Management and Management Control (MSc), Accounting and Budgeting Across Borders (EMBA), Workshops on Market Analysis Skills, Brand Valuation, Brand Management, International Marketing, Industrial Marketing (Executives)

WORKING PAPER


Himme, Alexander and Marc Fischer (2015), “20 Years of Brand Valuation – What Do We Learn from 38,000 Brand Values?”

CONFERENCES


In September 2011, Dr. Christian Tröster commenced his appointment as Assistant Professor at Kühne Logistics University in the field of Leadership and Organizational Behavior. He had been 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 Center at Gatton College of Business and Economics, University of Kentucky. From March to May 2013, he visited the Sauder Business School at the University of British Columbia. During January – February 2015 he visited Victoria University in Wellington, New Zealand.

Tröster's research focuses on employee behavior and leadership. Specifically, he investigates how leaders can manage cross-cultural teams. Tröster has consulted various companies including IBM, ECOMY, and VOPAK. His aim is to translate cutting-edge scientific insights into practical solutions to managerial challenges.

Currently Christian Tröster serves as the academic advisor of the international office and he is member of KLU's Academic Senate.

RESEARCH INTERESTS
Leadership, cross-cultural management, social comparison processes, social networks, team processes

TEACHING
Bachelor Level: Intercultural Management & Communication

PUBLICATIONS

CONFERENCES

RESEARCH INTERESTS
Leadership, corporate culture, and negotiations

TEACHING
Negotiation, organizational behavior, and various courses on leadership

PUBLICATIONS
Molders, Christina, Niels Van Quaquebeke, and Maria P. Paladino (in press), "Consequences of politicians’ disrespectful communication depend on social judgment dimensions and voters’ moral identity", Political Psychology
Gläser, Daniel and Niels Van Quaquebeke (forthcoming), “The double-edged sword of managing for performance: The role of incentive schemes and goal setting for (ir)responsible employee behavior”, in: Thomas Beschorner and Arnaud Sales (eds.): Corporate Social Responsibility - Institutional and Organizational Perspectives, Berlin: Springer Verlag


CONFERENCES
In the last year, Niels Van Quaquebeke authored and co-authored more than 20 presentations at various scientific conferences around the world

MEDIA APPEARANCES
Print
06/15 Psychologie Heute "Das Netz macht uns zu Rüpeln"
05/15 managerSeminare "Macht in Bewegung: Führen ohne Hierarchien"
04/15 duz Magazin, "Einfach mal in den Spiegel sehen"
11/14 managerSeminare, Kein Freifahrtschein für schlechte Führung
09/14 Personalführung, Zynische Mitarbeiter sind Gift für jedes Unternehmen

Reprint of interviews in schoolbooks

Menzel, Wolfgang (2015), Praxis Sprache 10 LB, Braunschweig: Bildungshaus Schulbuchverlage

Radio
11/14 NDR Info "Da hört die Toleranz auf"

FUNCTIONS
Niels Van Quaquebeke is an editorial board member in three of the most esteemed journals in his field (Organizational Behavior and Human Decision Processes, Journal of Occupational and Organizational Psychology, The Leadership Quarterly). Furthermore, in 2015, he co-directed the national PhD thesis award of the German Association of Psychologists (DGPs)
KLU currently offers 24 highly talented PhD candidates the opportunity to work on their PhD projects in the fields of logistics and supply chain management, marketing, and leadership. Throughout their time at KLU, the PhD candidates are able to learn, discuss and exchange ideas on relevant topics in their field of research by participating in regular research colloquia with KLU’s resident faculty members and external researchers. They can also gain insight into different research methodologies and advanced content by taking doctoral courses at KLU or other institutions and universities. We believe that doctoral students should obtain initial teaching experience during their PhD studies, and we therefore encourage PhD candidates to offer tutorials to KLU’s MSc and BSc students and/or support the teaching faculty.

With regard to research, the PhD candidates must publish their results in peer-reviewed academic journals. These papers are compiled to create the PhD thesis. As long as KLU does not have the right to grant PhD degrees, all PhD candidates will be examined at a cooperating university.

In October 2015 Jannik Meyners finished his four years at KLU and successfully defended his PhD thesis entitled “Measuring and Managing the Impact of Social Networks on Customer Referrals” (degree-granting university: University of Hamburg). Congratulations Jannik!

KLU seeks highly talented candidates from all over the world who want to pursue an academic career and are interested in doing research. Here, we proudly present our PhDs in the Management and Logistics department. They are all dedicated researchers who decided to join the four-year PhD program at KLU.

"Essays in Empirical Supply Chain Management using Secondary Data", Sebastian Steinker

"Essays on Empirical Analyses in Supply Chain Management", Florian Badorf

"Essays in Empirical Supply Chain Management using Secondary Data", Sebastian Steinker

"Dynamic supply chain management: synchronodiety from a shipper’s perspective.", Chuanwen Dong

"Inventory Repositioning in Multi-location Systems with Lateral Transshipment", Olga Rusyaeva

"Dealing with Uncertainties in Inventory Management and Humanitarian Operations", Laura Turrini

"The matching of demand and supply under consideration of cross-functional interdependencies", Kristoph Ullrich

"The Influence of Digital Manufacturing on Global Supply Chains", Johannes Jakob Heinen

"Intergroup Leadership in Humanitarian Organizations", Louisa Meyer

"GHG Abatement Incentives and Competitiveness of the Shipping Industry", Vasilios Kosmas

"Optimizing Supply Chains using Smart Devices", Christine Herdmann

"Inventory Repositioning in Multi-location Systems with Lateral Transshipment", Olga Rusyaeva

"GHG Abatement Incentives and Competitiveness of the Shipping Industry", Vasilios Kosmas

"Optimizing Supply Chains using Smart Devices", Christine Herdmann

"The matching of demand and supply under consideration of cross-functional interdependencies", Kristoph Ullrich

"Dealing with Uncertainties in Inventory Management and Humanitarian Operations", Laura Turrini

"Intergroup Leadership in Humanitarian Organizations", Louisa Meyer

"GHG Abatement Incentives and Competitiveness of the Shipping Industry", Vasilios Kosmas
“Effects of Respectful Leadership on Employee Initiative”, Catharina Decker

“Ethics in the Mind of the Follower”, Natalija Keck

“Network analysis for targeted marketing communications”, Jan Schalowski

“How Cash & Voucher Programs Affect Humanitarian Operations”, Christos Bitos

“The influence of social networks on the sequential marketing of hedonic media products with short life cycles”, Cord Otten

“The Effects of Financial Bonuses on Employee Behavior”, Daniel Gläser

“Uneasy lies the head that wears a crown. From becoming a leader, its consequences, and the psychology behind”, Jennifer Ulrich

“Measuring and Managing the Impact of Social Networks on Customer Referrals”, Jannik Meyers

“A Matter of Tone: Specifying Effects of Respectful vs. Disrespectful Communication in Political Debates”, Christina Mölders

“Examination of the impact of humanitarian leaders on the performance of humanitarian development and relief aid operations”, Mojtaba Salem

“Essays on Corporate Social Responsibility (CSR) – How CSR shapes companies and consumers”, Michael Langmaack

“A Temporal Perspective on Social Comparisons among Employees in Organizations”, Susan Reh

“Dual Leadership”, Ben Sahlmüller
**RESEARCH PROJECTS**

**MASTER’S THESIS AWARD 2015**

KLÜ is proud to announce that this year’s Master’s Thesis Award was presented to Tobias Gawor, a graduate of the MSc in Global Logistics program, for his research paper entitled “The Value of Time and Convenience in B2C eFulfillment.” The term “eCommerce” refers to customers purchasing goods and services via the Internet. Gawor’s thesis focused on the challenges eCommerce presents to traditional retailing structures. The popularity of concepts such as same-day delivery and time-window-based home delivery is increasing and they have far-reaching consequences on upstream supply chain processes.

While most of the existing research concentrated on the customer’s choice between the traditional “brick-and-mortar” and the internet sales channels, few researchers have explored how customers evaluate the services they are offered once they have committed to shopping online. Gawor’s master’s thesis investigated the relevant trade-offs between lead time, delivery convenience, and total price including shipment in the context of the online electronics retailing market.

He selected choice-based conjoint analysis as the underlying methodology of the study and 550 Americans responded to the main survey. The empirical findings suggest that the value of lead time in B2C eFulfillment is $3.61 per day, meaning that in order to remain competitive, an online retailer would have to lower his price by this amount if delivery was delayed for one day. With regard to convenience, the results indicate that delivery to homes is greatly preferred to pick-up options. The value of travel time was determined to be $10.62 per hour. Subsequent latent class segmentation identified four eConsumer groups who differed in attribute preferences as well as endogenous and psychographic characteristics. The groups are: budgeters, lead time shoppers, convenience shoppers, and balanced buyers.

As Gawor stated: “Recent years have seen the borders between eCommerce and traditional retailing progressively blurring. While traditional retailers such as Walmart have added an online sales channel, Amazon.com recently opened local stores in several US cities offering pick-up options and instant delivery within 60 minutes. It will be exciting to see how multi-channel retailers align their supply chains to the changing customer requirements.” He hopes the results of my thesis can serve as a benchmark for these companies to assess the economic value of their eFulfillment options.” Gawor recently started his professional career as the head of logistics at a German SME, but will remain in close contact with KLÜ to continue his research.

**THE IMPACT OF EXTERNAL FACTORS ON THE DECARBONIZATION OF LOGISTICS OPERATIONS**

Sponsors: Unilever and Kuehne + Nagel

As concern about climate change increases, more and more companies are setting targets for reducing the carbon intensity of their logistics operations and taking action to achieve them. One such company is Unilever, which is planning to reduce the carbon intensity of its global logistics by 40% between 2010 and 2020. Company initiatives generally relate to activities that they can either directly control or indirectly influence with the help of their logistics service providers (LSPs). However, other external factors over which they have little or no control will affect their ability to meet the targets. This study executed by Prof. Alan McKinnon, which was co-funded by Unilever and its LSP Kuehne + Nagel, focused on the external factors and asked to what extent they are likely to reinforce or offset companies’ “internal” efforts to cut their logistics-related carbon emissions.

The external factors were classified into six categories that yield the convenient acronym TIMBER (technology, infrastructure, market, behavior, energy, and regulation). The trends related to these factors were analyzed in a sample of 13 countries at differing stages of economic development. This sample included Germany, the US, China, India, Mexico, the UK, and South Africa. In each of these countries, data was collected from a broad range of sources to assess the combined impact of the TIMBER factors on carbon emissions from logistics. The results of this multi-country review are summarized in a 320-page report and distilled in a series of recommendations to large manufacturers and LSPs on how they can obtain “decarbonization leverage” from the external factors in particular countries.

**3D PRINTING, DRONES, AND CROWD-SHIPPING: COULD THEY BE CITY LOGISTICS GAME-CHANGERS?**

“Three innovations could potentially revolutionize the movement of freight in urban areas,” says Prof. Alan McKinnon. The mass adoption of additive manufacturing would allow people to 3D print consumer products in their homes, confining “last mile” delivery to the infrequent, bulk movement of the materials needed for the printing process. This could fundamentally transform order fulfillment and substantially reduce freight traffic levels in urban areas. The delivery of some products still manufactured elsewhere could take to the air and exploit recent advances in drone technology. Packages are already being distributed by drone in some Chinese cities, although this still subject to tight restrictions in many other developed countries. The surface delivery of goods in urban areas might also undergo a radical change if the crowd-sourcing of parcel delivery becomes widespread. The use of social networking and online taxi networks such as UBER to support the practice of “crowdshipping” is already beginning to redefine the interface between personal and freight movement in urban areas.

Corporate 3D printing is now well established in sectors such as aerospace, automotive, construction and medical sciences, but widespread consumer application seems doubtful. For the foreseeable future and for the vast majority of consumer products, the unit costs of domestic 3D printing will remain very high in comparison to the economics of batch production in factories. People are only likely to 3D-print products that can be individualized and ones for which they are prepared to pay significant “customisation” premiums in their homes in large quantities. Collectively, they are likely to represent a relatively small proportion of all the material goods currently delivered to the home. An intermediate form of additive manufacturing may develop in urban areas where the printing is done more economically and with greater sophistication on a larger scale in local “fab shops”.
In contrast, crowdshipping could be very cost-effective in both economic and environmental terms, exploiting synergies between personal travel and freight delivery and using the excess capacity in the passenger transport system at a low marginal cost. Working as casual couriers, "crowdshippers" are also able to provide faster, more flexible service in local neighbourhoods than conventional delivery operations can. This innovation can be seen as part of a wider societal movement to greater collaboration and asset sharing, largely driven by social networking. It is, nevertheless, too early to tell how much supply and demand there will be for this casualization of last-mile delivery. The level of uptake will be partly affected by the risks, real and perceived, that consignments will be stolen, lost or damaged and that the practice will be maliciously exploited by criminals and terrorists.

"All three innovations have the potential to transform city logistics if their adoption rates are high. There are good reasons to believe, however, that their application will remain limited – at least in the short to medium term", says Prof. Alan McKinnon.

It is likely that in most countries, the use of unmanned aerial vehicles (i.e. drones) for the delivery of parcels will continue to be subject to tight government controls. Even if the controls were relaxed, distribution by drone would probably be a niche service, given its high unit costs and numerous operational constraints. Drones carry one order at a time as opposed to vans, which can typically deliver around 120 non-food items in an 8-hour shift. Assuming one round trip per hour, including loading and unloading, a drone would distribute only 6% of that number. At a ratio of around 16 drones to one van, the delivery costs would be relatively high. Only the ute only 6% of that number. At a ratio of around 16 drones to one van, the delivery costs would be relatively high. Only the

LOGISTICS COMPETENCY, SKILLS, AND TRAINING: A GLOBAL OVERVIEW

Professor Alan C. McKinnon, Professor Kai Hoberg, and PhD candidate Christoph Flöthmann conducted a global study of skills, competency, and training in logistics for the World Bank. The study was linked to the World Bank’s bi-annual Logistics Performance Index (LPI) survey, which ranks countries in terms of their logistics performance, including logistics competency. Based on a triangulation of multiple data sources and research methodologies (i.e., literature, 36 expert interviews and 219 survey participants), the team has generated meaningful findings. Its study is relevant to various stakeholders in the logistics community, including governments, logistics companies, educational institutions, professional associations, and recruitment and training agencies.

The mounting evidence suggests that there is a global shortage of people with the right competency and skills to meet the needs of the logistics industry. The skill shortage ranges from a lack of truck drivers to difficulties in filling senior supply chain management positions, and the problem is not confined to recruitment. Many currently employed logistics staff lack the skills necessary for performing the tasks they are assigned. The logistics sector, especially in transport and warehousing, is pervaded by the general notion that there is a shortage of qualified staff on all levels – whether operational blue-collar workers, administrative staff, logistics supervisors or managers – and in all regions. Especially the emerging countries are suffering from a general shortage of logistics-related labor, most severely on the managerial level. Various sources indicate that this problem is likely to remain the same or worsen over the next five years. The study results suggest that there is a need for a major expansion of logistics training and skills development. Emerging countries are lagging behind the developed countries in terms of training budget, content variety, educational experience quality, and the sources of training.

Additional reasons for the skill shortage include: low salary levels compared to other sectors (leading to disadvantages in the “war for talent”), a limited supply of labor in the remote areas where logistics hubs are frequently located, the low prestige and status of operational logistics workers in many cultures and societies, a lack of vocational school preparation for logistics jobs, logistics trends (particularly in IT) that demand new skills that the existing workforce does not possess, cultural aspects, and the demographic structure of the logistics workforce in developed countries.

In line with the descriptive findings, the study makes several recommendations to the various stakeholder groups – especially governments – on how they can tackle shortages and facilitate the "upskilling" of logistics labor through training and development. The final report outlines best practices in competency development, which are particularly relevant for emerging regions. Finally, the study proposes training initiatives that could be realistically implemented – even on tight budgets and low maturity levels – in the education and logistics sectors.
BACHELOR OF SCIENCE IN MANAGEMENT

At the beginning of 2015, KLU’s first cohort of bachelor students finally had the chance to experience its study-abroad semester after three semesters at KLU, where the students took many interesting, informative courses on management and management-related topics and pursued general studies, skills courses and a foreign language class. Twenty-four students eagerly started their journeys to Spain, Greece, Vietnam, Chile, and Mexico – just to name a few of the places where they spent great semesters and tested new waters. Before coming back to KLU, all of them acquired their first practical experience during internships at companies such as UPS, Kühne & Nagel, Deloitte Consulting, PwC, and Berenberg Private Banking, in both Germany and abroad. Back at KLU, the students faced their final year of university – and more classes in management and logistics. They also attended a seminar on developing scientific writing skills in preparation for their bachelor’s theses, which will be their final task before graduation in September 2016 as KLU’s first graduating BSc class.

KLU also welcomed its third cohort of 27 eager bachelor students, who still have their exciting bachelor studies before them.

MASTER OF SCIENCE IN GLOBAL LOGISTICS & SUPPLY CHAIN MANAGEMENT, MASTER OF SCIENCE IN MANAGEMENT

It took around one-and-a-half years to redesign the curricula. We renamed the MSc in Global Logistics program the MSc in Global Logistics & Supply Chain Management program and prepared a huge stack of accreditation documents, finally enabling KLU to successfully have both of the Master of Science degree programs re-accredited in June 2015. In September, we welcomed our 65 new students from 19 different countries to the adapted and improved programs (44 in global logistics & supply chain management; 21 in management). In addition to its own students, KLU welcomed the 59 exchange students from 24 countries who will stay at the university for one or two semesters. All the students started their time at KLU with the Welcome Week. It was a great opportunity for the students to get to know KLU and their fellow students before starting their two-year courses at KLU.

Apart from the coursework at KLU during the first two semesters, an internship and a semester of study abroad at one of KLU’s approximately 55 partner universities are integral parts of both degree programs. In addition to their academic training, the students have the chance to experience a different culture and way of life – on campus and off – during their four-month exchange semester. After the exciting semester abroad, the students return to KLU for their final semester, which mainly focuses on their master’s thesis. After four months of intensive research and writing their thesis, the two years of studies are rounded off with the graduation ceremony in KLU’s Golden Egg auditorium. In September 2015, 31 students from the global logistics program and 25 students from the management program successfully bade farewell to KLU, diploma in hand.
In 2015, KLU’s Executive Education department (KLU EE) organized several corporate training programs in addition to its established open enrollment seminars and the MBA in Leadership & Logistics program.

The executive education portfolio of open enrollment programs comprises multi-day events such as KLU’s annual International Summer School in Supply Chain and Logistics Management, organized in cooperation with Ohio State University’s Fisher College of Business. Held at KLU in July 2015, the summer school featured lectures by internationally renowned professors such as Douglas Lambert and Rod Franklin, executive workshops by practitioners from Airbus and other major companies, and an excursion to a company (Gebr. Heinemann, for example). Eighteen participants from nine different countries – Germany, Ghana, Indonesia, Italy, Kazakhstan, Portugal, Singapore, South Korea, and Turkey – joined the event, which created a multicultural and innovative learning environment for the group and made the two-week program a great success.

Other open enrollment seminars included short-term seminars like the workshop on “Digitalization and Logistics” that took place in October 2015. More than 20 executive managers from different companies joined the workshop hosted by KLU faculty members Prof. Rod Franklin and Prof. André Ludwig, who discussed the latest developments in the area of digitalization with the participants.

In March 2015, KLU EE welcomed the Copenhagen Business School (CBS) to Hamburg for a study trip. Lectures by Prof. Michele Acciaro focused on maritime logistics and port management. And the students had the unique opportunity to get to know the Port of Duisburg and Container Terminal Altenwerder in Hamburg.

At the end of August, KLU EE once again hosted the Rotterdam School of Management, Erasmus University and 50 of its full-time international MBA students for a two-day study trip. The seminar consisted of an intensive, half-day lecture covering the trends in green logistics. The students also participated in site visits to Airbus, Tchibo, NKG Kala, and Kühne + Nagel. Another highlight of the trip was a tour of Hamburg’s harbor.

In September, KLU EE hosted a group of part-time MBA students from the University of Tennessee Knoxville (UTK) for the first time. The participants spent one week in Hamburg, participating in workshops and lectures held by KLU and UTK professors and going on excursions to nearby company sites such as Airbus and Reyher.

As every year, the Executive MBA program welcomed a new cohort in September. The fourth group of students from the KLU EE Corporate EMBA program for the Indonesian Port Corporation was welcomed in October. As part of the 18-month part-time program, the students must take eight intensive academic modules composed of 30 separate classes prior to writing their thesis. The two parallel cohorts came together during their study trips to China and the US, which took place in March and May 2015. KLU EE also hosts the Corporate EMBA for the Indonesian Port Corporation students during their one-week residency study trip in Hamburg each October. The students take classes, participate in company excursions, and enjoy social events before starting work on their thesis.

KLU EE will round out the year with further company-specific seminars. We look forward to expanding our custom programs in 2016 further in addition to running our established Summer School and Executive MBA programs.
Many of our students act as models for our KLU shootings – we think they do very well!
Exciting moments – first day at KLU

STUDENT SERVICES
The Student Services Office assists students with all the tasks related to registration, financial support, student account and academic records. Student Services gives students a comprehensive orientation, provides them with the information they require, and counsels and assists them in dealing with everyday issues.

WELCOME WEEK FOR FIRST-YEAR STUDENTS
All new students, first-year students, and exchange students are invited to the KLU Welcome Week. On Tuesday, September 01, 2015, the Student Services team welcomed 150 BSc and MSc students representing 32 different nationalities to campus.

One active way of getting to know each other and the city of Hamburg at the same time is the “Hamburg City Quiz” event group will organize extracurricular activities for all interests students, including a regular get-together for watching sporting events, a student Christmas Party, and a Welcome Back Party for the classes of 2016 when the students return from their studies abroad.

CAREER SERVICES AND CORPORATE NETWORK
Career orientation and guidance, application training and support, coaching, internship preparation and business contacts. These are just some aspects of the services the Career Development Office (CDD) at KLU provides. With the objective of preparing KLU students for their mandatory internship and job market entry after graduation, the CDD regularly conducts a series of workshops that help students to identify who they are and what they want, and helps them pursue their respective career goals. After successfully completing the Career & Professional Development Program (CPDP), all BSc and MSc students did internships in the summer of 2015 to explore occupations and gain practical insight.

This year’s host institutions represent industries ranging from shipping, transportation and humanitarian logistics to automotive, trade, retail, consulting and finance. The companies included Maersk, DB Schenker Rail, Save the Children, Audi, Henkel AG & Co. KG, Otto Group, Ernst & Young, and Capgemini. The KLU students supported various functions and contributed to projects related to supply chain or inventory management, logistics consulting, business development, marketing and pricing. As in previous years, their supervisors were invited to participate in an annual online survey to evaluate the students’ level of preparation and their performance during the internship. The response rate was 60%, and the majority of supervisors were not only highly satisfied with their interns, but were also willing to host KLU students as interns again. They would like to expand the cooperation to thesis topics and other research projects.

In June 2015 for the fourth time, the CDO published the “CV Book” of KLU’s graduating classes of 2015 (MSc in Global Logistics, MSc in Management, Executive MBA). With a total of 140 pages, the publication contains profiles of 60 qualified talents from 16 countries and has been distributed to a wide range of business contacts. As in previous years, the “CV Book” was a great success and a highly beneficial tool for our graduating students, who received invitations to job interviews after the publication’s distribution and were offered full-time employment even before graduation.
STUDENT AFFAIRS AND RESOURCES

TEAM BUILDING EVENT
One of the highlights of KLU’s Welcome Week was the annual freshman team building event, which had a total of 150 participants this year. Packed with different group challenges that require logical thinking, smart planning, and great teamwork, this event helped our new BSc, MSc and exchange students to get to know each other better and established common ground for cooperation in the upcoming years at KLU. As one of the day’s challenges, the students had to create a piece of “Post-It art” sharing their expectations and what they look forward to at KLU: “To acquire knowledge, meet new friends, and make my network grow!”

CODE OF CONDUCT WORKSHOP
This year, the Welcome Week ended on a reflective note with the “Welcome to the KLU Community” workshop on the day before classes started. The idea was to have the participating students reflect on their time at KLU as a group of people who will be part of a community consisting of the faculty, administrative staff, and their fellow students.

The participants were split into four groups in order to work on four different topics and scenarios (based on real KLU stories) that are part of everyday life at KLU. While taking the KLU Code of Conduct into account, the groups were asked to explore how they would react to certain conflicts and difficult situations as a community and develop solutions. After getting back together again in the plenum, the groups presented their possible solutions either in short speeches or fun role-plays. Next, the community voted on the preferred solutions. Just like in real life, there was not always a clear consensus.

This workshops’ goals were to raise awareness of how it is to be part of a community and to promote shared values and understanding while respecting different points of view.

Communication without words and blind folded – that was the challenge of forming a star with a rope

The highlight of the event was the traditional human formation of “KLU 15!” – the final exercise in unity for all 150 participants
GRADUATION CEREMONY

79 degrees to graduates from 16 countries: our annual graduation ceremony is the most important event on KLU’s academic calendar – and certainly a milestone in our students’ lives.

More than 500 guests, family members, friends, and supporters celebrated the successful transition of their son, daughter, sibling, partner or friend from “KLU student” to “KLU graduate” and, eventually, to “KLU alumnus/alumna.” Representatives of the KLU Alumni Association welcomed the new members, while the private university’s benefactor, Klaus-Michael Kühne, shared some of the lessons he learned and the insights he acquired in the course of his outstanding entrepreneurial career.

Each graduate was called up to the stage to receive his or her diploma from President Strothotte, who urged all of the participants to stay in touch with the KLU community and make use of the vast international network it represents. One of the most prominent members of that network, Professor Alan McKinnon, not only hosted the ceremony but also received this year’s Teaching Award. The KLU students honor a professor of their choice with the award.

Quality in teaching promotes quality in learning: Tobias Gawor received the Best Thesis Award as well as the Best Student Award in the MSc Global Logistics program, Peter Varga and Adlin Syah Yusri won the Best Student Awards in KLU’s EMBA programs (Hamburg and Indonesia, respectively). Mohammad Mojtaba Salem, who won the MSc in Management’s Best Student Award, will go on to pursue a PhD at KLU.

Hopefully, he will not be the only one to return to KLU. As President Strothotte affirmed: “You will always be welcome here.”
INTERNATIONAL OFFICE

In 2015, its fifth year, the activities at the International Office at KLU have been diverse like never before:

The International Office has again successfully placed 52 graduate and 24 undergraduate students at our partner universities. Our second “Study Abroad Fair,” which more than 100 KLU and exchange students attended, helped the students to find orientation within our partner network and discover hidden gems. For the first time, students could also apply for a place at our new Australian partner: the University of Newcastle, New South Wales.

Our BSc class of 2016 was the first KLU undergraduate class to go abroad. The students returned safe and sound from their exchange semester in the summer, full of new experiences, impressions, and intercultural lessons learned. We feel that they grew a lot after meeting the challenges an exchange semester poses.

We have an incoming exchange student record to announce: In fall semester 2015, we were pleased to welcome 58 exchange students from more than 20 countries. This number helps us to balance our mobility numbers with our partner universities and to become increasingly international at home.

EU Erasmus+

The 34 KLU students who chose to study abroad at our Erasmus+ partner universities received a small grant of €200 per month, on average.

The International Office also applied for additional grants for “partner countries” – countries that do not belong to the Erasmus+ network. Our application received very positive feedback from the DAAD, but unfortunately we were not successful. We will give it another go in 2016.

Buddy Program

A new Buddy Program has been set up to facilitate the intercultural exchange between our students and the exchange students. In general, one KLU student will be a buddy to one or two incoming exchange students. This program gives our students the opportunity to commit to extracurricular activities and focuses on fostering intercultural exchange through social events.

Partner network evaluation

We are very proud of our extensive partner network and were able to add another highlight in June: Quinnipiac University (QU) in Connecticut signed a student exchange agreement with KLU for two places per academic semester. Two lucky bachelor students will be the first KLU ambassadors on the QU campus in January 2016.

Our partner university network has grown substantially over the last years. The International Office has met with the president in order to evaluate each partner individually and specified the framework for the coming years.

Online tool – Mobility Online

The International Office is in the process of implementing new software called “Mobility Online” in order to administer its outgoing and incoming students more efficiently. The tool will also serve as the link between the International Office and other offices whose work is related to student affairs, i.e. Program Coordination and Student Services. Alongside administering the students’ application and registration process, the software will eventually be used for issues related to the exchange semester, for example, making information about the respective partner universities available.

This year’s EAIE (European Association of International Education) conference was held in Glasgow.
STUDENT AFFAIRS AND RESOURCES

INFORMATION MANAGEMENT & LIBRARY

The library is certainly feeling the growth in the number of KLU students. Library use has increased well beyond the gain in student numbers, showing that the library collection and services are highly appreciated. At the same time, the number of courses – and thus the amount of materials the library course service handles – has gone up as well, putting a strain on the library personnel’s capacity. To accommodate this demand, the KLU Library is continuing to automate its processes and make it easier for library users to find and access the available resources themselves. New search tools include the switch to SFX A-Z Journal Finder and the Database Selection tool. The latter enables library users to determine the right database for their search using keywords such as “Logistics” or “Leadership” to filter the KLU databases and systematically search for financial or statistical data. Online tutorials and “quick search” information are also available for each database. A further change that makes access easy for library users is the inclusion of all the acquired eBooks in the online catalogue. Now everyone can find all of the available books on one search interface.

The library also successfully launched the new, searchable “KLU Publications Database” on the KLU website. Apart from being the backbone of the KLU institutional repository, the publication database enables other services. For instance, it dynamically displays the publications of all KLU professors and PhDs in a searchable format – including links to full text versions – making it easier for researchers worldwide to find and download KLU references.

Information literacy continues to be an important part of the library’s services. We organized a treasure hunt competition this year for our new students to encourage them to search for library treasures and win attractive prices. All three “Smart Search Skills” modules are offered on a voluntary basis, although the modules for bachelor students are also embedded in courses such as “Communication & Academic Fundamentals.” Master’s students have the option of booking these modules in groups. The EMBA students also benefit from the library introductions and information literacy service when writing their theses, for example.

Library use booming

The number of library users (walk-in users) increased considerably this year. The current data show an increase in average visits per day in the spring semester of 5.3%, which jumps to 41.5% in the fall semester (from 692 to 979 users).

Although the number of potential library users (KLU students, staff and faculty members) increases every year (in 2015 it was 12.2% higher than in 2014 (288.6 potential users against 257.2), this in itself does not explain the remarkable increase in the fall semester of 2015.

A more likely explanation is that the expanding range of services and the many levels of support our team offers are encouraging more and more users to choose the library as their first point of reference. In addition to the walk-in users (actual visits), the library team also responded to a total of 1,027 requests via email and telephone in 2015. That’s a 36.4% increase against last year.

ALUMNI RELATIONS

The number of students and graduates at KLU is growing, and the university’s alumni community is growing along with it – it now has nearly 400 members around the world. Supported by the KLU Alumni Relations Office, the KLU Alumni Association board organized interesting events and workshops for its members throughout 2014. In the relaxed atmosphere of KLU’s faculty lounge, the alumni event series kicked off with an insightful “fireside chat” hosted by guest speaker Dr. Sebastian Saxe, CIO and Head of Services at Hamburg Port Authority. Dr. Saxe provided the alumni with information on the current development of smart port logistics in Hamburg and was pleased to answer and discuss the questions from and talked about his own career path, giving some useful advice on issues related to personal and professional development.

At the beginning of 2015, the association invited its members to two additional workshops conducted by KLU professors. Prof. Niels Van Quaquebeke held an interactive workshop on motivation, providing KLU alumni with food for thought when reflecting on their personal goals, motivation, and individual values in life. Tackling an issue of everyday life (starting to earn money after graduation), Prof. Dirk Baur gave an informative lecture on personal finance, sharing some useful advice on smart saving and investment strategies with our alumni.

The highlight of this year’s alumni events was the annual reunion, which took place in mid-September. Under the new title of “Homecoming Event,” KLU alumni from various cohorts of recent years made their way back to campus to meet old friends, meet the new community members, exchange personal experiences, and expand their professional networks. As part of the general assembly, the association representatives introduced the new KLU Alumni Portal, which will go live soon. The new online platform will improve the administration, organization, and communication of future projects and events. Most importantly, it will foster an interactive exchange within the alumni community and with current students, who will also have access to the portal.

In cooperation with the Alumni Relations Office at KLU, the current board members of the KLU Alumni Association look forward to another exciting year filled with interesting events, new projects, and ideas to further strengthen the KLU community and contribute to active alumni work at KLU.
NEWBIE PHOTO COMPETITION

For the second year in a row, we organized the Newbies Photo Competition. Twenty-nine students from around the world followed our call and submitted 64 photos prior to their arrival in Hamburg. These photos share special personal moments: friends, family, hometown, hobbies and pets – the things they will leave behind and miss the most. A jury consisting of one KLU student, KLU staff, and the KLU Facebook page’s followers picked the winners.
FIRST KÜHNE LOGISTICS UNIVERSITY FORUM

“Digitalization & Logistics: The Challenges of the Next Decade” was the title of the first Kühne Logistics University Forum, which took place on July 7, 2015.

This subject is keeping the logistics industry on the edge of its seat. Exciting lectures and plenty of inspiration delivered an informative afternoon for the 100 participants.

Industry 4.0 is revolutionizing industrial production and with it, the core of Hamburg’s economy: the logistics sector. Our economy has never before been as dependent on logistics services as it is now. Digitalization and automation are driving our economy’s radical conversion forwards.

“As the world’s only university with an exclusive focus on logistics, management and leadership, KLU is the perfect place for discussing this topic,” said Thomas Strothotte, president of Kühne Logistics University. “We want to exchange information on what digitalization is already making possible in the industry and logistics, and talk about what the future will look like and how we can best prepare for it.” The next KLU Forum will be held in 2016.

SCIENCE NIGHT – NACHT DES WISSENS

The night for curious, inquiring minds was back – for the sixth time, on November 7 in Hamburg. Over 50 universities, research institutes and other scientific institutions from Hamburg, the Hamburg metropolitan region, and the entire North German region opened doors that are usually kept shut to the general public. From 5 pm until midnight, Science Night offered around 1,000 individual events on many different subjects from a wide range of scientific fields. At KLU, Science Night was all about logistics and management – we showed our 350 visitors the full breadth and depth of these topics. With games and presentations, we explained how to coordinate disparate value creation chains.

“SUPPLY CHAIN MEETS STRATEGY” WORKSHOP

The “Supply Chain Meets Strategy” workshop took place at Kühne Logistics University (KLU) in Hamburg from April 15 – 17, 2015. KLU organized the workshop together with its partner companies: Edeka, Unilever, Deutsche Post DHL, and McKinsey & Company.

Around 37 bachelor’s students from all over Germany participated in this workshop, in which Prof. Kai Hoberg – together with our partner companies – demonstrated the virtues of the challenging, future-oriented discipline of supply chain management to the students. It was a multi-faceted, interactive workshop.
An amazing 1,800 visitors came to KLU for the fair on Sunday, November 15. All of Hamburg’s high school students were invited to explore the options for going abroad and inquire about studying abroad during their time at high school. Around 50 exhibitors presented foreign boarding schools and high schools from the United States, Canada, the United Kingdom, Australia, South America, etc. The all-day program also featured a variety of informational talks about studying abroad. Organized by the Foundation for International Understanding, the fair will take place at KLU twice in 2016.

KLU held its fifth case competition for bachelor’s students in April. A total of 14 participants from Germany, Africa, and Europe worked on a case study in the humanitarian logistics field and presented their solutions to the jury. This year’s jury members were Professors Maria Besiou and Sandra Tranchet from KLU, and Sean Barton, an expert who has held leading positions in humanitarian aid organizations for many years. The participants divided up into two-person teams to work out a useful strategic solution to the real-life task in the humanitarian logistics field. “This was a great opportunity to prove our academic abilities. It was really a challenge to work together with an unfamiliar person from a different culture and it was a lot of fun to tackle the problem,” said competition winner Dirk Hagmeier (right). Maximilian Wilde, the second happy winner, added: “The group of participants was extremely varied and extremely ambitious. This is why I’m really proud to have won.” Both of the winners are now KLU students.

KLU held its second Open Day. President Thomas Strothotte welcomed the guests in KLU’s Golden Egg auditorium, starting the day’s events. Professors Barrot and Baur introduced the programs, several students reported about their first year at KLU, and alumni shared their first work experiences. In short: KLU provided 360° insight into what it would be like to study here. Career Services, the International Office, Student Services, and Recruitment all had booths in the foyer where students had the chance to ask individual questions. This time, many parents were also in attendance. Like the year before, Cupid Band from Brouriott provided the musical accompaniment in the form of gypsy swing.

The Nordbank Run is one of Hamburg’s biggest charity events, and KLU raised €900 of the total €155,000 the run was able to donate to the charity “Kinder helfen Kindern.”

Maximilian Wilde (L.) and Dirk Hagmeier won this year’s competition

The French Band La Câpette took care of the swinging sounds

HSH Nordbank Run

The HSH Nordbank Run event has become a KLU community favorite: this year saw the most participants since we first participated in 2011. 35 students and staff members ran for a good cause in Hamburg’s HafenCity.

The Nordbank Run is one of Hamburg’s biggest charity events, and KLU raised €900 of the total €155,000 the run was able to donate to the charity “Kinder helfen Kindern.”
CAREER PATHS

INTERVIEW WITH TOBIAS GAWOR, HEAD OF LOGISTICS AT FRESAND, GRADUATE OF THE MSc IN GLOBAL LOGISTICS

How did you find out which area/field you wanted to work in?

My job search was a continuous process. Before I started the MSc program, I worked in the Controlling department of an international logistics provider. From that experience I knew I liked numbers and logistics, but missed the integration into the planning and execution of operational processes.

Which part of the MSc program helped you in your decision-making process?

The Career Development Office seminars helped to identify my requirements for a future job according to my interests and strengths. Other lectures in the MSc program confirmed my wish to work in the area of supply chain management and logistics planning. During the application process, I was delighted to be able to discuss job offers with my master’s thesis supervisor, Prof. Kai Hobberg, who gave me valuable advice.

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?

Most importantly, I wanted to marry my beautiful fiancé, Katharina, :) It was clear to us that we wanted to live in Rosbach, Germany after our wedding in August, so I searched for jobs in supply chain management and logistics there. When I read my new employer's job advertisement, I knew FRESAND, a family-owned manufacturer of windows, doors, and winter gardens, was the perfect fit and applied immediately.

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

For the interviews and/or assessment center can take some time that you should devote to your master's thesis. I started applying shortly after starting my master's thesis. This is probably not the most optimal time since preparing for the interviews and/or assessment center can take some of the time that you should devote to your master's thesis. I think the decision on when to start applying is highly dependent on when you want to start working. I wanted to start immediately after graduation, but some of my classmates wanted to travel before they started working. There is no general rule: I can say that 6 months before starting to work should be enough.

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

The KLU network is full of interesting jobs. I would always encourage students to establish and maintain contacts with professors, the KLU staff, guest lecturers, etc. and – when you're searching for a job – to directly ask them for their advice.

INTERVIEW WITH DIMKO DOBREV, DATA ANALYST IN SUPPLY CHAIN MANAGEMENT & STRATEGIC SOURCING AT HÖVELER HOLZMANN CONSULTING, GRADUATE OF THE MSc IN GLOBAL LOGISTICS

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 my studies I knew that I would like to work in a challenging environment with a wide variety of tasks where I could have a very steep learning curve. I wanted to get as much experience as possible in a very short time in order to boost my career opportunities in the long run. The consulting industry fits this description and that's one of the reasons I targeted my internship search to this industry. My internship with HÖVELER HOLZMANN CONSULTING GmbH (HHC) in Düsseldorf met my expectations exactly and I felt that I fit in with the team very well. When they made me an offer after graduation, I didn't hesitate to join HHC.

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

Before my internship in HHC I attended many workshops conducted by consulting companies at KLU, so I had a basic idea of what it is like to work as a consultant. But you can only get a full impression once you start the job, which is why I decided to do my internship in this area. My approach was more like learning by doing. After successfully completing the internship at HHC, I knew I would like to work in consulting.

What exactly is your job description?

As a Data Analyst, I am responsible for the company's transport and storage processes. I lead a team of twelve employees and my tasks include the complete consignment, efficient tour planning, and comprehensive vehicle fleet management. With an enthusiastic team spirit, we tackle the daily logistics challenges of a make-to-order environment for high quality custom-made synthetic, aluminum, and wood products with complex transport requirements. I am very happy to be applying what I learned at KLU on the operational, tactical, and strategic levels.

What exactly is your job description?

As head of logistics at FRESAND, I am responsible for the company's transport and storage processes. I lead a team of twelve employees and my tasks include the complete consignment, efficient tour planning, and comprehensive vehicle fleet management. With an enthusiastic team spirit, we tackle the daily logistics challenges of a make-to-order environment for high quality custom-made synthetic, aluminum, and wood products with complex transport requirements. I am very happy to be applying what I learned at KLU on the operational, tactical, and strategic levels.

Which part of the Master program helped you in your decision-making process?

The part of the master's program that helped my decision-making process was definitely the internship experience between my second and the third semester at KLU.

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

I started applying shortly after starting my master’s thesis. This is probably not the most optimal time since preparing for the interviews and/or assessment center can take some of the time that you should devote to your master’s thesis. I think the decision on when to start applying is highly dependent on when you want to start working. I wanted to start immediately after graduation, but some of my classmates wanted to travel before they started working. There is no general rule: I can say that 6 months before starting to work should be enough.

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

One of the most valuable tips I could give to future KLU graduates would be to find the field you want to work in, something you are passionate about. Then try to get first-hand experience. No matter how many guest lectures you attend, you have to see for yourself. If you haven't tested it before starting your career, your expectations might not be met and you might end up unsatisfied. In the end, you have to have fun in what you do for a living because you will spend most of your lifetime doing it.

What exactly is your job description?

I am a data analyst in the field of supply chain management & strategic sourcing. This involves working a lot with spreadsheets and developing models to help our customers realize savings or improve their processes.
INTERVIEW WITH PETER HENTZSCHEL, ASSOCIATE OPERATIONS AT STRATEGY&, GRADUATE OF THE MSc IN GLOBAL LOGISTICS

How did you approach the question of what you wanted to do after graduation? Was there a moment when you knew – this is the job I want?

To be honest, there wasn’t. Other than the Career Development class at KLU, where we started from scratch, I didn’t put myself in this situation. I didn’t have a “Eureka!” moment telling me exactly what to do. Instead, it was a continuous process throughout my entire time at the university.

How did you find out which area/field you wanted to work in?

I think putting yourself into practical situations is the best way to deal with this question. Especially during my undergraduate studies, I tried out many areas and fields. I ruled out some of them very quickly and others became more and more part of my weekly schedule. Project and internal work in a student consultancy was my first touchpoint with the business and a door opener for further internships.

Which part of the MSc program helped you in your decision-making process?

From my point of view, there was not a specific part of the program. The setup and environment of the entire two years reinforced my decision. Many courses are highly output driven. New business cases need to be discussed, analyzed, summarized, and presented in teams – important skills for a consultant. The MSc at KLU is a people business, just like consulting work. The international faculty and many activities outside the curriculum with fellow students from all over the world raised my awareness of other cultures.

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

I sent my application in January 2015. I was planning to work a couple of months as a working student. Since the company does not have an office in Hamburg yet and does not hire that many working students, I ended up interviewing for a full-time position. Two weeks later I signed the contract to start in September. This was a very convenient outcome. However, the right time for an application depends on the desired hire date. For an immediate start after graduation, I suggest you apply before starting your thesis. Time is precious and you must focus on your topic during the four months you have for the thesis.

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

I can only speak for jobs in consulting firms. There is no universal recipe but there are a couple of things applicants should keep in mind when preparing for an interview.

1. Be yourself and be confident about what you did at KLU, the things you do, and what you want to achieve.
2. Stay calm at all time. Interviewers often try to put you under pressure to see how you react to stressful situations.
3. Be prepared for some kind of business case or brainteaser and approach it in a simple, comprehensible, and structured way.

What exactly is your job description?

I am an associate on the Operations team and cover strategic topics in supply chain management.

INTERVIEW WITH BETTY HOU, GRADUATE MSc IN MANAGEMENT NOW WORKING AS A PROJECT MANAGER IN GLOBAL DISTRIBUTION & SUPPLY CHAIN AT THE ADIDAS HEADQUARTERS

What do I want to do after graduation?

First of all, enjoy a relaxing vacation after two years of hard work! Afterwards, prepare myself physically, mentally, and emotionally to work abroad, in Germany.

Was there a moment when you knew – this is the job I would like to work in?

Yes, after being invited to fly over to participate in the assessment center and meet the team, there was indeed a moment when I really thought: “This is the city I would like to live in for a while, this is the company I would like to work for; these are the people I would like to work with, and last but not least, these are the new challenges I would like to take on.” It was the whole package that convinced me to make this move.

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

I had spent some time on thinking about this point before starting to pursue my master’s degree at KLU in Germany, and it became clearer during the past two years.

Which part of the Master program helped you in your decision-making process?

First of all, enjoy a relaxing vacation after two years of hard work! Afterwards, prepare myself physically, mentally, and emotionally to work abroad, in Germany.

What are your recommendations to the other KLU students?

I think good recommendations are always correlated to individual targets. In general, I would recommend making full use of your time at KLU, not only to acquire in-depth knowledge, but also to really appreciate the opportunity to experience an international environment and become actively involved with a truly open mindset.

What exactly is your job description?

I work on the project management team in global distribution & supply chain at the adidas headquarters. My responsibilities include assisting and supporting the senior project manager/director with planning, executing, and tracking global projects within the respective function. I am also responsible for organizing workshops with management and IT about their respective business processes to achieve clear outcomes and design solutions and action steps. Furthermore, my responsibilities also include developing and presenting project proposals in order to deliver and complete project streams and to understand, challenge, and manage demand dependencies and business requirements within the business community and across IT to maximize added value. I act as a liaison between global project/program directors, coordinators, and other business parties to enable the smooth implementation of initiatives on continuous business process improvement. Additionally, I ensure the exchange of internal knowledge with respect to project management and support financial project management.
KLU IN THE MEDIA

Media coverage plays an important part in KLU's overall marketing strategy and is practically the best form of exposure the university can get. Each successive article generates higher readership and credibility.

The university's development, KLU student achievements, a variety of research topics, and related interviews with members of our faculty – these are only some of the topics of 2015. Interest in KLU is growing, which proves that KLU is receiving the attention it deserves.
EDUCATING THE LEADERS OF TOMORROW IN LOGISTICS AND MANAGEMENT

In 2010 the non-profit Kühne Foundation founded this independent, state-certified university. The 2014 Handelsblatt Research Rankings identify KLU as one of the leading universities in Germany, Austria, and Switzerland with respect to research output per professor. In the 2014 CHE university rankings KLU obtained the highest ranking in all major criteria. On its unique campus, about 30 professors will soon be training 500 students in the logistics and corporate management fields for the global market. At present KLU has 20 professors, 250 students, 74 exchange students and over 50 partner universities worldwide.

TEACHING

Degree programs
- BSc Management
- MSc Global Logistics & Supply Chain Management
- MSc Management
- PhD Program

Executive Education programs
- Open seminars (Autumn & Summer Schools)
- Executive MBA
- Company-specific programs

- All programs are conducted in English (company-specific programs in German upon request)
- All degree programs incl. mandatory semester abroad & internship

RESEARCH

Logistics & Supply Chain Management
- Green logistics
- Maritime logistics
- Sustainable operations
- Warehousing
- Service logistics

Management & Economics
- Intercultural management
- Leadership
- Risk management
- Pricing & revenue strategy
- Marketing & innovation management
- Service management
- Finance
- Infrastructure economics

PARTNERSHIP OPTIONS

Teaching
- Interns
- Thesis topics
- Lectures (“Meet the Pros”)
- Deutschland Scholarship for University Students
- Places for students in the BSc & MSc programs

Research
- Specialized expertise and analyses on current topics
- Research projects
- PhD candidates
- Endowed chairs

Continuing education
- Company-specific seminars
- Places for students in the Executive MBA program
- Summer & Autumn Schools on specific topics

Other
- Venue rental
- Event partnerships
- Mutual network access

FACTS ABOUT KLU

INTAKE SEPTEMBER 2015

Students over all classes

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germans</td>
<td>55</td>
<td>36%</td>
</tr>
<tr>
<td>Internationals</td>
<td>96</td>
<td>64%</td>
</tr>
<tr>
<td>Male</td>
<td>87</td>
<td>58%</td>
</tr>
<tr>
<td>Female</td>
<td>64</td>
<td>42%</td>
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</table>

Students from over 30 different countries

Main Origins international students

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<thead>
<tr>
<th>Country</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>China</td>
<td>6</td>
</tr>
<tr>
<td>Colombia</td>
<td>7</td>
</tr>
<tr>
<td>France</td>
<td>8</td>
</tr>
<tr>
<td>India</td>
<td>5</td>
</tr>
<tr>
<td>Italy</td>
<td>5</td>
</tr>
<tr>
<td>Mexico</td>
<td>18</td>
</tr>
<tr>
<td>Russia</td>
<td>6</td>
</tr>
<tr>
<td>Sweden</td>
<td>4</td>
</tr>
<tr>
<td>Turkey</td>
<td>5</td>
</tr>
<tr>
<td>ASIA 6%</td>
<td></td>
</tr>
<tr>
<td>EUROPE 15%</td>
<td></td>
</tr>
<tr>
<td>SOUTH AMERICA 14%</td>
<td></td>
</tr>
<tr>
<td>NORTH AMERICA 1%</td>
<td></td>
</tr>
<tr>
<td>RUSSIA 10%</td>
<td></td>
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<tr>
<td>NORTH AMERICA 1%</td>
<td></td>
</tr>
<tr>
<td>SOUTH AMERICA 14%</td>
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</tr>
<tr>
<td>ASIA 6%</td>
<td></td>
</tr>
<tr>
<td>AFRICA 2%</td>
<td></td>
</tr>
<tr>
<td>GERMANY 52%</td>
<td></td>
</tr>
</tbody>
</table>
FACTS ABOUT KLU

Bachelor of Science Management
Class of 2018

| GERMANS: 22 | 81% | INT'L S.: 5 | 19% |
| MALE: 19    | 70% | FEMALE: 8   | 30% |

Master of Science Global Logistics & Supply Chain Management
Class of 2017

| GERMANS: 16 | 36% | INTERNATIONALS: 28 | 64% |
| MALE: 28    | 64% | FEMALE: 16         | 36% |

Master of Science Management
Class of 2017

| GERMANS: 17 | 81% | INT'L S.: 4 | 19% |
| MALE: 14    | 67% | FEMALE: 7   | 33% |

Master of Science
Origins exchange students 2015/2016

MALE: 26 | 44% | FEMALE: 33 | 56%
THE ROAD AHEAD

2015 was a very successful year for KLU – it laid the cornerstone for continued growth in the years ahead.

The university’s primary goal for the coming years will remain obtaining the right to bestow doctor’s degrees. To create a PhD program of our own as soon as possible, KLU is setting up a partnership with Leuphana University to be launched in 2016.

Our successful professorial appointment policy will continue next year with appointments in finance and human research management. In cooperation with our partner institutions, we are also targeting appointments in the law, economics, and IT fields. And we will be filling two very important positions next year: the new dean of research and the new dean of programs.

KLU will start a joint MSc International Maritime Law & Logistics (IMLLog) program together with The International Maritime Law Institute (IMLI) in Malta in 2016. The Tri-Continental MSc program in cooperation with the University of Tennessee (Knoxville/USA) and Tongji University (Shanghai/China) will follow one year later.