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Dear Readers,

Looking back at 2016, it is with great pleasure to see that the Kühne Logistics University (KLU) continued to grow. More students have started their programs, new professors have taken up their work, and new study programs have been conceived and implemented. In addition, KLU achieved an important goal: It was accredited by the German Science Council and its programs by FIBAA.

In 2016, KLU has sharpened its academic profile through the definition of three Key Competence Areas (KCA): Digital Transformation, Creating Value, and Sustainability, each for the benefit of transportation, global logistics, and supply chain management. This is another move towards the industry as the topics of the KCA are of key importance for almost any business.

Digital Transformation offers new opportunities but at the same time poses challenges companies need to prepare for. In mature markets, cost reduction and improvements in efficiency are simply not enough anymore for businesses to stay competitive. The KCA Creating Value works on finding new solutions by employing creative approaches to value propositions. The KCA Sustainability is a sine qua non in modern management. Not only with regard to ecological but also to social and financial issues.

I am delighted that KLU is able to combine first-class research with practical applications in such a remarkable way. The implementation of the new KCAs emphasizes this approach.

This, as well as the other accomplishments which you will find in this first KLU Yearbook, would not have been possible without the dedicated work of the university management, professors, staff, and students. I would like to thank everybody at KLU for another successful year and I am looking forward to what the future will bring – both for KLU and the logistics industry.

Yours sincerely,

Prof. Dr. h.c. Klaus-Michael Kühne
President of the Board of Trustees of the Kühne Foundation

This strengthened focus will be noticeable throughout KLU’s work and in its relationships to others: In the degree programs as well as in customized executive education. In the theoretical skills students bring to their internships and in the practical experience they take from them. In the research KLU faculty carries out for specific needs of its industrial partners and in the thoughts they shape in the scientific community worldwide.

I am looking forward to see KLU grow further, to strengthen existing relations and develop new connections in the future.

Sincerely,

Karl Gernandt
Chairman of the Supervisory Board

Preface by the Founder

Preface by the Chairman of the Supervisory Board and Statement by the President

Dear Readers,

In the past year, KLU has once again proven that it is a growing and ambitious institution. True to its mission to deliver interdisciplinary insights for global logistics research and practice, KLU has expanded both its academic impact and its corporate ties.

This development is most prominent in the implementation of three Key Competence Areas (KCA). Within these KCAs, KLU will concentrate its research activities, will develop a unique teaching profile and meet current requirements of the industry.

This Yearbook also highlights important milestones of the previous academic year, like our new Key Competence Areas, our new study programs, and our academic achievements. But it also uses these examples to let you understand what we are all about, to explain the institution as a whole. Who are we, why do we exist, what have we accomplished recently, and where are we headed? Less text, more ‘message’, emotions, and ideas.

Enjoy! Our KLU Yearbook is an invitation to all of you, the readers, to participate in our journey, to make our journey your journey and vice versa.

Sincerely,

Prof. Thomas Strothotte
PhD (McGill), MBA (Columbia)
President
303 alumni have used KLU as a springboard to their careers since the university was founded. They work in more than TWENTY-FIVE different industries, from manufacturing to consulting.

205 visitors use the KLU library – every week.

275 students are currently studying at KLU. PhD students are currently proving their academic excellence at KLU.

112 new students started in degree programs at KLU in September 2015.

14 different countries hosted interns from KLU in 2016. Cape Town was the farthest internship location, with a total distance of 9,760.52 KM from KLU.

275 students are currently studying at KLU.

95 publications (journal articles (peer-reviewed and professional), conference proceedings, books, and book chapters) were authored by KLU faculty and PhD candidates in 2015/16.

14,760.52 KM

251 participants attended workshops, seminars, and summer school sessions organized by KLU’s Executive Education program.

NINE new research projects with a total volume of €786,000 were acquired by KLU in academic year 2015/16.

35 nations are home to many of KLU’s students, faculty, and staff members.

25 PhD students are currently proving their academic excellence at KLU.

45 non-academic staff members support the KLU faculty and students with functions such as Student Services, Career Services, the International Office, and Library Services.

100% of internship supervisors who responded to a survey said they would be willing to host a KLU intern again.

ONE BSc program and FOUR MSc degree programs are available at KLU.

74 BSc, MSc and EMBA students wrote their theses in 2016.

FIFTY international partner universities in Europe, Asia, Australia and the Americas hosted KLU students during their semester abroad.

TWENTY-THREE professors teach and do research at KLU.

More than 27,000 books and e-books, 8,700 e-journals, and 20 databases are available in the KLU library.

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KLU’s core features include excellent teaching and outstanding research. In order to focus our profile, we are now targeting three Key Competence Areas (KCA). The fields of logistics and management and society in general have experienced some major changes in recent times. With a view to the future, we believe these three areas will play key roles with regard to transportation, global logistics, and supply chain management: Digital Transformation, Creating Value, and Sustainability. Research at KLU will be clustered around the three KCAs (see the Research Projects section, page 22), mobilizing experts from different academic fields and disciplines to solve problems together. The KCA structure will ensure a closer relationship between scientific research and practice, translating scientific findings into valuable recommendations for companies and practitioners.

**FIRST GERMAN IAME CONFERENCE**

From August 23 to 26, 2016, around 270 participants from more than 40 countries attended the annual International Association of Maritime Economists (IAME) conference. One of the most important conferences for academics in the field of maritime transport, the event took place in Hamburg – for the first time ever, in Germany. KLU and other members of the Hamburg Maritime Research Cluster hosted the conference, which focused on topics related to maritime transport and ports. The presentation topics included maritime logistics, ship finance, port economics, and hinterland transport. Emerging research topics such as big data applications in shipping and ports, innovation in ports, greener shipping and Arctic shipping were also presented. We are proud to have hosted an event that provided scientific exchange on many different topics related to maritime economics and achieved record numbers for both attendance and scientific contributions.

**KEY COMPETENCE AREAS DEFINED**

Two new degree programs were developed in cooperation with renowned partner universities. For the MSc in International Maritime Law and Logistics, KLU is teaming up with the IMO International Maritime Law Institute (IMLI) in Malta. The pioneering program will qualify students to manage new logistics challenges and legal issues. In the TriContinental Master of Science in Global Supply Chain Management, students will have the unique opportunity to study supply chain management at three different universities on three different continents: Tongji University in Shanghai, China, the University of Tennessee in Knoxville, USA, and KLU in Hamburg, Germany. Both programs have German Science Council and FIBAA accreditation and will kick off in September 2017. To learn more about the programs, see the Degree Programs section on page 38 or visit our website.

**TWO NEW DEGREE PROGRAMS**

Academic year 2015/16 saw the accreditation of two new degree programs at KLU. With the TriContinental Master of Science in Global Supply Chain Management and the MSc in International Maritime Law and Logistics, KLU has reinforced its global ties.
In addition to excellent research and high-quality teaching, KLU aims to provide outstanding conditions for young academics. During the four-year program at KLU, students take courses in methodology and their dissertation field, relying on extensive support from KLU’s resident faculty. The PhD students are actively involved in faculty research projects, giving them the opportunity to publish their results in top academic journals. KLU currently has a cooperative PhD program with several universities that grant the doctoral title. We expect to have the right to grant our own PhDs by the Fall of 2017. In academic year 2015/16, 25 PhD candidates in the fields of logistics and supply chain management, marketing, and leadership worked on dissertations at KLU.

PHD PROGRAM

Florian Badorf, Essays on Empirical Analyses in Supply Chain Management Leuphana University of Lüneburg

Johannes Jakob Heinen Supply Chain Operating Models for 3D Printing Leuphana University of Lüneburg

Benjamin Korman How Social Comparison Processes Affect Performance in the Workplace Erasmus University Rotterdam

Christina Imdahl Optimizing Lead Times Through Planning and Managing of Bought-In Parts in Vehicle Manufacturing Leuphana University of Lüneburg

Vasileios Kosmas GHG Abatement Incentives and Competitiveness of the Shipping Industry Copenhagen Business School

Chuanwen Dong Synchronomodality from a Supply Chain Perspective KU Leuven

Marcus Grieger Transformation Towards Service-Dominated Business Models in the Digitalized Automotive Industry University of Leipzig

Iurii Konovalenko Improved Supply Chain Reliability through Event Management Leuphana University of Lüneburg

Kristoph Ullrich Getting Down to Brass Tacks: Is Your Organization Really Aligned? University of Groningen

Benjamin Korman How Social Comparison Processes Affect Performance in the Workplace Erasmus University Rotterdam

Christine Florinthman Who Manages Our Supply Chains? Backgrounds, Competencies and Contributions of Human Resources in Supply Chain Management Copenhagen Business School

Olga Rusyaeva Approximate Dynamic Programming for Lateral Transshipment Problems in Multi-Location Inventory Systems University of Hamburg

Christoph Floëthmann Who Manages Our Supply Chains? Backgrounds, Competencies and Contributions of Human Resources in Supply Chain Management Copenhagen Business School

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Kristoph Ullrich Getting Down to Brass Tacks: Is Your Organization Really Aligned? University of Groningen

Ben Sahlmüller Dual Leadership Structures Erasmus University Rotterdam

Successfully defended their doctoral thesis.
Congratulations!
Catharina Vogt (née Decker)
Effects of Respectful Leadership on Employee Initiative
University of Hamburg

Christos Efthinos
Mechanisms of Humanitarian Organizations: Cash & Voucher Programs & Fleet Management
 Aristotle University of Thessaloniki

Cord Otten
The Influence of Social Networks on the Sequential Distribution Strategy of Hedonic Media Products with Short Life Cycles
University of Hamburg

Laura Turrini
Essays on Sustainable Supply Chains
University of Hamburg

Jennifer Ulrich
“Uneasy Lies the Head That Wears a Crown” – from Becoming a Leader, Its Consequences, and the Psychology Behind
Helmut-Schmidt-University Hamburg

Jan Schalowski
Network Analysis for Targeted Marketing Communications
University of Hamburg

Christina Mölders
Respect in Political Debates
University of Hamburg

Sebastian Steinker
Application of Secondary Empirical Data in Supply Chain Research
University of Cologne

Daniel Gläser
Effects of Pay-for-Performance on Employee Behavior
University of Hamburg

Mojtaba Salem
Issues of Leadership in Humanitarian Operations
Leuphana University of Lüneburg

Natalija Keck
Employees’ Perspective on Organizational Ethics
Erasmus University Rotterdam

Marie Christine Herdmann
Optimizing Supply Chains Using Smart Devices
Leuphana University of Lüneburg

Susan Reh
Social Comparison and Interpersonal Behavior in Organizations
Erasmus University Rotterdam

Christos Efthinos
Mechanisms of Humanitarian Organizations: Cash & Voucher Programs & Fleet Management
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Susan Reh
Social Comparison and Interpersonal Behavior in Organizations
Erasmus University Rotterdam
Research at KLU has two main goals: To generate top-quality academic insights. And to make these insights available to professionals and their business environments.

Our faculty and PhD students shape thought in the fields of logistics and management. Their papers are published in renowned scientific journals. KLU is involved in research projects funded by DFG, the EU, and the World Bank. We also conduct research projects in cooperation with numerous business partners. Researchers at KLU take on topics that affect practitioners in their daily professional lives. We look at current developments from a scientific perspective and find solutions to real-world problems.

KEY COMPETENCE AREAS FOR INTERDISCIPLINARY RESEARCH

In 2016, KLU continued to focus on its profile in both teaching and research. We implemented Key Competence Areas (KCA) in order to channel our efforts into three areas of research that will have major impacts in the future: Digital Transformation, Creating Value, and Sustainability, each for the benefit of transportation, global logistics, and supply chain management. By establishing new connections between different fields and disciplines, our KCA will help us identify, contextualize, explain, and drive further development in these areas.

23 PROFESSORS, MANY OPPORTUNITIES

KLU strives to bring the best scientists in their fields together. Individually, they are all outstanding researchers. As a group, they cover a broad range of specializations and expertise.

Explore selected research projects and become familiar with the variety of topics, industries, and fields of research we are involved with: from the benefits of smart devices to the promotion of sustainable transport, from the automotive industry to humanitarian logistics, and from supply chain management and logistics to management and marketing.

RESEARCH PROJECTS AT KLU

Title of Project: SUPPLY CHAIN OPERATING MODELS FOR 3D PRINTING
KCA: Digital Transformation
Researchers: PROFESSOR KAI HOBERG (KLU), PHD CANDIDATE JOHANNES JAKOB HEINEN (KLU)
Support/Funding: Doctoral scholarship from the Dr. Friedrich Jungheinrich Stiftung
Started: July 2015 (ongoing)

Goal
To identify additive manufacturing opportunities for spare part management digitalization along the supply chain.

Challenge
Producing companies are torn between the spare part management goals of offering customers reliable, fast parts availability to avoid machine failures and reduced downtime costs or the extensive logistics costs involved in storing and distributing spare parts. By minimizing production setup and tooling costs, additive manufacturing promises to revolutionize the production and distribution of spare parts. Although more and more companies are excited and beginning to explore how they can benefit from additive manufacturing, they are faced with the challenges of identifying the economically reasonable spare parts that can benefit from additive manufacturing and assessing the production capacity requirements for covering demand in a timely, cost-effective manner. In the ongoing research project, we intend to expand the current research on the supply chain implications of additive manufacturing (3D printing), focusing on issues surrounding inventory and capacity management for spare parts.

Research Method
Within different sub-projects, we apply multiple research methods. For example, we mathematically model contrasting inventory management systems for additive manufacturing and traditional manufacturing to examine how using additive manufacturing technology can reduce spare part inventories. First, we aim to identify the optimal inventory policies and order parameters for each of the two production technologies. Second, we describe the demand and cost settings in which additive manufacturing is preferable to traditional manufacturing. Here, we intend to cluster spare parts according to their characteristics for the particular production technology. Third, we would like to provide use cases for the new model utilizing real-world spare parts data sets from manufacturing companies.

Results
As part of the first sub-project, we found that from an inventory management perspective, additive manufacturing remains a niche technology for spare parts that are infrequently requested. At the current state of technology, the opportunity for a change in inventory policy facilitated by additive manufacturing may unfold for very slow-moving parts (up to approximately 50 parts per year). An empirical assessment of selected spare part data sets demonstrated that this could hold true for a substantial share of spare parts and supports the hypothesis that additive manufacturing may be an economical option for the spare parts management of producing companies.

“Although companies are beginning to explore how they can benefit from additive manufacturing, they are faced with the challenges of identifying the economically reasonable spare parts that can benefit from additive manufacturing.”
service-oriented business models and solutions. We are working to develop a process methodology and collaborate within extensive service networks.

Novel service and the corresponding business models, IT organizations and IT processes in order to design product-service systems. They must transform their role of mobility consumers in the automotive service system networks. Most services focus on hardware-specific features such as driving assistance systems (DAS) instead of integrated transportation solutions and their IT implications. The methods for supporting the paradigm shift to a customer-oriented, digital service solution have been insufficiently researched and their applicability to the automotive industry has virtually not been examined at all. The current project investigates this transformational gap by means of practical research with industry partners.

In the next step, the guideline-supported interviews will be transcribed, analyzed, and synthesized so the results can be combined with the literature review for further publications. We plan to expand the case studies with OEMs if possible and develop an initial process methodology.

Results

So far, we have noted that few studies emphasize the role of mobility consumers in the automotive service development process. Both drivers and passengers are understood as customers rather than collaborators within service system networks. Most services focus on hardware-specific features such as driving assistance systems (DAS) instead of integrated transportation solutions and their IT implications. The methods for supporting the paradigm shift to a customer-oriented, digital service solution have been insufficiently researched and their applicability to the automotive industry has virtually not been examined at all. The current project investigates this transformational gap by means of practical research with industry partners.

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Goal

To analyze the implications of the digital transformation of the automotive industry into service-oriented business models with regard to IT architecture, IT organizations, and IT processes and develop a method and framework for migration.

Challenge

Automobiles contain more and more information technology. Connectable mobile devices, the expanding installation of sensors and intelligent software, have driven the process of digitalization within vehicles, allowing them to participate in the Internet of Things (IoT). Sensors constantly generate data about the environment, the driver, and the vehicle. Connected vehicles are able to exchange data that is made available for analysis, thus pushing the development of innovative products and services that satisfy changing customer needs and future mobility demands. Original equipment manufacturers (OEM) no longer compete on the basis of products alone, but also with services within integrated mobility solutions.

OEMs are now challenged to develop integrated product-service systems. They must transform their IT organizations and IT processes in order to design novel service and the corresponding business models, and collaborate within extensive service networks. We are working to develop a process methodology that gives OEMs guidance in the transition to digital, service-oriented business models and solutions.

Research Method

- Field study with a German OEM
- Literature review on automotive service systems to derive a conceptual reference framework
- Conduct around 25 guideline-supported interviews with industry representatives, experts, and OEM employees in leading positions

Results

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The potential of enterprise resource planning (ERP) tools has not yet been fully developed for integration into humanitarian operations.

“The potential of enterprise resource planning (ERP) tools has not yet been fully developed for integration into humanitarian operations.”
Goal
To create an understanding of how smart devices, i.e., sensors with an Internet connection, can provide value to the partners in the supply chain and help to improve end-to-end supply chain processes.

Challenge
A world in which ubiquitous computing enabled by intelligent devices will be the norm and smart devices interact with, initiate, and facilitate human decisions is not that far away. The proliferation of smartphones, the increased use of autoID technologies, intelligent home appliances, the Internet of Things (IoT), and many other “experiments” in the use of sensors have generated widespread interest in a connected world. Many different types of information can be efficiently gathered. However, it is not entirely clear how supply chains can benefit from data on location, temperature, and status, for example. Companies need to identify how smart devices can be embedded in their current processes, used for new processes, and help to develop new business models. This raises a number of scientific and practical issues such as: What is the current landscape of smart device applications for supply chain management? What are potential use cases for leveraging smart devices in end-to-end supply chain optimization? How can supply chain processes be re-engineered to take full advantages of the data provided by smart devices? What are the incentives of internal and external supply chain partners and how to ensure buy-in for new technologies and processes?

Research Method
In our research, we are developing theoretical models for understanding the basic relationships that smart devices can capture. In particular, we would like to understand the adaptation rate of smart devices required for firms to benefit from their use. We are using empirical data that is gathered with smart devices, analyzing it to understand which insights can be acquired and what value can be created from the additional information. Finally, we are conducting interviews to understand where participants in the supply chain see hurdles and roadblocks for the adaptation of smart devices.

Results
We are finding out how smart devices can be used to improve supply chain operations. The opportunities for lead-time reduction, revenue enhancement, inventory optimization, and cost reductions are varied. Smart devices can be used to improve inventory visibility throughout the entire chain, enable real-time planning, and introduce new business models.
Referral programs have become a popular tool for using a customer base as a means of acquiring new customers. The findings from previous research indicate that referred customers are more loyal and valuable than customers acquired through other channels. However, these analyses do not account for the specific characteristics of relationships between senders and receivers of referrals, although social network research has shown that dyadic aspects such as demographic similarity have a strong impact on the success of referrals.

Research Method
For our analysis, we use panel data from approx. 5,000 customers of a mobile phone provider. Over a period of 27 months, we captured information that included demographics, contribution margins, churn behavior about a cohort of referred and non-referred customers and more than 1,000 referral senders. We use this data to compare both customer groups with respect to customer loyalty and found that referred customers are indeed more loyal compared to non-referred ones. Second, we find that segment-specific differences existed with respect to customer value. Our results showed that referral programs do not necessarily yield more valuable customers, implying that the influence of rewarded referrals on the customer value of referred customers depends on company- and product-specific factors such as profit margins and perceived risk. Analyzing the dyadic relationship between senders and receivers of referrals, we found that the customer lifetime value (CLV) of referred customers depends substantially on the sender of the referral. The results showed that demographic similarity between referral sender and receiver increases the referred customer value, especially if the referring customer has a high CLV. As a consequence, firms should target referral programs only to specific customer segments if they want to trigger referrals to high value customers.

Next Steps
In a next step, we plan to establish an approach to further increasing the value generated through referral programs by reducing reward scrounging, i.e., avoiding rewards for the referrals that would have happened even without any financial incentive from the firm.

Results
This study contributed to the research and management of referral reward programs in two ways. First, we confirmed previous results on the positive effect of rewarded referrals on customer loyalty and found that referred customers are indeed more loyal compared to non-referred ones. Without knowing how the social media influence customer relationships, companies struggle to assess whether their investment in establishing and maintaining brand pages in social media actually meet their high expectations with regard to developing and retaining customers.

Challenge
Although there is a large body of research on the various positive implications of brand communities, challenges remain with respect to the management of customer relationships and its implications for the development and retention of customers – and their profitability. Without knowing how the social media influence customer relationships, companies struggle to assess whether their investment in establishing and maintaining brand pages in social media actually meet their high expectations with regard to developing and retaining customers.

Research Method
We based the analysis on data from over 300,000 customers of a mobile phone provider. Considering customer-level demographics, contract history, customer service requests, and social media usage, we statistically analyzed the link among social media interactions with the firm and customers’ upselling behavior, churn, and service contacts.

Next Steps
Based on the study’s indication that social media interactions may influence customer management variables and, ultimately, profitability, we plan a follow-up study that includes not only the quantity of social interactions but also their valence in a sentiment analysis.

“...The results imply that although brand page interaction may not help to preemptively resolve questions or concerns, it does indeed increase customers’ tendency to engage in ‘real’ dialogue with the company.”
The more favorably a leader has several employees who probably compare the way their leader treats them to the way their coworkers and the focal employee. This approach ignores the fact that organizational norms (Aquino et al. 1999). However, much of this work has focused only on the relationship between a leader and the focal employee. This approach ignores the fact that a leader has several employees who probably compare the way their leader treats them to the way their coworkers are treated.

Our aim is to address this gap in the literature. Our overall hypothesis is that employee behavior and attitudes not only depend on the quality of the relationship with the leader, but on how well the relationship compares to the leader’s and the focal employee. This approach ignores the fact that a leader has several employees who probably compare the way their leader treats them to the way their coworkers are treated.

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Our main goal is to advance and extend our understanding of social comparison processes in leadership.

**Challenge**
The existing research on the effects of leadership on employee behavior shows that when leaders treat their employees with kindness and consideration, they experience a more positive affect (De Cremer 2004), evaluate their self-worth more favorably (Smith et al., 1998; Tyler 1999), and are more willing to cooperate and comply with organizational norms (Aquino et al. 1999). However, much of this work has focused only on the relationship between a leader and the focal employee. This approach ignores the fact that a leader has several employees who probably compare the way their leader treats them to the way their coworkers are treated.

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**Goal**
Our main goal is to advance and extend our understanding of social comparison processes in leadership.

**Research Method**
We apply a triangulation approach that enables us to establish the internal/external validity of our findings. Each project combines a randomized controlled experiment and a field study. The experiments will be conducted at KLU and Erasmus University Rotterdam. Field studies will be conducted at relevant multinational companies and organizations.

**Results**
As the research project only started recently, we do not have any reliable results yet. However, we expect to find answers to the following questions:

1. How team diversity affects social comparisons in leadership and how such comparisons affect the cooperative and competitive behavior within teams.

2. How personality differences affect employees’ disposition to make leadership social comparisons and their reactions to these comparisons. Also, how these differences motivate employees to put more effort into a task or engage in unethical behavior to outperform coworkers.

3. How employees switch between temporal comparisons (i.e., how treatment today compares to that of the past) and social comparisons in leadership and how both might explain variations in employee attitudes and behavior.

**Next Steps**
The follow-up empirical investigations are under way in research cooperations spanning from Canada and Israel to Australia. To support a full-scale investigation of the model’s proposition, we submitted a DFG grant proposal at the beginning of 2017.
Goal
To organize a symposium for invited groups of specialists from the EU and US to discuss future research on the adaptation of transport systems to climate change.

Challenge
Transport systems are coming under increasing stress from extreme weather events and the rising sea level, both of which are closely associated with climate change. There is a need for more research on the vulnerability of these systems to climate change and the measures that need to be taken to protect them and improve their resilience. Given the importance of this subject, it was adopted as the theme of the 4th annual symposium jointly organized by the EU and US to promote transatlantic collaboration in transport research.

Research activity
Alan McKinnon was appointed chairman of a planning committee comprising eight specialists in this field, four each from the EU and US. The planning committee was given the tasks of deciding on the content and format of the event, commissioning and reviewing the documentation, and selecting 20-25 experts from both the EU and US to participate in the two-day symposium. Senior officials from the European Commission, the US TRB and US DoT also participated in the process. McKinnon moderated the symposium, while other members of the planning committee managed breakout sessions on the transport impacts of three climatic phenomena: rising sea level/storm surges, excess precipitation/river flooding and extreme heat/droughts. With the help of real-world and hypothetical case studies, the breakout groups examined what can be done before, during, and after these types of events to make transport systems more resilient.

Results
As intended, the symposium which was held in Brussels in June 2016 comprised two days of very productive brainstorming and networking for the 45 experts who attended the event. KLU professor Michele Acciaro was one of the experts, sharing his expertise on the maritime aspects of the subject. The event brought together practitioners and academics from a range of disciplines and countries. Gaps in our current knowledge were identified, we exchanged operational and research experiences and made numerous recommendations for future studies on transport adaptation and resilience. The proceedings were summarized in a detailed report published by the US TRB in January 2017. McKinnon also convened a special session at the 96th Annual Meeting of the TRB in Washington D.C. in January 2017 to discuss the symposium’s main output. He also contributed to a meeting of the TRB’s Executive Policy Committee devoted to the adaptation of transportation to climate change/extreme weather.

Next Steps
The EU has invited applications for new Horizon 2020 projects on transport resilience to extreme (natural and man-made) events, partly based on recommendations arising from the symposium. KLU has joined a consortium bidding for one of these projects.

Title of Project: TRANSPORT RESILIENCE: ADAPTATION TO CLIMATE CHANGE AND EXTREME WEATHER

KCA: Sustainability

Researchers: PROFESSOR ALAN MCKINNON (KLU), PROFESSOR MICHELE ACCIARO (KLU)

Support/Funding: European Commission, US Transportation Research Board, US Department of Transportation

Duration: November 2015 to January 2017

Title of Project: DIFFERENTIATED PORT INFRASTRUCTURE CHARGES TO PROMOTE ENVIRONMENTALLY FRIENDLY MARITIME TRANSPORT ACTIVITIES AND SUSTAINABLE TRANSPORT

KCA: Sustainability

Researchers: PROFESSOR MICHELE ACCIARO (KLU), PHD CANDIDATE VASILEIOS KOSMAS (KLU)

Support/Funding: European Commission Directorate General on Mobility and Transport (DG MOVE)

Duration: January 2015 to March 2016

To compare different approaches of rebates on port dues in order to make recommendations for an operational and consistent voluntary application of environmental charging principles in European ports, thus reducing or limiting the negative effects of maritime transport on the environment.

Research Method
The partners worked closely with different European port authorities to analyze the various rebate schemes they use. For our research, we conducted about 25 interviews, developed 10 case studies, and held two workshops.

Results
Rebates on port fees to promote greener shipping have become quite common in the sector. In particular, ports in the Baltic and the North Sea seem to have developed the most advanced methods to incentivize sustainable transport. However, our study finds that this form of rebate alone is unlikely to be a sufficient incentive to use environmentally friendly technologies. Rebates on port dues are necessarily rather small, as most ports rely on them to run their operations and maintain and develop infrastructure. Nonetheless, rebates in conjunction with regulations and other economic benefits obtainable from greener vessels could drive the transition towards a more sustainable maritime transport sector.

“Rebates in conjunction with regulations and other economic benefits could drive the transition towards a more sustainable maritime transport sector.”

Challenge
Global transport accounts for about 20 percent of greenhouse gas emissions and shipping plays a role in this. In order to promote green shipping approaches and reward shipowners and operators that have already invested in more environmentally friendly ships, many ports use rebate schemes for port dues. However, the course of action of the various port authorities is not standardized. The Environmental Shipping Index (ESI) proposed by the World Port Climate Initiative appears to be the most widely used approach. Other indexes and certifications include Clean Ship Index, Green Award, and Blue Angel. For this research, KLU and a consortium led by Italian consulting firm COGEA that included the Free University of Brussels and Portuguese IT provider CLINT compared different rebate systems used by ports. The aims of the project were to update the information and data of EU and worldwide existing practices’ inventories and provide recommendations and a toolkit for carrying out more environmentally friendly maritime operations.
KLU OFFERS ITS STUDENTS A UNIQUE ENVIRONMENT FOR STUDIES. WHETHER YOU ARE ENROLLED IN OUR BSC AND MSc PROGRAMS OR PARTICIPATING IN ONE OF OUR EXECUTIVE EDUCATION PROGRAMS, OUR STAFF IS HERE TO PROVIDE YOU WITH ALL THE SERVICES YOU NEED FOR FULLY CONCENTRATING ON YOUR STUDIES.

DEGREE PROGRAMS

Being at KLU means studying in an international, family-like atmosphere. Small classes and an emphasis on both academic excellence and practical applications add up to a great university experience.

An internship integrated into the curricula of each KLU degree program and an exchange semester at one of KLU’s 50 international partner universities provide other types of valuable experience.

The Bachelor of Science in Business Administration degree program conveys the fundamentals necessary for a career in management. The first three semesters provide a broad foundation in fields such as accounting, logistics, marketing, statistics, economics, and law. Following a semester abroad and an internship, students chose one of four profiles for their final year: International Management, Sustainable Management, Supply Chain Management, or Management Information Systems. Our BSc students also expand their language, programming, and soft skills. An intensive track gives excellent students the opportunity to earn a higher ECTS level of 210 points.

In the four-semester Master of Science in Management program, students develop highly relevant expertise in a unique interactive learning environment. The Digital Transformation profile prepares students for disruptive change via an interdisciplinary approach combining aspects of marketing, economics, data analytics, and law. The Value Creation profile focuses on innovative finance, HR, and customer management approaches for creating sustainable growth opportunities for global companies.

The Master of Science in Global Logistics and Supply Chain Management program prepares students for leadership positions in the field of international logistics. Courses in logistics and supply chain management, business analytics, and leadership provide a solid foundation. The range of specializations includes maritime logistics, inventory management, humanitarian logistics, and sustainable logistics. In addition to case studies and projects, excursions and a regular exchange with company representatives ensure a practical orientation.

Students can also receive their MSc in Management or MSc in Global Logistics and Supply Chain Management degree in three semesters on the fast track. While the students in the regular four-semester programs acquire 120 ECTS points on the fast track they will end up with 90 ECTS points and forego the semester abroad.

In the Tricontinent Master of Science in Global Supply Chain Management, students study at three different universities on three different continents: KLU in Hamburg, Germany; Tongji University in Shanghai, China, and University of Tennessee in Knoxville, USA. This four-semester program opens the doors to the international world of supply chain management and lets students experience the world’s three largest economies first hand. While each of the three universities specializes in a different area of supply chain management, students will not only broaden their academic horizons but also become familiar with different places, people, and cultures.

In cooperation with IMO International Maritime Law Institute (IMLI) in Malta, KLU offers a Master of Science in Maritime Law & Logistics. Students spend the first two semesters at IMLI in Malta, learning about international maritime law, humanitarian law, and the settlement of disputes, for example. In the second year they come to KLU to take courses in maritime and humanitarian logistics, supply chain management, and leadership, to name a few.

EXECUTIVE EDUCATION

KLU’s Executive Education Department organizes training programs for international managers. The customized programs cover cutting-edge topics, current developments, and industry trends in logistics, supply chain management, leadership, and management. KLU’s executive education competencies include open enrollment seminars, corporate training programs, an annual International Summer School in Supply Chain and Logistics Management (learn more on page 45), and an MBA program in Leadership & SCM. Executive education at KLU also includes customized university residency modules.

Open enrollment seminars enable participants to broaden their understanding of exactly the topics they are faced with in their daily professional lives. The seminars usually last two or three days and include interactive lectures, case studies, and group work on a specific topic. Take the Business Models in Digital Logistics workshop organized in July 2016 for example. Twenty top managers from different companies attended the workshop hosted by KLU Professor Kai Hoberg and Professor Wolfgang Kersten from TUHH to focus on innovation and business and service models in the area of digitalization.

KLU’s company-specific corporate training programs are designed to fit the participating company’s requirements. Our Executive Education Department will work with company representatives to create a catalog of requirements – including possible target groups, topics, and the course structure – to reflect the company’s specific needs and guarantee the best learning experience for its employees.

Indonesia Port Corporation (IPC) sends high-potential professionals to KLU’s EMBA program, expecting them to become global leaders in supply chain operations and management. In October 2016, 26 EMBA students from Jakarta came to KLU for one week to take their last courses before starting work on their master’s thesis. The Executive Education Department organized their stay, which included a tour of Container Terminal Altenwerder, one of the most modern terminals in the world, and a boat ride around Hamburg harbor.

As part of our customized residency programs, KLU’s Executive Education Department has hosted BSc and MBA students from Rotterdam School of Management, Erasmus University, the University of Tennessee, Knoxville (UTK), and Copenhagen Business School (CBS). The students can look forward to an action-packed time filled with workshops and lectures by KLU faculty members and professors from the visiting universities; site visits to companies such as Airbus, Kühne + Nagel, and Philips; and presentations and round-tables with representatives from DB Cargo, Hapag Lloyd, and the Hamburg Port Authority, for example.

KLU also offered three workshops in cooperation with the Kühne Stiftung in 2016. We plan to continue expanding our customized programs along with our well-established summer school and MBA programs.
STUDENT SERVICES

The Student Services team assists students with matters that are not related to their degree programs or careers. Each student is welcome to come to the Student Services information point for assistance and guidance. We support students with the registration process, financial aid, visa and residence permits, accommodations and extracurricular activities. Student Services provides students with a comprehensive orientation, giving them the information they require and counseling and assisting them with everyday issues.

CAREER SERVICES

Career orientation and guidance, application training and support, coaching, internship preparation and business contacts... These are just some of the services offered by the Career Development Office (CDO) at KLU. With the aim of preparing KLU students for their internships and job market entry after graduation, CDO regularly conducts a series of workshops that help students to identify who they are, what they want, and how to pursue their career goals. After successfully completing the Career & Professional Development Program, students do an internship to explore various occupations and gain practical insight. This year’s host companies are in industries ranging from shipping, transportation and humanitarian logistics to automotive, consulting and finance. DEA, E&Y, Gebr. Heinemann, IBM, World Food Program, Airbus, BASF, Hapag Lloyd, and IKEA are just some of the companies in the program – reflecting the broad spectrum of our students’ interests.

In May 2016, CDO published the CV Book of KLU’s graduating classes for the fifth time. Nearly 80 graduates in the Class of 2016 presented themselves via the online tool as a means of getting a head start in the job market, providing their contact data to interested alumni and business contacts.

INTERNATIONAL OFFICE

The International Office at KLU is the contact point for everyone seeking information and advice on KLU’s exchange programs. We are also responsible for maintaining and continuously enlarging the partner university network. In 2016, we signed a student exchange agreement with Fundação Getulio Vargas, represented by São Paulo School of Business Administration (FGV/EAESP) in São Paulo, Brazil. The third important pillar of our work is the administration of the EU Erasmus+ program. During academic year 2015/2016, we granted Erasmus+ scholarships to 34 KLU students for their semester abroad at one of our Erasmus partners. The scholarships include financial support of €250 per month on average.

We added a fourth pillar in 2016: InterComm is the program for extracurricular activities organized by the International Office at KLU. It consists of Join the KLUb (our buddy program), the Friend Family Program, and intercultural training sessions for incoming and outgoing students. InterComm stands for both “intercultural communication” and “international community”. The program aims to channel KLU’s international spirit, making it more visible on and off campus.

ALUMNI RELATIONS

The number of graduates at KLU is growing and the university’s alumni community, which now amounts to almost 400 members around the world, continues to flourish. Supported by the KLU Alumni Relations Office, the board of the KLU Alumni Association was active in organizing interesting events and workshops for association members throughout the year.

In summer 2016, the KLU Alumni portal was launched to improve the administration, organization, and communication of future projects and events. Most importantly, it fosters an interactive exchange within the alumni community and with current students, who also have access to the portal. KLU now has a Spokespeople Program! Active alumni from each graduating class were appointed to act as multipliers for their peer groups, spreading the word about alumni activities.

INFORMATION MANAGEMENT & LIBRARY

The KLU Library’s services have remained popular as the number of student users continues to grow (32% increase in use adjusted for the overall increase in student numbers). We also quantified the demand for library support beyond visits to the campus library. Requests via e-mail alone increased by 57% between 2014 and 2016 (all users).

This year we inventoried the entire print collection. We indexed and organized our printed materials into a more user-friendly classification in which each book has a unique shelf mark. More than 850 new print books and 6,500 new e-books were added to the collection.

More and more informational resources are available electronically and it can be difficult to obtain an overview and find relevant literature across many different databases and Internet platforms. The KLU Library is now making discovery services available that enable users to search the library holdings almost in its entirety via one search interface, integrated with a link resolver, it provides quick, convenient access to full text resources.

The Library also contributed to the development of the campus student portal and the new, searchable KLU research projects database on the KLU website. Our other efforts to support users include expanding the Library’s presence on the Moodle e-learning platform.
EVENTS
SUMMER SCHOOL

KLÜ’s International Summer School in Supply Chain and Logistics Management took place in July 2016. The annual program was organized by the KLÜ Executive Education department in cooperation with the Fisher College of Business at Ohio State University. Lectures by internationally renowned professors such as Mike Knemeyer (OSU) and Rod Franklin (KLÜ), executive workshops by practitioners from companies such as Airbus and Stute, and on-site excursions – to Gebr. Heinemann, for example – were on the agenda. Twelve participants from ten different countries, including Germany, the Czech Republic, Singapore, Morocco, Bolivia, Brazil, Nigeria, Russia, and Switzerland, signed up for the event. They experienced a multicultural, innovative learning environment and considered the two-week program a great success.

FIRST EURO HOPE CONFERENCE

More than 30 distinguished speakers and panelists from prominent institutions around the world came together in March 2016 to attend the first EURO HOpe mini-conference held at KLÜ. Organized by the university and HOpe, the working group on Humanitarian Operations within the Association of European Operational Research Societies (EURO), the event served as a platform to discuss the current state of humanitarian operations and their future development.

While operational research has a long history, its application to the humanitarian sector is still an emerging area. Therefore, researchers and practitioners welcomed the opportunity to share research approaches and expertise – and to network. The conference focused on six main topics related to humanitarian operations: disaster preparedness and pre-positioning in humanitarian operations, post-disaster needs assessment and relief distribution, and linking donations to operations, for example.

The first EURO HOpe conference was a big success in bringing together different players in the field. The feedback from the participants was very positive.
Graduation is probably the one day every university student works toward. At KLU, we celebrated the big day on September 23, 2016 with a formal ceremony, a lot of beaming faces, and the occasional teardrop. A total of 98 students from 22 countries received their degrees from KLU President Thomas Strothotte. Among them were the very first BSc in Management cohort consisting of 23 students.

President Strothotte, Klaus-Michael Kühne, the founder of KLU, and guest speaker Hans-Georg Frey, chairman of Jungheinrich AG, congratulated the graduates on their achievements and wished them all the best for the future.

In addition to conferring the bachelor’s and master’s degrees, President Strothotte also honored outstanding accomplishments: Jan Frahnert and Yana Asenova received the award for the best master’s and bachelor’s thesis, respectively. The Best Student Awards were presented to Elke Simon Langer (BSc Management), Lasse Johann Heitmann (MSc Management), Peter Müller (MSc Global Logistics), Martin Stadler (Executive MBA), and Yusuf Waluyo Jati (Executive MBA at IPC). The Best Teaching Award went to Professor Alexander Himme.

After the ceremony, it was finally time for the highlight of the day: the moment the black mortarboards sailed into the air.

WELCOME WEEK FOR FIRST-YEAR STUDENTS

All new students are invited to attend Welcome Week at KLU. On September 1, 2016, the Student Services team welcomed 127 BSc and MSc students from 22 different countries to campus.

The one-week orientation session helped first-year bachelor’s and master’s students to find their way around campus and immerse themselves in their new environment. Many interactive activities were available to enable the newcomers to meet KLU students, staff, professors – and even the president. For example, a Hamburg city tour and a “speed dating” session between students and professors provided opportunities to get to know each other.

One of the highlights was the teambuilding day at KLU on September 7. Students formed teams and had to master different challenges – from crossing a certain distance without touching the ground to solving riddles as a group. All of the exercises illustrated how teams can master new and unfamiliar situations and supported the students’ bonding process.
Looking back at the past year or two, we can say that KLU has made great strides forward. Looking into the future, we see more goals and challenges lying ahead of us.

On the one hand, we need to keep up our momentum in the quality of our research and teaching. We are continuing our efforts to obtain the right to bestow doctoral degrees. Chances are that KLU will be granted this right by the end of 2017.

We will expand our interdisciplinary network by building relationships with three renowned academic institutions in fields related to digitization in logistics: Bucerius Law School for legal aspects, Hasso Plattner Institute for IT-related topics, and Institute for the World Economy for the economic perspective.

In the medium term, we are also aiming at obtaining international accreditations for KLU, in order to grow in comparison to universities and business schools worldwide.


JOURNAL ARTICLES (PROFESSIONAL)


CONFERENCE PROCEEDINGS


BOOKS

DECKER, CATHARINA and Joachim Kersten (2016): Strengthening democratic processes: Police oversight through Restorative Justice with a special focus on Austria, Hungary and Germany, Verlag für Polizeiwissenschaft: Frankfurt am Main.


BOOKEDITED


BOOK CHAPTERS


PROJECT REPORTS

Balster, Andreas; FRIEDRICH, HANNO; Ottemöller, Ole; Rolko, Kevin; Bölte, Manfred (2016): Schlussbericht zum Teilprojekt Quantitative Modellierung der Lebensmittelversorgung in Deutschland des Verbundprojektes SEAK", Project Report, Technische Informationsbibliothek (TIB); DOI: 10.2314/GBV:869870238, 2016.
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