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Dear Readers,

Since the founding of our university, we have enjoyed top marks in several rankings in Germany. In 2017, we were pleased to announce another important recognition: KLU received the University Award for Freight Transport and Logistics from the German Federal Ministry of Transport and Digital Infrastructure for our outstanding education in logistics. We are, of course, very proud of this.

As President of KLU, however, the greatest achievement is seeing 181 young people who chose to begin their studies at KLU in September 2017 – more students than ever before. Our excellent reputation precedes us: KLU students consistently give their university top marks, particularly in the most important criteria, such as the general learning environment, courses offered, international network and preparation for the job market.

This recognition of KLU’s academic achievements and its innovative approach is a great honor for the university’s accomplishments. Having its own doctoral program is the highest accolade a private university can have. Only 15 of the 117 private universities in Germany may award doctorates independently. This illustrates KLU’s new status as an exceptional institution.

Success at KLU never means resting on one’s laurels; KLU is always keeping a close eye on future milestones. I would like to take this opportunity to thank the university management, professors, staff and students, all our supporters, partners, donors, and those who have worked with us throughout the successful academic year 2017/2018. Please enjoy looking back in this YEARBOOK on what KLU has achieved.

Yours sincerely,

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

Dear Readers,

Dear Academic Community, dear Partners and Supporters of Kühne Logistics University,

Since its founding year 2010, KLU has ambitiously strived towards setting up its own doctoral program. Many of those involved have worked hard towards making this goal a reality. In September 2017, the Hamburg State Government finally granted KLU the right to confer doctorate degrees.

This recognition of KLU’s academic achievements and its innovative approach is a great honor for the university’s accomplishments.

Having its own doctoral program is the highest accolade a private university can have. Only 15 of the 117 private universities in Germany may award doctorates independently. This illustrates KLU’s new status as an exceptional institution.

KLU professors are currently supervising 30 PhD students which means a new generation of logistics experts with a KLU doctorate will emerge in the near future. The first of them finished his doctorate in March 2018. Congratulations!

This development is yet another addition to the outstanding academic environment students experience at KLU. They enjoy small class sizes, taught by professors who are globally renowned in their field of expertise. At the same time, students benefit from the close-knit atmosphere on campus and the excellent networking contacts KLU has to offer.

Success at KLU never means resting on one’s laurels; KLU is always keeping a close eye on future milestones. I would like to take this opportunity to thank the university management, professors, staff and students, all our supporters, partners, donors, and those who have worked with us throughout the successful academic year 2017/2018. Please enjoy looking back in this YEARBOOK on what KLU has achieved.

Yours sincerely,

Prof. Thomas Strothotte
PhD (McGill), MBA (Columbia)
President
172 \text{ is the number of pages in Florian Badorf's dissertation. He is the first person to receive a doctorate from KLU.}

5 \text{ continents: KLU partner universities exist all over the world. The more than 50 universities include Ohio State University in the USA, KEDGE Business School in France, Universidad de los Andes in Colombia, Tongji University in China, and Higher School of Economics in Russia.}

18 \text{ months is the duration of KLU's part-time MBA in Leadership and Supply Chain Management, including two study trips to China and the USA.}

330 \text{ students are currently studying at KLU – more than ever before!}

27.823,29 \text{ is the estimated number of kilometers a student of our new TriContinental MSc in Global Supply Chain Management will travel. This is equivalent to circling the globe 0.69 times.}

10 \text{ new PhD scholarships were introduced in 2018 to celebrate KLU's right to grant doctoral degrees.}

181 \text{ new students began their studies at KLU in September 2017, of which 58\% came from abroad.}

25 \text{ start-ups helped make our Logistics Start-Up Day in January 2018 a great success as indicated by the number of participants: 300}

77 \text{ journal articles (peer-reviewed and professional) were authored by KLU faculty and PhD candidates in 2017/18.}

ONE \text{ starting point: the new search interface on the library website lets users search for online articles, e-books, journals, and databases in one single step.}

5 \text{ top managers and renowned scientists make up the Advisory Board of KLU, established in June 2017. A wide range of specialist knowledge for KLU!}

384 \text{ internships have been completed by our students so far. These have been in fields such as supply chain management, finance, consulting, and humanitarian logistics (to name just a few).}

FOUR \text{ profiles are offered for students to choose from in the new BSc in Business Administration}

NINE \text{ of tuition fees are covered by KLU's athletic scholarship in cooperation with Olympiastützpunkt Hamburg Schleswig-Holstein (OSP) and the Allgemeiner Deutscher Hochschulsportverband.}

386 \text{ top managers and renowned scientists make up the Advisory Board of KLU, established in June 2017. A wide range of specialist knowledge for KLU!}

UP TO \text{ 100\% of tuition fees are covered by KLU's athletic scholarship in cooperation with Olympiastützpunkt Hamburg Schleswig-Holstein (OSP) and the Allgemeiner Deutscher Hochschulsportverband.}
OUTSTANDING: KLU WINS UNIVERSITY AWARD

This award will get a place of honor. On March 22, 2017, KLU received the University Award for Freight Transport and Logistics, issued by the German Federal Ministry of Transport and Digital Infrastructure. This award recognizes outstanding university logistics programs.

The award is an important element in helping young talent in the logistics sector. The University Award intends to pique the interests of both young people and professionals in the logistics sector in careers with an academic orientation and/or management positions. Demand is high for qualified personnel and academic specialists in the transport and logistics industry, which led the ministry to initiate the award.

Alexander Dobrindt, the Federal Minister of Transport and Digital Infrastructure, praised KLU for taking on the challenge of ongoing internationalization and preparing its students for jobs in a globally interconnected logistics world. The practical focus and comprehensive education at KLU convinced the esteemed jury.

A MILESTONE: KLU RECEIVES THE RIGHT TO AWARD DOCTORATES

In the end, things went very quickly. The recommendation of April, 2017, from the German Council of Science and Humanities and the implementation by the Hamburg authorities paved the way. On September 7, 2017, the Hamburg State Government granted KLU the right to award doctorates. This recognizes KLU’s continuous top performance in research and teaching since its founding in 2010. Of the 117 private universities in Germany, only 15 are permitted to confer their own PhDs – and KLU is now one of them.

Katharina Fegebank, Hamburg State Minister for Science, Research and Equality, praised the consistent and successful work of recent years when presenting the certificate and emphasized the importance of KLU for Hamburg by calling the university “a new jewel in the city’s academic crown.”

On March 8, 2018, Florian Badorf defended his doctoral thesis, focused on supply chain analytics and supply chain optimization, making him the first to receive a doctorate from KLU. Currently, 30 PhD candidates at KLU are working on their dissertations towards a degree of Doctor of Business (Dr. rer. pol.) or Doctor of Philosophy (Ph.D.) in Management.

THREE CONTINENTS, TWO YEARS, ONE PROGRAM: THE NEW TRICONTINENT MSC

While the curriculum, which includes looking at supply chain management from an integrated perspective that includes economics, operations, logistics, risk management, leadership, and IT, is quite unique in itself, what really makes this program extraordinary is its global approach. Students benefit from the expertise of their professors on each continent and get to experience supply chain management in the world’s three largest economies. In addition, by traveling from continent to continent together, students will learn with as well as from each other, thereby developing intercultural skills and an international network.

The program’s first cohort began their journey around the world in September 2017 on the KLU campus. We are looking forward to welcoming the next generation of TriCon students in September 2018!
Our professors run the gamut of logistics and management. Having years of academic experience, gained at institutions in Germany and abroad, their areas of expertise range from modelling freight transport and management accounting to humanitarian logistics and the digital economy. Their talents combined, our resident faculty provides the foundations of our prodigious environment for studying and advanced research.

RESIDENT FACULTY

Prof. Michele Acciaro, PhD
Associate Professor of Maritime Logistics

Prof. Dr. Maria Besiou
Professor of Humanitarian Logistics

Prof. Dr. Hanno Friedrich
Assistant Professor of Freight Transportation – Modelling and Policy

Prof. Dr. Asvin Goel
Professor of Logistics and Supply Chain Management

Prof. Dr. Alexander Himme
Associate Professor of Management Accounting

Prof. Dr. Maria Besiou
Professor of Humanitarian Logistics

Prof. Dr. Dr. K.C. Sönke Albers
Professor of Marketing and Innovation

Prof. Dr. Christian Barrot
Professor of Marketing and Innovation & Dean of Programs

Prof. Dr. Christian Tröster, PhD
Associate Professor of Leadership and Organizational Behavior

Prof. Dr. Niels Van Quaquebeke
Professor of Leadership and Organizational Behavior

Prof. Dr. Joern Meissner, PhD
Professor of Supply Chain Management and Pricing Strategy

Prof. Dr. Prisca Brosi
Associate Professor of Human Resource Management

Prof. Dr. Rod Franklin, PhD
Adjunct Professor of Logistics & Academic Director of Executive Education

Prof. Dr. Sandra Transchel
Associate Professor for Supply Chain and Operations Management

Prof. Dr. Dr. CHRISTIAN BARROT
Professor of Marketing and Innovation

Prof. Dr. Jan Becker
Professor of Marketing and Service Management

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Prof. Dr. Niels Van Quaq
As of September 2017, KLU has been granted the right to confer doctoral degrees. This is an essential part of our mission to create future leaders in the field of logistics and supply chain management, and management by strengthening academic knowledge and its practical use. The PhD students benefit from KLU’s close-knit but academically and culturally diverse community, as well as the intellectual challenge the university provides. Our students are supported by KLU’s resident faculty and benefit from our close cooperation with universities across the globe. In addition to excellent teaching and courses available during their four years here, our PhD students are actively involved in faculty research projects, giving them the opportunity to publish their results in top academic journals.

In the academic year 2017/2018, 27 PhD candidates were working on dissertations in logistics, supply chain management, marketing, and leadership. Ultimately, they will receive either a Doctor of Philosophy (Ph.D.) in management or gain a business, economics, or social sciences doctoral degree (Dr. rer. pol.).

DOCTORAL PROGRAM

Florian Badorf
Essays on Empirical Analyses in Supply Chain Management

Catharina Vogt (née Decker)
Effects of Respectful Leadership on Employee Initiative

Chuanwen Dong
Synchromodality from a Supply Chain Perspective

Leonie Cathérine Gayer
Essays on Customer Relationship Management in Retail Environments

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

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

Johannes Jakob Heinen
Supply Chain Operating Models for 3D-Printing

Fabian Fromme
Combination of New Media with the Touchpoints of the Customer Journey in Omnichannel Retail

Ole Hansen
Modelling Food Retail Networks and Operations for Aiding Disaster Management

Marie Christine Herdmann
Optimizing Supply Chains Using Smart Devices

Johannes Jakob Heinen
Modelling Food Retail Networks and Operations for Aiding Disaster Management

Ole Hansen
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Successfully defended their doctoral thesis. Congratulations!
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Congratulations!
Be it route optimization for electric vehicles, the Physical Internet, sustainable logistics, or preparedness for disaster response, our faculty conduct research on a wide variety of topics. Each are expert researchers in their own right, and KLU offers the space for them to work together. Generating high quality academic understanding and ensuring this understanding reaches professionals and the private and public sectors are the two main aims of KLU research.

SHAPING THE FUTURE
Research and teaching at KLU focus around our three Key Competence Areas (KCAs): DIGITAL TRANSFORMATION, CREATING VALUE, and SUSTAINABILITY, each for the benefit of transportation, global logistics, and supply chain management. Our KCAs enable us to determine, understand, examine and develop fields of research in these areas, drawing on the expertise of researchers from different disciplines. This allows us to view research topics from different perspectives.

Our results are presented in renowned academic journals, supporting our faculty and PhD candidates in their quest to shape how thought in logistics and management develops.

REAL LIFE APPLICATION
Research conducted at KLU is supported by such institutions as the European Commission, the German Research Foundation (DFG), the German Federal Ministry of Transport and Digital Infrastructure, and the World Bank. Many companies have also partnered with us in our projects. Research at KLU analyzes contemporary issues, works on solving actual problems, and focuses on strategic challenges that are affecting practicing professionals on a daily basis. Take a look at our selection of research projects and learn about KLU’s academic endeavors and the industries and disciplines it tackles.

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Goal
To better understand enterprise crowdfunding as a new tool for corporate innovation, and to use data from enterprise crowdfunding to analyze broader research questions in innovation economics and management.

Challenge
Enterprise crowdfunding is crowdfunding "behind the corporate firewall". It provides employees with corporate funds to allocate to other employees' projects via an internal platform. The goal is to leverage the wisdom of the crowd for project selection, improve inter-departmental collaboration, and increase employee engagement in innovation. This practice is being pioneered by a few large companies like IBM, Siemens and Lufthansa, but the effectiveness of enterprise crowdfunding in achieving all the above-mentioned goals is not yet clear.

Research Method
We collected a lot of data with the help of our partners at Siemens. This includes data about everything happening on the crowdfunding platform, such as project descriptions, funding decisions, collaboration, commenting/liking, etc.

Results
Employees systematically fund higher-quality projects, which indicates the effectiveness of enterprise crowdfunding as a decision tool. Funding decisions are, however, biased in several ways. Employees make 'social evaluations' based on information about the innovator rather than the project, particularly for highly novel ideas. Specifically, they tend to fund innovators close to themselves in hierarchical level (hierarchy bias), as well as favoring ideas that they have heard before (familiarity bias).

Next Steps
Enterprise crowdfunding at Siemens is now in its sixth funding round. Data is still being collected and used to analyze new questions. A similar collaboration with Lufthansa Systems is being planned.

KCA:
Title of Project: Enterprise Crowdfunding at Siemens
Researchers: Professor Christina Raasch (KLU), Claus Schöttl (Research Associate, TU Munich), Associate Professor Tim Schweisfurth (University of Southern Denmark), Dr. Michael Zaggl (Post-Doc Researcher, TU Munich)
Support/Funding: German Research Foundation (DFG), Siemens
Started: June 2016 (ongoing)

Next Steps
The SMECS research project will provide the following results:
1) an export forecasting model, which generates forecasts for rail traffic and later for other modes of transport;
2) a risk management model for export, which shows actor-specific action alternatives, depending on the kinds of disruption; and
3) a forecast and risk management model for terminal utilization in import and export.

KCA:
Title of Project: Smart Event Forecast for Seaports (SMECS)
Researchers: Professor André Ludwig (KLU), Professor Hanno Friedrich (KLU), Andreas Balster (Research Associate, KLU), Professor Frank Straube (TU Berlin), Manuel Weinke (Research Associate, TU Berlin), Peter Poschmann (Research Associate, TU Berlin), Dr. Bernd Pahnke (DB Cargo), Peter Skowron (DB Cargo)
Support/Funding: German Federal Ministry of Transport and Digital Infrastructure (BMVI)
Duration: September 2017 to February 2020

Goal
To design intermodal transport networks in such a way that any disruptions in the process flow are proactively communicated to all stakeholders and the impact of alternative solutions can be forecast.

Challenge
To counteract disruptions in the transport process, the actors involved must be proactively informed about the disruption and the new estimated time of arrival. There is, however, a lack of comprehensive forecasting models that can estimate new times of arrival based on planned and actual data. The SMECS research project will provide this estimation and support actors in their decisions.

Research Method
Market analysis and literature research were carried out to identify existing solutions. Numerous interviews were conducted with actors in the maritime transport chain to analyze the system, gather requirements, and identify possible disruptions. In addition, historical data was collected to implement ETA forecasting as a form of predictive analytics using machine learning.

Results
One initial result is a verified map of the individual physical steps of the overall logistics process as well as the IT systems of all actors involved. This gives the individual actors a previously unavailable overview of the entire maritime transport chain and thus increases its transparency. Besides that, the most frequent disruptions
**Title of Project:** Accelerating the Path Towards the Physical Internet - SENSE

**Researchers:** Professor Rod Franklin (KLU), Professor André Ludwig (KLU), in cooperation with several project partners from European universities, research institutions, companies, and organizations, among them P&G, Poste Italiane, and Importo Bologna

**Support/Funding:** EU Commission

**Duration:** October 2017 to September 2020

**Goal**
To accelerate implementation and adoption of the Physical Internet to improve logistics efficiencies and lower societal and environmental impacts.

**Challenge**
Current approaches to improving supply chain and logistics efficiencies and lowering their impacts on society and the environment cannot achieve the efficiency improvement targets for the industry (+30% by 2030) or the carbon reduction targets (-50% by 2050). A new, more radical approach is required if these targets are to be met. The SENSE project aims to advance pilot implementations of the Physical Internet (PI) concept and extend its use in industry by 2030. To that end, SENSE aims to increase the level of understanding of the PI and the opportunities it brings to transport and logistics. SENSE will:

1) enhance a solid framework for industry, research and public bodies to share advances, barriers, opportunities and best practices regarding PI implementation;

2) build awareness on the Detailed Roadmap towards PI developed in the frame of the project;

3) create a ‘Reference Knowledge Platform’ so the PI community has access to recent developments including PI implementation cases assessment, industry programs and activities, related start-ups, research and innovation projects, public initiatives and programs;

4) assist and support industry, the European Commission, member states and regional governments in the process of defining high impact research policies.

**Research Method**
We are examining operational models that implement digital internet management and control of the physical flow of goods. Protocols used to plan and manage flows across multiple party and multiple tiered networks, as well as the business models for a Physical Internet logistics and transport model are also being examined.

**Results**
Early operational models indicate vehicle fill rate improvements of 30%, reduction in carbon emissions of up to 60% and reduction in the number of transport vehicles of approximately 20%.

---

**Title of Project:** Optimizing Routes for Electric Urban Delivery Vehicles

**Researchers:** Professor Asvin Goel (KLU), Dr. Steffen Pottel (Research Associate, KLU)

**Support/Funding:** In cooperation with several project partners from universities, research institutions, companies, and organizations

**Duration:** March 2018 to February 2020

**Goal**
To electrify the last mile in urban deliveries.

**Challenge**
Urban deliveries are usually conducted by vehicles with internal combustion engines. With stricter regulations aiming at reducing pollution levels, alternative ways of servicing the last mile must be developed. When replacing vehicles with internal combustion engines by battery electric vehicles, urban deliveries need to be re-organized because these vehicles usually have a shorter range and lower payload. The challenge is to maintain a high level of operational efficiency despite these restrictive vehicle characteristics.

**Research Method**
We are developing novel route optimization methods for electric vehicle fleets. In the first phase we will assess the practical needs of our project partners from the Courier, Express, and Parcel (CEP) industry as well as the characteristics of the newly introduced electric vehicles and the infrastructural needs required for charging electric batteries.

**Results**
Based on this assessment we will develop mathematical models and optimization algorithms helping to achieve highly efficient and emission-free urban deliveries.
**Goal**

How does the marketing of hedonic media products such as music, movies, or books change when the artists are remunerated by the number of plays or reads instead of the number of CDs or books sold?

**Challenge**

Movies, music, and books are now increasingly offered to customers on streaming platforms for a flat rate, as part of a wider assortment. Therefore, artists or their music labels, studios, or publishers as their agents are remunerated based on the usage of their media content. Spotify, for example, distributes 70% of the total revenue to the agents based on the number of minutes certain music is played. This implies that all artists are always in competition with each other. This requires continuous self-marketing on social media platforms. Does that mean that other revenue sources such as CDs or books sold or box-office revenue from theaters are no longer relevant? Can agents market their products across several channels?

**Research Method**

The project will investigate revenue streams for agents such as Warner Music, as well as analyzing the competitive situation for agents in this new environment based on data from the platform Spotify and content delivering agents. We will also investigate the carry-over of social media activities over time and the spill-over between several pieces of the same artist.

**Results**

As the project is only just getting up and running we do not have any results yet.

---

**Goal**

If hedonic media products such as movies, books, music, and games are sequentially distributed across different channels, companies need to decide on the optimal timing when the product is released across the different channels.

**Challenge**

Current timing decisions are either based on industry practices or intuition. They can be improved by modelling the decision problem as a quantitative optimization model based on response functions that describe how customers respond to delays in the release of the product in subsequent distribution channels. The parameters values of these response functions can be calibrated based on estimated values from analogous products already introduced.

**Research Method**

We first estimated response functions of movie and book sales depending on characteristics of the product, the marketing effort, and the timing of the release to the various distribution channels. The optimization problem was modelled and analyzed for typical parameter values of the response functions were conducted. What-if analyses assessed the importance of the various decision variables.

**Results**

Often, we found that there is no timing problem, because the optimal solution was either a delay of zero periods or for an indefinite time. Thus, the industry development of shortening delays is understandable given our results. In addition, the what-if analyses showed that timing is not the most important decision variable. Rather, a good price segmentation between the channels is more important.
Goal
To advocate for the importance of supply chain and logistics both internally within the humanitarian organizations and externally to donors.

Challenge
Anecdotes discuss that humanitarian supply chains require about 40%-80% of disaster response expenditures going to the supply chain; transportation being the highest cost factor. Investing €1 in preparedness can save more than €7 during the disaster response and can speed up the processes by more than 20 days.

Results
On average, 66% of total disaster response expenditures go to the supply chain during disaster response through a mathematical model.

Next steps
The International Federation of Red Cross and Red Crescent Societies (IFRC) and Save the Children are now joining the project. ECHO has invited us to present our findings in a donor meeting in September 2018.

Research Method
The project has had multiple phases:
1) write a report, based on interviews, identifying the challenges and the way forward for the humanitarian supply chain, presented at the 1st World Humanitarian Summit in 2016;
2) estimate the percentage of total disaster response expenditures going to the supply chain through a mathematical data analysis;
3) calculate the return on investment of preparedness activities on the supply chain during disaster response through a mathematical model.

Goal
To advance knowledge on sustainability in the shipping and port sectors.

Challenge
Maritime shipping is the transmission belt of the global economy, with over 75% of international trade being moved by seagoing vessel. At the same time, shipping generates an estimated 3% of the world’s CO₂ emissions. With global trade increasing, this number is likely to rise to as much as 17% by 2050 without significant improvements in governance and innovation. In addition, maritime transport also causes environmental issues such as ballast water discharge, underwater noise, and particulate matter emission.

Green Shipping initiatives are being brought up by various stakeholders: The International Maritime Organization is introducing conventions and guidelines on energy efficiency, particulate matter, ballast water, and noise. European and North American governments are unilaterally regulating carbon emissions and ship ballast water, and ports are implementing inconsistent green vessel rules and incentives. In addition, industry is self-regulating through participation in a widening array of market-based green shipping rating schemes and programs.

Unfortunately, these efforts are uncoordinated and their implications not well understood. The consequences are growing regulatory fragmentation, increased investment risk, public misperception, and uncertain economic, business and environmental outcomes. The project seeks to advance research and understanding towards the progressive governance and innovation of sustainable maritime transport through an international partnership that includes business management, transportation economics, and global environmental governance scholars and industry representatives from North America, Europe and Asia.

Research Method
Through in-depth comparative case studies that cut into strategic governance issues along the maritime supply chain (corporate governance, port governance, stakeholder governance) the project aims to generate unique empirical data and analyses as a basis for analytical modelling. These will be used to advance innovation coherence and effectiveness in Green Shipping policies.

Results
The Green Shipping partnership project aims to make maritime shipping more sustainable by increasing the level of understanding and mitigation of the negative consequences caused by the fragmentation of regulatory efforts. It addresses a major policy issue with critical however under-investigated implications for international political economy and the global environment.
**DIGITAL TRANSFORMATION, CREATING VALUE AND SUSTAINABILITY**

**Book Title:** Reaching 50 Million Nanostores – Retail Distribution in Emerging Megacities

**Editors:** Professor Jan C. Fransoo (KLU), Edgar E. Blanco (Director Last Mile Tech, Amazon), Christopher Mejia-Argueta, PhD (Research Scientist, MIT)

**Date of Publication:** October 2017

**Topic**
Selling and distributing to the millions of small, independent businesses in the megacities around the world presents a logistics and commercial challenge. This book analyzes this area and unveils best practices.

**Challenge**
Sales and logistics costs for servicing this channel are high yet so is the profitability. The book explains how successful companies are reducing their logistics costs and improving their sales effectiveness.

**Research Method**
With dozens of local university partners in Latin America, Africa, and Asia, we went out into the field to document the current supply chains, to learn from best business practices and high tech startups, and to develop the innovative concepts that we deploy in the book.

**Results**
In using innovative concepts and technologies, cutting logistics costs by a third, increasing sales by up to 10%, and providing sustainable livelihoods to millions of families becomes a reality.

**Next steps**
Extensive follow-up studies, including formal modeling, data analytics, and field experiments are currently taking place with partners across multiple countries.

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**SUSTAINABILITY**

**Book Title:** Decarbonizing Logistics – Distributing Goods in a Low Carbon World

**Editors:** Professor Alan McKinnon (KLU)

**Date of Publication:** June 2018

**Topic**
The book is the first to take a global, multi-disciplinary and cross-modal perspective on the technological, managerial and policy options for achieving deep reductions in carbon emissions from logistics.

**Challenge**
Logistics accounts for around 10% of global CO₂ emissions and will be one of the hardest economic sectors to decarbonize. This is partly because demand for freight transport is expected to rise steeply over the next few decades, but also because it relies very heavily on fossil fuels.

**Research Method**
The book reviews around 600 publications across several disciplines to assess the current state of knowledge on the topic. It also presents new analytical frameworks and summarizes the results of original research on decarbonization options, emission reduction trends and the carbon footprinting of logistics at a national level.

**Results**
While governments and companies are setting quite ambitious targets for decarbonizing logistics, the planned reductions in CO₂ emissions are not deep enough nor will they be delivered in time. There are, however, many opportunities for cutting logistics-related emissions, most of which are mutually reinforcing. What is more, many of them are likely to be self-financing in the short to medium term.

There is great uncertainty over the most promising and cost-effective technological pathways to low carbon logistics. Given the urgency required to decarbonize the sector, these disagreements need to be resolved quickly, particularly in the case of trucking and shipping.

Technological means of decarbonization are over-emphasized, and the potential contribution of operational and behavioral measures are underestimated, e.g. reducing the empty running of vehicles and rationalizing the demand for freight movement. In addition, decarbonizing other sectors and climate-proofing our built environment will generate additional freight movement, making it even harder to cut logistics-related emissions by the required amount.
DEGREE PROGRAMS

KLU offers its students a unique, international environment that cultivates warm, close-knit relationships among those on our campus. Our university hosts students and faculty from across the globe. We take pride in our academic excellence and our ability to offer students a holistic learning environment and extensive corporate ties. Our private institution promotes small classroom sizes with an ideal student-faculty ratio. We provide easy access to important contacts and boast state of the art facilities. When you register for one of our BSc and MSc degree programs, you will be able to take part in a fully integrated internship and an exchange semester at one of our more than 50 partner universities.

In 2017, KLU restructured its undergraduate program. The Bachelor of Science in Business Administration covers the fundamentals for an international career in management in six semesters. Students in the FIBAA-accredited program can choose from four profiles that reflect the various requirements of modern management: International Management, Sustainable Management, Supply Chain Management and Management Information Systems. A three-month internship and a semester abroad are firmly integrated into the program. Our BSc students also expand their language, programming, and soft skills necessary for their field.

The Master of Science in Management ensures students gain pertinent skills in a truly one of a kind, interactive academic environment. The course is divided into two specializations: Digital Transformation and Value Creation. The first combines aspects of marketing, economics, data analytics and law to allow students to tackle the challenge of disruptive change. The latter gives students the skills to create sustainable growth opportunities for international firms by focusing on HR, customer management and innovative finance. At the same time, the program targets students’ personal development and focuses on developing their leadership abilities.

To prepare students for leadership positions in the field of international logistics, the Master of Science in Global Logistics and Supply Chain Management includes courses in logistics and supply chain management, business analytics and leadership. Students work on case studies and projects and participate in excursions and interaction with company representatives to see how the theory works in the field. A range of electives, such as maritime logistics, inventory management, humanitarian logistics, and sustainable logistics, offer the opportunity for a tailor-made program.

Both the MSc in Management and the MSc in Global Logistics and Supply Chain Management can be studied in a three-semester fast track. Students in the fast track forego the semester abroad and gain 90 ECTS points instead of the 120 ECTS points for the standard four-semester programs.

The TriContinent Master of Science in Global Supply Chain Management offers students the opportunity to study in three different continents, taking courses at KLU in Hamburg, Germany, Tongji University in Shanghai, China, and the University of Tennessee in Knoxville, USA. In four semesters students gain insight into the world’s three largest economies and the international world of supply chain management. They familiarize themselves with different cultures, countries and societies while broadening their academic horizons, as each of the three universities belong to the leading academic institutions for logistics and supply chain management in their respective regions.

EXECUTIVE EDUCATION

International managers can take part in several programs organized by KLU’s Executive Education Department. There are open enrollment seminars, corporate training programs, an International Summer School in Supply Chain and Logistics Management and an MBA program in Leadership & Supply Chain Management. In addition, KLU’s Executive Education offers university residency modules.

Supply Chain 4.0 was the topic of another two-day seminar held in 2017 with KLU professor Kai Hoberg. Aspects discussed by the participants included new supply chain technologies and their potential to increase flexibility in the supply chain and optimize internal processes. Also on the agenda: How can these technologies benefit customers and leverage big data?
For companies wishing to dive deeper into a given topic, KLU offers corporate training programs. Tailored to fit the specific needs and requirements of a company, these programs cover cutting-edge topics, current developments and industry trends in logistics, supply chain management, leadership and management. Our Executive Education Department works with company representatives to construct a tailor-made program that will meet all expectations.

KLU’s annual International Summer School in Supply Chain and Logistics Management is held in cooperation with the Ohio State University, Fisher College of Business. The 12-day program includes lectures by internationally renowned professors, executive workshops by practitioners, and on-site excursions. Participants develop a comprehensive understanding of logistics and supply chain processes and enhance their managerial skills.

The MBA in Leadership & Supply Chain Management at KLU is tailored to meet the requirements of high-potential professionals. The 18-month, part-time program aims at preparing them to become global leaders in supply chain operations and management. Currently, participants from Mexico, France, Iran, Poland, Brazil and Germany are enrolled in the program. KLU’s MBA program also includes two study trips to Tongji University in Shanghai, China and Ohio State University, USA.

As part of our customized residency programs, we hosted students from several universities, including Rotterdam School of Management, Erasmus University, Copenhagen Business School (CBS), Ohio State University (OSU), and University of Knoxville Tennessee (UTK).

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STUDENT SERVICES

The Student Services team is here for each and every student. We offer assistance and guidance on all the things not directly related to degree programs or future careers. Be it the registration process, financial support, visas and residence permits or accommodation, the Student Services team is here to help! KLU students from all over the world actively engage in extracurricular activities on and off campus. The Student Services Team supports them in organizing intercultural and fun events as well as setting up initiatives and clubs.

One of the greatest tasks of the Student Services team is organizing the Welcome Week for new students, a solid tradition at KLU. In September 2017, we welcomed 181 newbies on the KLU campus, nearly 60% of whom came from abroad.

CAREER SERVICES

The Career Development Office (CDO) at KLU offers a range of services, including career orientation and guidance, coaching, business contacts, advice and support for job applications, as well as preparation for internships and entering the job market after graduation. We developed the Career & Professional Development Program, a series of workshops for students to work out what they want to do and how to get there. After the program, students gain practical insight and explore career options by undertaking an internship. The diversity of students’ interests is reflected in the wide range of industries they choose to intern in, e.g. the shipping, transportation and automotive industries; consulting and finance as well as humanitarian logistics.

To give our students a head start on the job market, we provide the opportunity to be included in KLU’s CV Book. In its sixth issue, around 80 graduates from the classes of 2017 took part, allowing interested alumni and business contacts to approach them.

A new program launched in 2017 is the Kick-Start your Career in Germany (KSCG) certificate for our students from abroad. Designed to help students pursue a career in Germany, the KSCG covers a broad spectrum of elements, including but not limited to completing the Career and Professional Development Program, attending a German language course, participating in an internship and writing their thesis with a German-speaking company or organization. Twenty-two students from Brazil, Chile, Colombia, France, India, Mexico, Panama, Pakistan, Russia, Spain and Thailand joined the first round of the program.
INFORMATION MANAGEMENT & LIBRARY

Looking for a book on logistics or supply chain management? Or the latest scientific articles? The KLU Library probably has it or can order it for you within a few days.

To make its wide collection better available the Library has introduced a new online search tool in 2017: You can now search the vast majority of its holdings through one single interface. More than 28,000 books and e-books, more than 8,900 e-journals, and 31 Databases are at your fingertips with just one search phrase.

For the first time in September 2017, KLU Library has offered an ECTS-credited course on Information Research Fundamentals. BSc students participating in the course expand their information literacy and learn about good scientific practices and how to conduct smart literature and data research.

The Library team also provides support for students writing their theses. With the Book a Librarian service, students can arrange an appointment with an information professional to learn how to best perform a literature search on their research topic, which databases to use and how to evaluate their search results.

INTERNATIONAL OFFICE

If you are looking for information and advice on KLU’s exchange programs, the International Office is the place to go. We are happy to help you with any questions before, during and after your semester abroad. We are working continuously to expand our university network. Currently, KLU has 56 partner universities in 34 countries worldwide. We also administer the EU Erasmus+ program, granting Erasmus+ scholarships to KLU students who spend their semester abroad at one of our Erasmus partners.

The International Office also offers a program called InterComm covering the extracurricular activities we organize. InterComm is short for both intercultural communication and international community as we aim to make KLU’s international vibe more visible both on campus and from outside. We provide intercultural training sessions for incoming and outgoing students, a buddy program called Join the KLUb, a language tandem program, KLU for 2, and the Friend Family Program which brings together international students and local families from Hamburg.

ALUMNI RELATIONS

With the number of KLU graduates growing the university’s alumni community continues to flourish, counting roughly 470 members around the world. Contact with their alma mater is maintained by the Alumni Relations Office. The team supports the KLU Alumni Association in organizing interesting events and workshops for association members throughout the year. One of them was the KLU Homecoming in November, 2017, bringing together more than 80 alumni, staff and faculty members. Meeting old friends and engaging in vivid discussions, listening to interesting speeches and participating in individual coaching sessions, the event was a big success.

The KLU Alumni portal facilitates exchange between alumni and helps with the running of projects and events, be it their administration, organization or to let alumni know what is going on. Another important aspect of the portal is the possibility for current students to connect with alumni.

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Congratulations to the BSc Management Class 2017, MSc Management and MSc Global Logistics & Supply Chain Management Classes 2017, Executive MBA Leadership and Logistics Classes Hamburg and Jakarta 2017! Their graduation ceremony took place on September 15, 2017.

“Uncertainty” was the focus of the speech given by Prof. Dr. Burkhard Schwenker, Chairman of the Advisory Board, held on September 15, 2017.

THE WISE MAN DOESN’T GIVE IN: ON DEALING WITH UNCERTAINTY

Ladies and gentlemen, dear guests, dear friends and, above all, dear graduates,

It goes without saying: today is a day of joy, of pride, of success. In short, it is your day. It is your achievement. You’ve done it. And we are all proud of you! And I am proud and privileged as well to talk to you on this special day.

On the one hand! On the other hand, this a challenge as well, because: What is there to talk about on such a special day? About the future? About my own experiences? About good advice? Should it be funny? Or maybe a little more content driven, because, after all, we’re still at a university!

Well, let’s see how it goes. And let me start with a German saying: “Der Klügere gibt nach”, which translates roughly to “The wiser man gives in”. Everyone in Germany knows this piece of advice. Sometimes we even follow it – when we feel that it is not worth fighting for what we believe in, or, even worse, when we look for excuses because we lacked the courage to take a stand. This is precisely why Austrian writer Marie von Ebner-Eschenbach was right when she said:

“The wise man gives in – a terrible truth, because it leads to a world of stupidity.”

That is what I want to talk about today. I want to encourage you to take a stance, to have a point of view, to stand up for something, to build on your own convictions – and not to give in if you are convinced that others are wrong. Because I believe that these qualities are vital to good management of companies today, or, simply put, to doing a good job. Let me give you five reasons why I see it this way:

1. Today, we are being confronted by a development that is massively changing the job of running companies or institutions, and that is: uncertainty. Now, some of you might ask what is so challenging about that, because we often use words like “uncertain” and “uncertainty” as synonyms for “risk” and “unpredictability”. But risk, unpredictability and uncertainty mean three completely different things: Risk means that more than just one event is possible, but that the probability of these events is known. In other words, there are several possibilities. We have to make a decision,
but we can work out which one is the best one to choose. We can cope with this situation; we’ve all learned it in our studies. You as well!

Unpredictability means that we no longer know the probability of possible events. That makes it difficult to do the math. But at least we still have an understanding of what might happen, because we still know the possible events.

In the case of uncertainty – and this is the big difference – we neither know how likely events are, nor do we even know what those events might be. And that means we can’t simply back on trends, because trends could change direction at any time. We can’t always immediately see where developments are heading to. We can’t always recognize a threat as a threat the first time we see it. Today, John Maynard Keynes is right in saying, “Our existing knowledge does not provide a sufficient base for a calculated expectation.” That’s why we talk about “hybrid” decision situations – not only in business, but also in politics. I have had the opportunity to accompany the development of the government’s new white book on foreign and defense policy. In these areas, we are faced with the same problems. Aggressors are not always known, political signals are often unclear, and relationships are multi-layered.

Our practical experience alone shows that my description of uncertainty is not just theory: it is an everyday reality. Neither the rapid development of digital business models, nor the Ukraine conflict and the sanctions against Russia; neither Brexit nor the developments in Turkey; neither the outcome of the US elections, or even the escalation in North Korea could have honestly been foreseen. However, they challenge our policies and strategies a great deal.

- When will we see the next digital innovation that calls our business into question? And when it comes, where will it come from?
- Will agreements be reached with Russia, or will the Russian market remain off limits for a long time to come? Or, will we even see a new economic alliance between Russia and China?
- Will there be a trade war between the US and Europe? And if so, can we really rely on China?

I could go on and on listing examples of new, unexpected developments, or of forecasts becoming obsolete faster than ever. I could also join Karl Valentin in saying, “Today, not even the future is what it used to be.”; or Joachim Ringelanz, “We can be certain that nothing is certain. And not even that is certain!”

Dealing with uncertainty confronts us with a real challenge. Because, if our tools no longer fit, the strategies they lead us to won’t bring us any further. In other words: when faced with uncertainty, would it not be better to abandon strategy (or strategic thinking) all together and look for other alternatives? I have talked to many decision makers in business and politics, and a growing number of people believe that this is what we should do:

- Some are trying to replace strategic thinking with ever more complex algorithms or big data applications.
- Others advocate the so called “light footprint” concepts: Stay flexible, don’t commit yourself, just patch new business models as quickly as possible.
- And others look to regulation to try to get a handle on what we cannot control.

Well, it all sounds funny – but it’s not! Because, uncertainty essentially means our inability to plan. As a consequence, we can no longer seriously apply our “proven” strategic tools. Again, just a few examples:

- If the time series of future cash flows is uncertain, then not even the analytical elegance of a CAPM model will give us any certainty about investment decisions. I guess you know what I’m talking about.
- If growth rates can no longer be forecasted, the experience curve does not supply us with reliable information. Because it makes a huge difference whether a business grows by 10% (in this case it takes 7 years to double) or whether only 3% is possible (because then it takes 23 years).
- If the experience curve is no longer applicable, portfolio strategies will also lead us in the wrong direction.

Once again, I could go on and on in listing examples, right down to the level of basic tools. What should a competitor analysis refer to if we don’t even know who our competitors will be?
4 This is why I do not see abandoning strategy as the answer. On the contrary: the more uncertain the future, the more important good strategy becomes. It becomes more important to really paint pictures of the future, to think them through, to creatively derive advantages from them. That said, strategy must develop further if we want to deal with the uncertainty. In a way, we need to get back to what “good strategy” was in the beginning. There are three points on this, rooted in what I have just said which I would like to give as advice to you as future leaders:

Point One: Strategy takes time! This may sound strange, given the need to respond as fast as possible to sudden disruptions, but if you don’t take the time for a sound analysis, you will never detect weak signals.

Point Two: Strategy demands sound scenarios! If the challenge is to prepare valid concepts about uncertain developments, then carefully considered scenarios are the starting point for every good strategy.

Point Three: Strategy needs the right setting! If always the same people using the same methods develop strategies, then carefully considered scenarios are the starting point for every good strategy.

In other words, strategy in the face of uncertainty is good if it is aware (meaning: if it accepts uncertainty and is not too sure of itself), if it is critical (meaning: if it doesn’t just go with the mainstream), if it is profound (meaning: if it seriously tries to develop creative scenarios), and if it is courageous.

The last point – courage – is especially important to me, because we can’t overcome uncertainty with strategy alone. Above all, uncertainty demands brave leaders. Because I believe that we all (including me) are afraid of uncertainty – and I believe that every one of us has a need, a longing for security: for a secure income, a solid career perspective, for a future we can still imagine. In the past, it was easier for leaders and managers to respond to this need for security. We could stand up in front of our teams, making clear statements: “This is our strategy, these are our goals, and these are the actions that will lead us to our goals.” And, as the conditions were less certain, there was a real chance that we would be able to keep our promises.

49 Faced with uncertainty, we can no longer say that our plans are reliable. Every number, every plan, every organizational chart can become wrong overnight. So, we need something new to provide security. To me, this “something new” must be the personality of leaders and managers. These days, no one can hide behind a number, a plan or a method (or even a consultant). Everyone must be able to explain their convictions and how they see the future. And this needs courage. As Joseph Schumpeter once rightly said, “Those who talk about their visions reveal the limits of their horizon.” Just as I am doing right here and now.

5 This leaves us with the question of how to achieve this kind of trustworthy, brave management. How do we motivate future leaders (and graduates?) to meet these requirements? I see three key points:

Point number one: Cultivate an interdisciplinary mindset! All my examples show that uncertainty confronts us with events that come from unexpected directions. In order to prepare for them, we must think on a broader scale. What matters today is building a better bridge between:

- Management thinking: How do you organize a company?
- How do you realize sustainable competitive advantages?
- Economic thinking: How does economic growth work?
- Which models should we use? What are their limits?
- And geopolitical thinking: How will countries or regions develop? Where do risks exist?

In other words – and this is my advice to you – go for the bigger, broader picture. Be interested in other disciplines. Stay up-to-date on political developments. Engage yourself in institutions that will help you see a clearer picture of current developments.

Point number two: We should strive for a new balance in our concepts of leadership and management! Some years ago, Henry Mintzberg wrote: “Nobody aspires to being a good manager anymore; everybody wants to be a great leader. But the separation of management from leadership is dangerous, because leadership without management promotes hubris.” That’s why we need to find a new balance. The glamour of being ‘center-stage’ must be counter-balanced by ‘good craftsmanship’ in management. That’s why my advice to you is: good managers think and say “we” instead of “I”. And they stand for the values that correspond to this: courage, a balanced perspective, fairness, integrity, and respect.

The third point on my agenda: we must make values personal; we have to walk the talk. Some of you may recall an advertising campaign by the German Values Commission in which a handful of managers appeared on billboards and multimedia displays, making very intimate statements about their personal values. I was a little uncomfortable seeing myself on one of these displays, squeezed in between a beer ad and a poster advertising a rock concert, but I did it, because I am convinced that it is important to get personal. My value in this campaign was “respect” for two reasons: you can’t lead people responsibly without respecting them, and you will only avoid the pitfall of hubris by respecting the challenges ahead. That is why I see the most valid description of what (future) leaders need is a cool head, a warm heart and working hands. Because

- A “cool head” stands for the courage that is vital in dealing with uncertainty.
- A “warm heart” stands for empathy, because if there is one thing I have learned in my career, it is this: If you want to be a trustworthy leader, you have to like people.
- And “working hands” stand for the need to work hard and set an example.

These three points bring me back to what I said at the beginning: what matters most is not giving in when others say, “Come on, that’s enough. The wisest man gives in.” What matters is the courage to stand up for your own convictions, having the confidence to “go against the flow”, standing firm when the wind is against you.

One more thing in closing: Uncertainty can make us afraid, as I said earlier. But it is true as well that uncertainty also opens up the opportunity for something much greater; something much better and much more beautiful. I would therefore leave you with a Chinese saying I learned on my last trip to Asia: “When the wind of change is blowing, some build walls and others build windmills.” So, go out and build your windmills!

Congratulations on your graduation. Be proud of yourselves and celebrate this very special day!
Games and info points on humanitarian logistics, route optimization, supply chains and warehouse management – these were just a few exciting topics made accessible at KLU’s contribution to the Hamburg Night of Science on November 4, 2017. A record number of 650 visitors meandered around the campus until midnight to gain a hands-on impression of life at KLU. By attending lectures held by professors and library staff, visitors learned about autonomous driving, financial investment, food supply chains and the unmasking of fake news. The forklift course was especially popular with the younger audiences while those a little older tested their knowledge in the logistics version of “Who Wants to Be a Millionaire?” We are looking forward to the next Science Night in 2019!

SATURDAY SCIENCE FEVER AT KLU

Markets and business models in logistics are rapidly evolving. Start-ups in particular are finding answers to the challenges of the digital transformation and are rethinking the way to do business, thus bringing impetus to the entire industry. The second KLU Logistics Start-Up Day on January 26, 2018, provided the opportunity to attend presentations and interact with some of the emerging stars of the logistics and transportation industries.

25 international start-ups came to KLU to present their business models and to discuss them with the 300 participants. Organized as a joint effort by KLU faculty, staff, and students and headed by Professors Hanno Friedrich and André Ludwig, the KLU Logistics Start-Up Day provided insight into the motivations and inner-workings of these start-ups. As most of the start-ups are growing quickly, students also had the chance to explore opportunities to advance their own field of studies or explore career options.

LIVE INSPIRATION: KLU LOGISTICS START-UP DAY
DIGITALIZATION AND INNOVATION: LOGISTICS DAY OF THE KÜHNE FOUNDATION

There is no doubt that digitalization is changing our world. The Logistics Day of the Kühne Foundation, held at KLU on February 9, 2018, explored how established companies can master digitalization and make use of it. More than 300 participants focused on successful innovation strategies of internationally operating corporations in times of digital change.

While start-ups are currently attracting a great deal of attention (KLU not being an exception), the Logistics Day of the Kühne Foundation showed that well-established companies are just as committed and innovative as they always have been. To remain competitive, they face the challenges of digitalization and are launching radical changes with their own initiatives and ideas.

INTERNATIONAL EXCHANGE SUMMIT AT KLU

Jointly organized with the International School of Hamburg (ISH), KLU hosted the second International Exchange Summit Hamburg on March 6, 2018. This brought different nationalities, institutions, and organizations together, creating a truly international gathering. More than 70 guests from consulates, companies, foreign clubs, and organizations came to KLU to enjoy an evening of discussion and networking.

Professor Ernst Ulrich von Weizsäcker, Chairman of the Club of Rome, gave a keynote speech on "Disruptive Changes Ahead – Where Is the Place for Sustainability?". This was followed by a conversation led by KLU Professor Rod Franklin and ISH student Timothy Bartlett, providing ample opportunity for discussion. The event was the second in what is to become a KLU and ISH tradition.
Looking towards the future is part of our day-to-day job at KLU. Teaching, studying and doing research are never quite finished; there is always something that can be improved upon. For example, we have recently relaunched our Bachelor’s program. The new BSc in Business Administration has already gained the FIBAA Premium Seal and will see the first class of students starting in September 2018.

We also continue to strengthen our ties and build new relationships worldwide. An internal strategy process is currently underway to prepare KLU for upcoming challenges and to assist with necessary further developments.

Furthermore, we have committed ourselves to a major next step: gaining international accreditations. Thus far we have achieved regional recognition, our degree programs having been accredited by FIBAA and the German Science Council. Now, our focus lies on making our faculty’s and students’ achievements more visible on the international stage. One way of doing this is to apply for international accreditations which would enable our institution to be listed in international rankings. This would allow us to compete with both universities in German speaking countries and with the finest institutions across the globe.

Each accreditation, however, can take several years to obtain and is initially only valid for a set period of time. Realistically, we expect to be working on this aspect of our aims for much of the next decade.

We’re ready to roll up our sleeves and get to work!
JOURNAL ARTICLES (PEER REVIEWED)


JOURNAL ARTICLES (PROFESSIONAL)


Baur, Dirk C., NIELS VAN QUAQUEBEKE (2017): The block-chain does not eliminate the need for trust, The Conversation, November.


IN PRESS

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BALSTER, ANDREAS AND HANNO FRIEDRICH: Dynamic freight flow modelling for risk evaluation in food supply, Transportation Research Part E: Logistics and Transportation Review.


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