



THE **KLU**

KÜHNE LOGISTICS UNIVERSITY

YEARBOOK

2017



YEARBOOK

2017

CONTENTS

PREFACES	04
KLU AT A GLANCE	06
HIGHLIGHTS	10
FACULTY AND RESEARCH	14
Resident Faculty	16
PhD Program	18
Research Projects	22
STUDYING AT KLU	36
EVENTS	42
THE ROAD AHEAD	48
ACADEMIC ACTIVITIES	50
IMPRINT	58



PREFACE BY THE FOUNDER

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

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 insight 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.



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

In the past we called a document such as the one you have in your hands an "Annual Report for 2015/2016". But an Annual Report does not really explain the context

of achievements. Nor does it explain why certain events took place – of course they serve the future development of the institution. The effect has been that such "Annual Reports" are useful only for "insiders" who already know where we have come from and where we are headed. But is that the audience we need to cater to?

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

Instead we have now produced a Yearbook. 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



KLU

KLU AJA GIANNOS

100%

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

ONE FOUR

BSc program and MSc degree programs are available at KLU

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

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

303

alumni have used KLU as a spring-board 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

25

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

More than

27,000

books and e-books, **8,700** e-journals, and

20 databases are available in the KLU library

NINE

new research projects with a total volume of

€786,000

were acquired by KLU in academic year 2015/16.

TWENTY-THREE

professors teach and do research 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

251

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

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



IAME
2016
HAMBURG

IA
2
HAMBURG

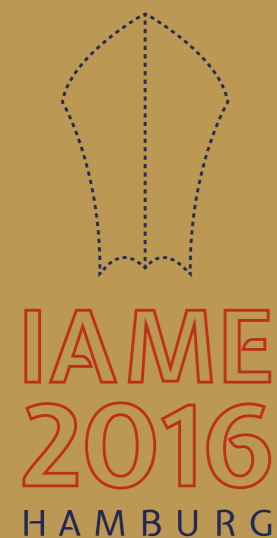
IAME
2016
HAMBURG

IAME
2016
HAMBURG

IAME
2016
HAMBURG

HIGHLIGHTS

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

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.

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.

The two new MSc 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.





FACULTY AND RESEARCH



Prof. Michele Acciaro, PhD
Associate Professor of Maritime Logistics



Prof. Dr. Dr. h.c. Sönke Albers
Professor of Marketing and Innovation



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



Prof. Dr. Jan Becker
Associate Professor of Marketing and Service Management & Dean of Research



Prof. Dr. Maria Besiou
Professor of Humanitarian Logistics



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



Prof. Dr. Hanno Friedrich
Professor of Logistics and Supply Chain Management

RESIDENT FACULTY



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



Prof. Dr. Alexander Himme
Assistant Professor of Management Accounting



Prof. Dr. Kai Hoberg
Associate Professor of Supply Chain and Operations Strategy



Prof. Dr. Dimka Karastoyanova
Associate Professor for Data Science and Business Intelligence



Prof. Dr. Günter Lang
Adjunct Professor of Economics



Prof. Dr. André Ludwig
Associate Professor of Computer Science in Logistics



Prof. Dr. Catharina Maracke
Associate Professor of IT and Data Law



Prof. Alan C. McKinnon, PhD
Professor of Logistics



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



Prof. Dr. Christoph Merkle
Associate Professor of Finance



Prof. Dr. Björn Michaelis
Adjunct Professor of Management and Organization



Prof. Çerağ Pinçe, PhD
Assistant Professor of Operations and Supply Chain Management



Prof. Dr. Christina Raasch
Associate Professor for Digital Economy



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



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



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

PHD PROGRAM

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.

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 Universität of Lüneburg



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

Chuanwen Dong
Synchromodality from a Supply Chain Perspective
KU Leuven



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





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



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




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



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



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



Ben Sahlmüller
Dual Leadership Structures
Erasmus University Rotterdam

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




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



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

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

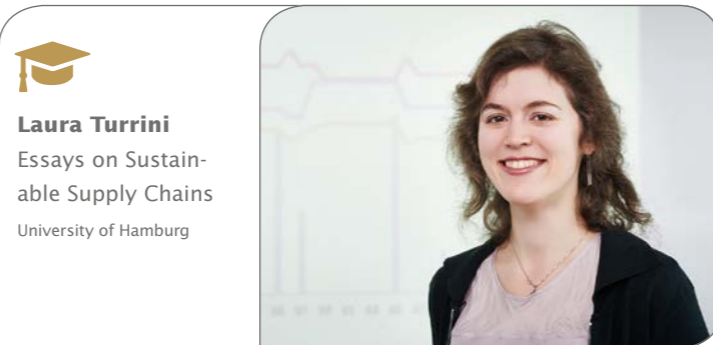


Mojtaba Salem
Issues of Leadership in Humanitarian Operations
Leuphana University of Lüneburg

Natalija Keck
Employees' Perspective on Organizational Ethics
Erasmus University Rotterdam



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



 **Laura Turrini**
Essays on Sustainable Supply Chains
University of Hamburg



Jan Schalowski
Network Analysis for Targeted Marketing Communications
University of Hamburg



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

RESEARCH PROJECTS AT KLU

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.

- 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.”

- Title of Project: **DIGITAL TRANSFORMATION OF THE AUTOMOTIVE INDUSTRY**
- KCA: Digital Transformation
- Researchers: **PROFESSOR ANDRÉ LUDWIG (KLU),
PHD CANDIDATE MARCUS GRIEGER (KLU)**
- Support/Funding: Senacor Technologies AG
- Started: September 2016 (ongoing)

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

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.

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.

- Title of Project: **SUPPLY CHAIN ANALYTICS**
- KCA: Digital Transformation
- Researchers: **PROFESSOR KAI HOBERG (KLU),
PHD CANDIDATE FLORIAN BADORF (KLU)**
- Support/Funding: Tchibo GmbH
- Duration: September 2014 to September 2017

Goal

To leverage data and statistical methods in order to acquire new insights and improve Tchibo's understanding of its supply chain to improve the company's decision-making process.

Challenge

Tchibo faces numerous supply chain challenges when it comes to data availability, linkage, and application. For example, Tchibo wants to understand how weather affects in-store sales and how to leverage this information for operational planning. Here, massive amounts of data (sales and weather data for a large number of store locations/weather stations) need to be linked and analyzed. Tchibo also lacks historical data, meaning that the forecasts for a new warehouse location must be generated without data available prior to the launch of the warehouse. We are improving the situation by providing Tchibo with guidance on making use of their data by applying appropriate quantitative methods.

Research Method

We are using quantitative research methods, including regression analyses. We apply the appropriate methods for each research question based on the data structure. For example, we use fixed and random effects models when we analyze data on the store level and time series analyses when we investigate effects on aggregated demand on the firm level.

Results

We are providing Tchibo with new insights regarding the different effects that influence their supply chain. For example, we help them understand how weather affects sales and how to apply this knowledge in their operational planning process. We are also accompanying the ramp up of a new warehouse location, providing

forecasts using data that is gathered under different demand conditions. Our results show how different data sources and different quantitative methods can be combined to gain a better understanding of the current situation and make reliable predictions for the future.



- Title of Project: **INTEGRATING ENTERPRISE RESOURCE PLANNING SYSTEMS IN HUMANITARIAN SUPPLY CHAINS**
- KCA: Digital Transformation
- Researchers: **PROFESSOR MARIA BESIYOU (KLU), CRISTINA MARÍA GUERRERO PAT (KLU)**
- Support/Funding: In collaboration with Plan International, OXFAM, and Action Contre La Faim (ACF); partially funded by HELP Logistics, a Kuehne Foundation program
- Duration: April 2016 to July 2016

Goal

To assess the need for implementing enterprise resource planning software in humanitarian organizations.

Challenge

Humanitarian organizations are realizing the importance of implementing information technology (IT) tools to improve their operating efficiency and speed of response. To this end, enterprise resource planning (ERP) tools such as SAP could be used to reshape humanitarian organizations' corporate strategies by integrating business processes into development programs and disaster response.

However, ERP is usually implemented by humanitarian organizations in its commercial version without first trying to adapt it to humanitarian sector-specific characteristics.

The study answers the following two research questions: What is the impact and challenges of IT in humanitarian supply chains? Which opportunity areas can be identified to overcome the challenges caused by integrating ERP features with humanitarian operations regarding procurement, assets, and inventory processes?

Research Method

We used a multi-method approach based on case studies and triangulated documentary analysis with unstructured interviews.

Results

To the best of our knowledge it was the first project to look at how an ERP System (SAP) is integrated into humanitarian supply chains. We found that the potential of SAP has not yet been fully developed for integration into humanitarian operations, causing alignment issues in humanitarian supply chains. We recommended changes in ERP features regarding procurement, assets, and inventory processes.

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

- Title of Project: **INVENTORY FORECAST OPTIMIZATION IN A FAST FOOD SUPPLY CHAIN**
- KCA: Digital Transformation
- Researchers: **PROFESSOR ROD FRANKLIN (KLU), PROFESSOR MIKE KNEMEYER (OHIO STATE UNIVERSITY), PROFESSOR KEELY CROXTON (OHIO STATE UNIVERSITY), PHD CANDIDATE KEVIN SMYTH (OHIO STATE UNIVERSITY)**
- Support/Funding: Global Supply Chain Forum at the Ohio State University, Havi International (industry sponsor and data provider)
- Started: March 2014 (ongoing)

Goal

To improve the traditional demand forecasting approach of a large US fast food company by using a detailed data analytics approach.

Challenge

The request was based on the fact that even a slight improvement in demand prediction would have a significant impact on inventory levels. It could reduce the out-of-stocks and spoilage currently being observed in the company's supply chain.

Research Method

We examined Havi's current approach to forecasting, its forecast error rates, and the levels of inventory in the supply chain. We determined that a detailed data analysis could potentially be the basis of a better demand forecasting approach. The business potential was an inventory reduction of up to 5% of current safety stock, which translates into almost \$5 million saved annually, and the avoidance of several hundred thousand dollars of penalties resulting from stock-outs.

To establish a useful foundation for analysis, we reduced the data according to certain specifications and undertook

a detailed clean-up operation. Upon arriving at a useful data set, our next step was to determine the sources of forecasting error. In discussions with representatives from Havi, we determined that franchise restaurants were the most likely primary source of forecast error.

Results

We ultimately employed a hierarchical decomposition and logit regression approach to address whether our hypothesis was, in fact, true. Multiple other clustering and predictive approaches were attempted, but data restrictions and algorithm limitations showed that these approaches would not be successful. Our analysis indeed indicated that the franchise owners were overriding the forecasts on a predictable basis, but not in the manner assumed. This was a surprise to Havi management and counter to previous perceptions.

Next steps

We are now in a follow-up phase of the study. We are adding weather-related data and local event information to our predictive model to determine whether we can predict actual demand more accurately. Work continues and initial results of the new predictive model are expected by early summer 2017.

- Title of Project: **BENEFITS OF SMART DEVICES IN SUPPLY CHAINS**
- KCA: Creating Value
- Researchers: **PROFESSOR KAI HOBERG (KLU),
PROFESSOR ROD FRANKLIN (KLU),
PHD CANDIDATE MARIE CHRISTINE HERDMANN (KLU)**
- Support/Funding: Procter & Gamble
- Started: December 2015 (ongoing)

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.



- Title of Project: **LOGISTICS COMPETENCES, SKILLS AND TRAINING: A GLOBAL OVERVIEW**
- KCA: Creating Value
- Researchers: **PROFESSOR ALAN MCKINNON (KLU),
PROFESSOR KAI HOBERG (KLU),
PHD CANDIDATE CHRISTOPH FLÖTHMANN (KLU)**
- Support/Funding: The World Bank
- Duration: May 2015 to December 2016

Goal

The World Bank commissioned Kühne Logistics University with a study that provides a global overview of logistics-related employment, assessing skills shortages, training provision, recruitment, and retention at all occupational levels in logistics, especially in emerging regions.

Challenge

Mounting evidence suggests that there is currently a global shortage of people with the right competencies and skills to meet the needs of the logistics industry. Motivated by this challenge, this study was initiated to provide a broad overview of logistics competencies, skills, and training, and provide various stakeholders with suggestions on how to improve the situation.

Research Method

KLU's research team leveraged multiple research methodologies and data sources to compile a multi-dimensional overview of the topics. Based on 36 expert interviews, an online survey with 219 participants from across the world, a focus group discussion with over 40 international participants held in Dubai, and a review of 70 published papers and research studies, we derived four major insights.

Results

First, there is a general feeling across the logistics sector that qualified staff are in short supply at all occupational levels. The problem is most acute in the emerging markets, particularly at the managerial level.

Second, there is a need for a major expansion of logistics training and skills development. The emerging regions are lagging behind the developed countries in terms of training budgets, course content, quality of the educational experience, and sources of training.

Third, the report describes the reasons for the skill shortage, such as low salary levels, low prestige and status of operational logistics workers in many cultures and societies, and lack of vocational school preparation for logistics jobs.

Fourth, we describe the roles that the various stakeholder groups can play in the education, training and development of logistics employees, individually and collectively, to upgrade their logistics skill levels.

Our report is the first to draw such a comprehensive picture of the global situation and give clear recommendations to various stakeholders. Our team is also the first to focus on best-practice transfers from developed to emerging regions.

Next Steps

The World Bank received the KLU researchers' work warmly and commissioned an immediate follow-up project. Currently, a KLU research team is working on developing a toolkit for countries so they can self-assess their current logistics and training situation and derive tailored recommendations for improvements.

■ Title of Project: **REFERRAL PROGRAMS, CUSTOMER VALUE, AND THE RELEVANCE OF DYADIC CHARACTERISTICS**

■ KCA: Creating Value

■ Researchers: **PROFESSOR CHRISTIAN BARROT (KLU), PROFESSOR JAN BECKER (KLU), PROFESSOR GUILLERMO ARMELINI (ESE BUSINESS SCHOOL, UNIVERSIDAD DE LOS ANDES)**

■ Support/Funding: In cooperation with a major online bank in Chile

■ Duration: June 2013 to November 2015

Goal

To analyze the impact of dyadic characteristics on the value of referred customers.

Challenge

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 Chilean online bank. Over a period of 27 months, we captured information that included demographics, contribution margins, and 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 regard to their customer loyalty and customer lifetime value, and determine the influence of demographic similarity between a referral sender and receiver.

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. 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.

■ Title of Project: **THE EFFECT OF SOCIAL MEDIA INTERACTION ON CUSTOMER RELATIONSHIP MANAGEMENT**

■ KCA: Creating Value

■ Researchers: **PROFESSOR JAN BECKER (KLU), PROFESSOR CHRISTIAN BARROT (KLU), DR. OLAF MAECKER (UNIVERSITY OF HAMBURG)**

■ Support/Funding: In cooperation with a mobile phone provider

■ Duration: October 2014 to February 2016

Goal

To explore the impact of social media interaction on the effectiveness of customer relationship management.

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.

Results

The study provides a wide range of empirical insights indicating that customer interaction with a company through social media channels facilitates upselling efforts and diminishes the risk of churn, but increases the number of service requests for this group of customers. Specifically, social media interaction indeed eases upselling efforts and reduces the risk of churn. 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. Experiencing the company's response to customer queries in social media certainly lowers customers' inhibition threshold with regard to contacting the company via other channels. These positive effects offset the observed increases in the number of service requests and higher overall service costs. We ultimately found customers who interact with the brand on social media to be more profitable.

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.”

- Title of Project: **THE ROLE OF SOCIAL COMPARISONS IN LEADERSHIP**
- KCA: Creating Value
- Researchers: **PROFESSOR CHRISTIAN TRÖSTER (KLU),
PHD CANDIDATE BENJAMIN KORMAN (KLU),
PROFESSOR WENDY VAN GINKEL
(ERASMUS UNIVERSITY ROTTERDAM),
PROFESSOR STEFFEN GIESSNER
(ERASMUS UNIVERSITY ROTTERDAM)**
- Support/Funding: German Research Foundation (Deutsche Forschungsgemeinschaft, DFG)
- Duration: August 2016 to August 2019

Goal

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.

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 relationship quality with their coworkers. The more favorable the results of the comparison, the more the employee should be willing to exert effort to pursue the goals of the organization.

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.

- Title of Project: **RESPECTFUL INQUIRY: A MOTIVATIONAL ACCOUNT OF LEADING THROUGH ASKING QUESTIONS AND LISTENING**
- KCA: Creating Value
- Researchers: **NIELS VAN QUAQUEBEKE (KLU),
WILL FELPS (UNIVERSITY OF NEW SOUTH WALES)**
- Duration: August 2009 to July 2016

Goal

To develop a theory that describes how leaders can motivate employees in daily interactions by asking open questions and listening attentively.

Challenge

Communication constitutes approximately 70% to 80% of managers' daily work. The majority of that communication is with subordinates. Yet notably, the majority of this communication is not about giving visionary speeches, but rather about the many common daily interactions at work. However, the domain of common daily interaction between leaders and followers has received very little attention in leadership theory. In contrast, practitioners frequently zoom in on common interaction communication. They particularly note that the everyday behavior of asking followers open questions and attentively listening to their responses is a powerful leadership technique. Following the philosophy of engaged scholarship, we took these practitioner accounts seriously and started to formulate a more structured theory around it.

Research Method

Using extensive research and analyses, we devised a theoretical model around asking questions and listening attentively, coining the term respectful inquiry to describe it. The theory encompasses the consequences, antecedents, and moderators for its effectiveness.

Results

While the analysis generally concluded that using respectful inquiry came with beneficial consequences in terms of follower motivation and satisfaction, it did not propose that, as a result, leaders would automatically practice respectful inquiry. In fact, in some of our propositions, we highlight that contextual factors may render respectful inquiry more unlikely to happen. For instance, even though motivated followers are beneficial to work with when a leader is suffering from cognitive overload, experiencing time pressure, or is physically distant from his/her followers, ironically these same circumstances may also (motivationally) inhibit the leader from engaging in respectful inquiry. She/he may want to reduce complexity or save time, or does not feel sufficiently related.

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.

- 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

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

FAs 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: **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

Goal

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.

“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 up to 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 GLINT

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.

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 the other economic benefits obtainable from greener vessels could drive the transition towards a more sustainable maritime transport sector.

A string of colorful pennant flags is shown against a background of a world map. The most prominent flag in the foreground is red and yellow. The map shows the continents of Asia and Australia. The text 'STUDYING AT KLU' is overlaid at the bottom.

STUDYING AT KLU

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 roundtables 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.

I ♥
KLU

EVENTS

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 KLU. 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.

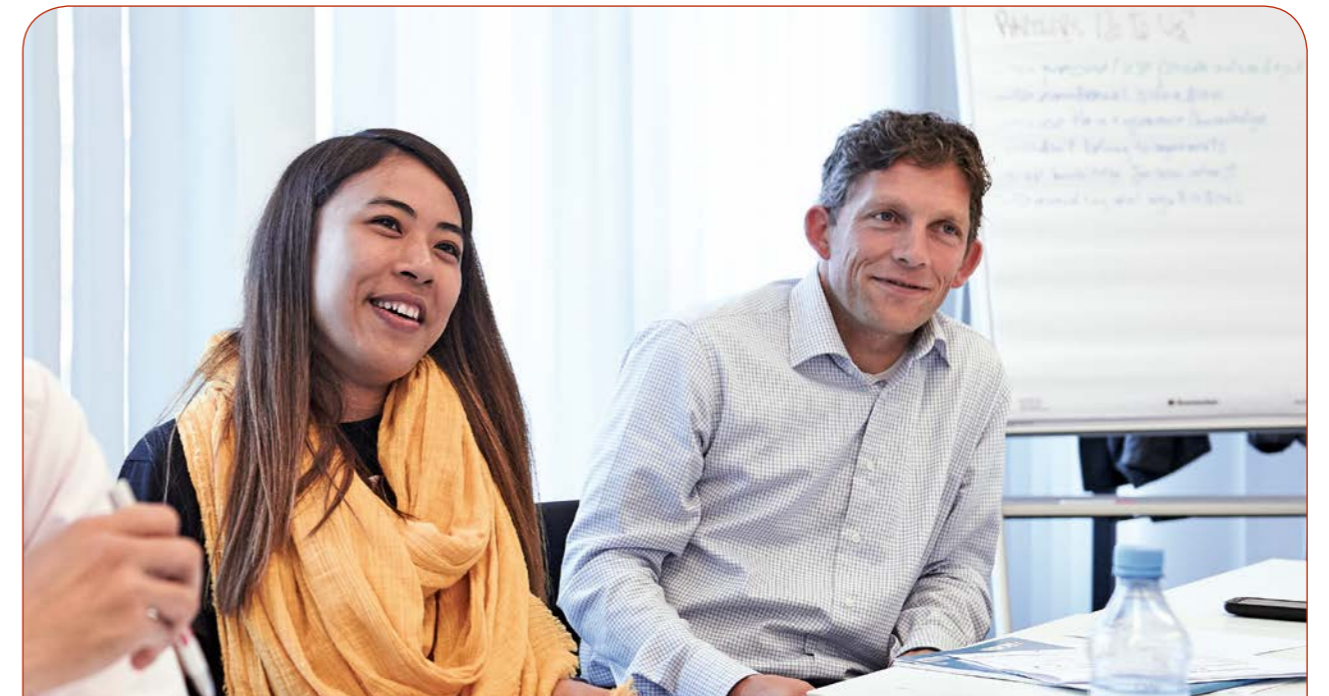
Therefore, researchers and practitioners welcomed the opportunity to share research approaches and expertise – and to network. The conference focused on six main topics related to humanitarian operations: disaster preparedness and pre-positioning in humanitarian operations, post-disaster needs assessment and relief distribution, and linking donations to operations, for example.

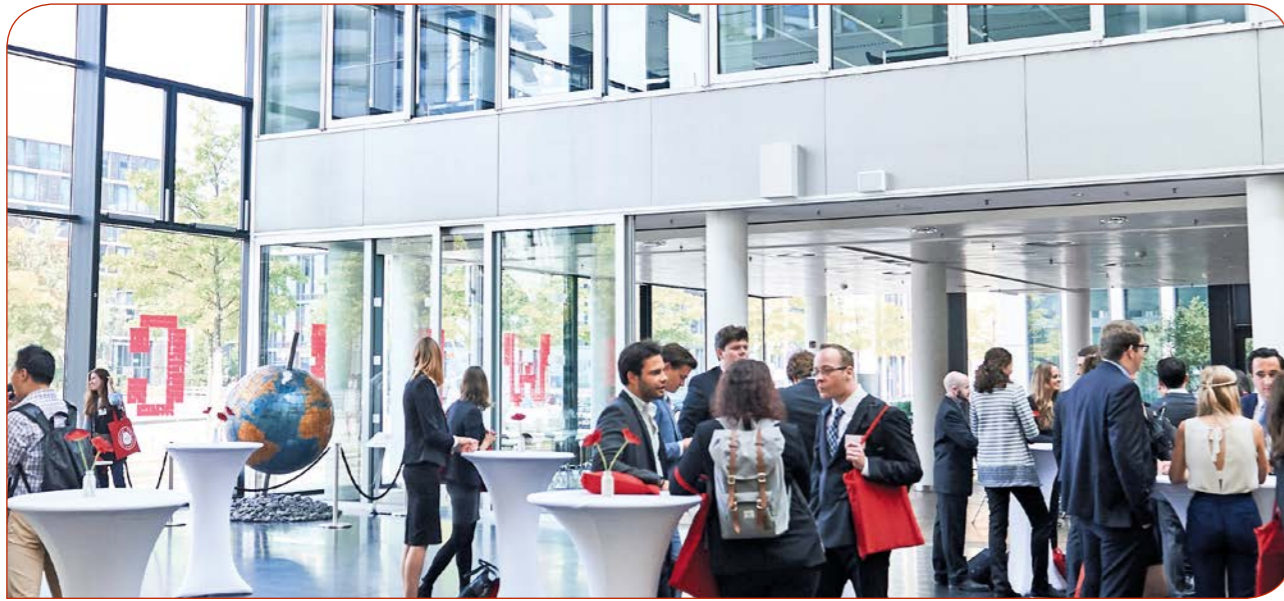
The first EURO HOPE conference was a big success in bringing together different players in the field. The feedback from the participants was very positive.



SUMMER SCHOOL

KLU's International Summer School in Supply Chain and Logistics Management took place in July 2016. The annual program was organized by the KLU 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 (KLU), 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.





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 presi-

dent. 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.



GRADUATION AT KLU

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 Eike Simon Langer (BSc Management), Lasse Johann Heitmann (MSc Management), Peter Müller (MSc Global Logistics), Martin Städele (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.



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.

THE ROAD AHEAD

ACADEMIC ACTIVITIES

Richardarakis Entrepreneurship

Port Economics

The Logistics and Supply Chain Toolkit

Case Study: The Case Study

Commercialia

Supply Chain Management for Human

Global Logistics Strategies

Green Logistics 3rd Edition

Global Logistics & Supply Chain Management

JOURNAL ARTICLES (PEER REVIEWED)

GOEL, ASVIN and Stefan Irnich (in press): An exact method for vehicle routing and truck driver scheduling problems, *Transportation Science*, (published online first).

Hunter, Mark Lee, Luk N. Van Wassenhove and MARIA BESIYOU (2016): The New Rules For Crisis Management, *MIT Sloan Management Review*, 57(4): 71–78.

Maecker, Olaf, CHRISTIAN BARROT and JAN U. BECKER (2016): The effect of social media interactions on customer relationship management, *Business Research*, 9(1): 133–155.

Ottmøller, Ole and HANNO FRIEDRICH (2016): Opportunities of sectoral freight transport demand modelling, *Case Studies on Transport Policy*, 4(1): 9–12.

Müller, André and ANDRÉ LUDWIG (2016): Dezentrale Datenhaltung und Datenschutz in Cloud-Netzwerken, *Wirtschaftsinformatik & Management*, 8(5): 20–27.

Herr, Oliver and ASVIN GOEL (2016): Minimising total tardiness for a single machine scheduling problem with family setups and resource constraints, *European Journal of Operational Research*, 248(1): 123–135.

ALAN C. MCKINNON (2016): Freight Transport Deceleration: Its Possible Contribution to the Decarbonisation of Logistics, *Transport Reviews*, 36(4): 418–436.

Weiß, Andreas and DIMKA KARASTOYANOVA (2016): Enabling coupled multi-scale, multi-field experiments through choreographies of data-driven scientific simulations, *Computing*, 98(4): 439–467.

TRANSCHEL, SANDRA, Saurabh Bansal and Mrinmay Deb (2016): Managing production of high-tech products with high production quality variability, *International Journal of Production Research*, 54(6): 1689–1707.

MCKINNON, ALAN C. (2016): The Possible Impact of 3D Printing, Drones and Crowdshipping on Last-mile Logistics: an Exploratory Study, *Built Environment*, 42(4): 576–588.

Kunz, Timo P., Sven F. Crone and JOERN MEISSNER (2016): The effect of data preprocessing on a retail price optimization system, *Decision Support Systems*, 84: 16–27.

STEINKER, SEBASTIAN, Mario Pesch and KAI HOBERG (2016): Inventory Management under Financial Distress: An Empirical Analysis, *International Journal of Production Research*, 54(17): 5182–5207.

VAN QUAQUEBEKE, NIELS (2016): Paranoia as an Antecedent and Consequence of Getting Ahead in Organizations: Time-Lagged Effects Between Paranoid Cognitions, Self-Monitoring, and Changes in Span of Control, *Frontiers in Psychology*, 7(1446).

PINÇE, ÇERAĞ and Beril Toktay, Mark Ferguson (2016): Extracting Maximum Value from Consumer Returns: Allocating between Remarketing and Refurbishing for Warranty Claims, *Manufacturing & Service Operations Management*, 18(4), 475–492.

BECKER, JAN U. and SÖNKE ALBERS (2016): The limits of analyzing service quality data in public transport, *Transportation*, 43(5): 823–842.

Koenig, Matthias and JOERN MEISSNER (2016): Risk minimising strategies for revenue management problems with target values, *Journal of Operational Research Society*, 67: 402–411.

Liu, Xiaohong and ALAN C. MCKINNON (2016): Theory development in China-based supply chain management research: A literature review, *The International Journal of Logistics Management*, 27(3): 972–1001.

MEYNERS, JANNIK, CHRISTIAN BARROT, JAN U. BECKER and Jakob Goldenberg (2016): The Role of Mere Closeness: How Geographic Proximity Affects Social Influence, *MSI Report*, Marketing Science Institute: Cambridge, MA, 16–106.

BECKER, JAN U., Michel Clement and Marcus Nöth (2016): Start-ups, incumbents, and the effects of take-over competition, *Journal of Business Research*, 69(12): 5925–5933.

Shehu, Edlira, JAN U. BECKER, Ann-Christin Langmaack and Michel Clement (2016): The Brand Personality of Nonprofit Organizations and the Influence of Monetary Incentives, *Journal of Business Ethics*, 138(3): 589–600.

Syntetos, Aris A., Ruud H. Teunter, Mohamed Z. Babai and SANDRA TRANSCHEL (2016): On the benefits of delayed ordering, *European Journal of Operational Research*, 248(3): 963–970.

Burmester, Alexa B., JAN U. BECKER, Harald J. van Heerde and Michel Clement (2015): The impact of pre- and post-launch publicity and advertising on new product sales, *International Journal of Research in Marketing*, 32(2): 408–417.

van Loon, Patricia, Lieven Deketele, Joost Dewaele, ALAN C. MCKINNON and Christine Rutherford (2015): A comparative analysis of carbon emissions from online retailing of fast moving consumer goods, *Journal of Cleaner Production*, 106: 478–486.

Giessner, Steffen R., NIELS VAN QUAQUEBEKE, Suzanne van Gils, Daan van Knippenberg and Janine A. J. M. Kollée (2015): In the moral eye of the beholder: The interactive effects of leader and follower moral identity on perceptions of ethical leadership and LMX quality, *Frontiers in Psychology*, 6(1126).

ALBERS, SÖNKE, Kalyan Raman, and Nick Lee (2015): Optimization Models in Sales Force Management: Review and Trends, *Journal of Personal Selling and Sales Management*, 35(4): 275–291

Koenig, Matthias and JOERN MEISSNER (2015): Value-at-risk optimal policies for revenue management problems, *International Journal of Production Economics*, 166: 11–19.

BESIYOU, MARIA and Luk N. Van Wassenhove (2015): Addressing the Challenge of Modeling for Decision-Making in Socially Responsible Operations, *Production and Operations Management*, 24(9): 1390–1401.

ACCIARO, MICHELE and ALAN C. MCKINNON (2015): Carbon emissions from container shipping: An analysis of new empirical evidence, *International Journal of Transport Economics*, 42(2): 211–228.

van Doorn, Sebastian, Mariano Heyden, CHRISTIAN TRÖSTER and Henk W. Volberda (2015): Entrepreneurial Orientation and Performance: Investigating Local Requirements for Entrepreneurial Decision-Making, *Advances in Strategic Management: Cognition and Strategy*, 32: 211–239.

Farrag, Noha and GÜNTER LANG (2015): Is Bigger Better for Egyptian Banks? An Efficiency Analysis of the Egyptian Banks during a Period of Reform 2000-2006, *Review of Middle East Economics and Finance*, 11.

ACCIARO, MICHELE and Gordon Wilmsmeier (2015): Measuring the Economic Impact of Decision Making in Maritime Studies, *International Journal of Transport Economics*, 42(2): 147–152.

BECKER, JAN U., Martin Spann and Timo Schulze (2015): Implications of minimum contract durations on customer retention, *Marketing Letters*, 26(4): 579–592.

MICHAELIS, BJÖRN, Joachim D. Wagner and Lars Schweizer (2015): Knowledge as a key in the relationship between high-performance work systems and workforce productivity, *Journal of Business Research*, 68(5): 1035–1044.

PINÇE, ÇERAĞ, Hans Frenk and Rommert Dekker (2015): The Role of Contract Expirations in Service Parts Management, *Production and Operations Management*, 24(10): 1580–1597.

Reimer, Kerstin and JAN U. BECKER (2015): What customer information should companies use for customer relationship management? Practical insights from empirical research, *Management Review Quarterly*, 65(3): 149–182.

BARROT, CHRISTIAN, JAN U. BECKER, Michel Clement and Dominik Papies (2015): Price Elasticities for Hardcover and Paperback Fiction Books, *Schmalenbach Business Review*, 67(1): 73–91.

Mutke, Stefan, Christoph Augenstein, Martin Roth, ANDRÉ LUDWIG and Bogdan Franczyk (2015): Real-time information acquisition in a model-based integrated planning environment for logistics contracts, *Journal of Object Technology*, 14(1): 2–26.

DECKER, CATHARINA and Joachim Kersten (2015): Minority Police Officers' Contribution to Police-Ethnic Minority Conflict Management, *European Journal of Policing Studies*, 2(4): 461–481.

ACCIARO, MICHELE (2015): Corporate responsibility and value creation in the port sector, *International Journal of Logistics Research and Applications*, 18(3): 291–311.

Koenig, Matthias and **JOERN MEISSNER** (2015): Risk management policies for dynamic capacity control, *Computers & Operations Research*, 59: 104–118.

Moritz, Steffen, Anja S. Göritz, Jürgen Gallinat, Milena Schafschetzy, **NIELS VAN QUAQUEBEKE**, Maarten J.V Peters and Christina Andreou (2015): Subjective competence breeds overconfidence in errors in psychosis. A hubris account of paranoia, *Journal of Behavior Therapy and Experimental Psychiatry*, 48: 118–124.

ALBERS, SÖNKE (2015): What Drives Publication Productivity at German Universities?, *Schmalenbach Business Review*, 67(1): 6–33.

Haralambides, Hercules and **MICHELE ACCIARO** (2015): The new European port policy proposals: Too much ado about nothing?, *Maritime Economics & Logistics*, 17(2): 127–141.

Mertz, Corinna, Tilman Eckloff, Julia Johannsen and **NIELS VAN QUAQUEBEKE** (2015): Respected Students Equal Better Students: Investigating the Links between Respect and Performance in Schools, *Journal of Educational and Developmental Psychology*, 5(1).

Armellini, Guillermo, **CHRISTIAN BARROT** and **JAN U. BECKER** (2015): Referral programs, customer value, and the relevance of dyadic characteristics, *International Journal of Research in Marketing*, 32(4): 449–452.

ALBERS, SÖNKE, Kalyan Raman and Nick Lee (2015): Optimization Models in Sales Force Management: Review and Trends, *Journal of Personal Selling and Sales Management*, 35(4): 275–291.

HOBERG, KAI and Ulrich W. Thonemann (2015): Analyzing Variability, Cost, and Responsiveness of Base-Stock Inventory Policies with Linear Control Theory, *IIE Transactions*, 47(8): 865–879.

van Gils, Suzanne, **NIELS VAN QUAQUEBEKE**, Daan van Knippenberg, Marius van Dijke and David De Cremer (2015): Ethical leadership and follower organizational deviance: The moderating role of follower moral attentiveness, *The Leadership Quarterly*, 26: 190–203.

DECKER, CATHARINA and **NIELS VAN QUAQUEBEKE** (2015): Getting Respect from a Boss You Respect: How Different Types of Respect Interact to Explain Subordinates' Job

Satisfaction as Mediated by Self-Determination, *Journal of Business Ethics*, 131(3): 543–556.

van Dijke, Marius, David De Cremer, Lieven Brebels and **NIELS VAN QUAQUEBEKE** (2015): Willing and Able: Action-State Orientation and the Relation Between Procedural Justice and Employee Cooperation, *Journal of Management*, 41(7): 1982–2003.

ACCIARO, MICHELE and Gordon Wilmsmeier (2015): Energy efficiency in maritime logistics chains, *Research in Transportation Business & Management*, 17: 1–7.

Schweizer, Lars, Shalini Rogbeer and **BJÖRN MICHAELIS** (2015): The dynamic capabilities perspective: from fragments to meta-theory, *Management Research Review*, 38(7): –684.

MICHAELIS, BJÖRN, Florian Kunze and Heike Bruch (2015): New insights on CEO charisma attribution in companies of different sizes and ownership structure: the role of prior company performance, *Journal of Business Economics*, 85(7): 793–815.

JOURNAL ARTICLES (PROFESSIONAL)

Alicke, Knut, Christoph Glatzel, **KAI HOBERG** and Per-Magnus Karlsson (2016): Big data and the supply chain: The big supply chain analytics landscape Part 1 (of 2), *McKinsey&Company Operations Extranet*, February.

Alicke, Knut, Christoph Glatzel, **KAI HOBERG** and Per-Magnus Karlsson (2016): Big data and the supply chain: Capturing the benefits (Part 2), *McKinsey&Company Operations Extranet*, March.

TRÖSTER, CHRISTIAN (2016): Unternehmenskultur: Wie das Potenzial von Expats mobilisiert werden kann, *Logistik Heute*, 9: 22–23.

Frey, Werner, Gernot Liedtke, **HANNO FRIEDRICH**, Carina Thaller, Benjamin Dahmen, Axel Wolfermann, Theo Janßen and Wulf Hahn (2016): "Regards for modelling commercial transport", invited article In: *Straßenverkehrstechnik*, Volume 10.

FRIEDRICH, HANNO (2016): „Versorgung in Krisenzeiten sichern“, *Lebensmittelzeitung*, 14. Oktober 2016, p. 53.

HOBERG, KAI, Knut Alicke and Markus Leopoldseider (2015): Time to Get Supply Chain Management to the Board, *Supply Chain Management Review*, July/August.

MÖLDERS, CHRISTINA and Tilman Eckloff (2015): Frauen und Führung: Auf dem Weg, *Wirtschaftsmidiation*, 3: 36–38.

PINÇE, ÇERAĞ (2015): Retourenlogistik: Aufbereitete Ware für Garantieansprüche zurückhalten., *Logistik heute*.

ACCIARO, MICHELE (2015): What will the maritime fuel of the future be?, *Baltic Transport Journal*, 2(64): 24–26.

HOBERG, KAI, Christoph Flöthmann and Knut Alicke (2015): Karriere: Tipps für den Weg nach oben, *Logistik heute*, 1–2: 22-23.

CONFERENCE PROCEEDINGS

Andrikopoulos, Vasilios, Marina Bitsaki, Santiago Gómez Sáez, Michael Hahn, **DIMKA KARASTOYANOVA**, Giorgos Koutras and Alina Psycharaki (2016): Evaluating the Effect of Utility-based Decision Making in Collective Adaptive Systems, in: Cardoso, Jorge, Donald Ferguson, Víctor Méndez Muñoz and Markus Helfert (ed.): *6th International Conference on Cloud Computing and Services Science (CLOSER 2016)*, 39–47.

Meuer, Johannes, Michèle Angstmann and **CHRISTIAN TRÖSTER** (2016): Embeddedness and the Repatriation Intention of Company-backed and Self-initiated Expatriates (Best Paper), in: John Humphreys (ed.): *The 76th Academy of Management Annual Meeting Proceedings*, Anaheim, California. August 5–9.

Wang, Lee and **BJÖRN MICHAELIS** (2016): Learning-based acquisition capability, M&A performance, and post-acquisition integration strategy: A meta-analysis, in: John Humphreys (ed.): *The 76th Academy of Management Annual Meeting Proceedings*, Anaheim, California. August 5–9.

Rolko, Kevin and **HANNO FRIEDRICH** (2016): Locations of Logistics Service Providers in Germany - The basis for a new freight transport generation model, *Selected Proceedings of the WCTRS Conference on Transportation Research 2016*, Shanghai, China, July 11–15.

Truong, Thi My Thanh and **HANNO FRIEDRICH** (2016): Legalizing the illegal parking, a solution for parking scarcity

in developing countries: *Selected Proceedings of the WCTRS Conference on Transportation Research 2016*, Shanghai, China, July 11–15.

Hahn, Michael, **DIMKA KARASTOYANOVA** and Frank Leymann (2016): A Management Life Cycle for Data-Aware Service Choreographies, In: *Proceedings of the Twenty-Third International Conference on Web Services (ICWS 2016)*, San Francisco, CA, USA, June 27–July 2.

Glöckner, Michael, **ANDRÉ LUDWIG** and Bogdan Franczyk (2016): How low should you go? - Conceptualization of the Service Granularity Framework: *Proceedings of the 24th European Conference on Information Systems (ECIS 2016): Information Systems as a Global Gateway*, Istanbul, Turkey, June 12–15.

Hahn, Michael, **DIMKA KARASTOYANOVA** and Frank Leymann (2016): Data-Aware Service Choreographies through Transparent Data Exchange. In: *Proceedings of the 16th International Conference on Web Engineering (ICWE'16)*, Lugano, Switzerland, June 6–9

SCHALOWSKI, JAN and **CHRISTIAN BARROT** (2016): Before and after – A managerial application of social network analysis for the planning and evaluation of viral marketing campaigns, in: Samuelsen, Bendik (ed.): *Marketing in the age of data. Proceedings of the 45th EMAC Conference 2016*, Oslo, Norway, May.

Glöckner, Michael, Stefan Mutke and **ANDRÉ LUDWIG** (2015): Engineering and Evaluation of Process Alternatives in Tactical Logistics Planning, in: Hammoudi, Slimane, Leszek Maciaszek and Ernest Teniente (ed.): *Proceedings of the 17th International Conference on Enterprise Information Systems-Volume 2*, 166–176.

Gómez Sáez, Santiago, Vasilios Andrikopoulos, Michael, Hahn, **DIMKA KARASTOYANOVA** and Andreas Weiß (2016): Enabling Reusable and Adaptive Modeling, Provisioning & Execution of BPEL Processes. In: *Proceedings of the 8th International Conference on Service-Oriented Computing and Applications (SOCA'15)*, Rome, Italy, October 19–21.

Piecyk, Maja, Philip Greening, Andrew Palmer and **ALAN MCKINNON** (2015): Analysis of the Potential for Reducing GHG Emissions from Freight Transport Through Modal Shift to Rail, in: Lim, Ming et al (eds) *Proceedings of the 20th Annual Conference of the Logistics Research Network*, University of Derby, UK, September 9–11.

Greening, Philip, Maja Piecyk, Andrew Palmer, **ALAN MCKINNON** (2015): Impact Assessment of Demand-Side CO₂ Reducing Interventions for Road Freight in the Context of the 5th Carbon Budget and 2050 Carbon Reduction Commitments, in: Lim, Ming et al (eds) Proceedings of the 20th Annual Conference of the Logistics Research Network, University of Derby, UK, September 9–11.

MICHAELIS, BJÖRN and Theresa Göcke (2015): Should we stay or should we go? Why people stay or leave during mergers and acquisitions in the German software industry. Annual Meeting of the Academy of Management. Vancouver, Canada, August 7–11.

Boehlke, Lewin, **ANDRÉ LUDWIG** and Michael Gloeckner (2015): Multi-dimensional Performance Measurement in Complex Networks – Model and Integration for Logistics Chain Management, in: Abramowicz, Witold (ed.): Proceedings of the 18th International Conference on Business Information Systems (BIS2015), 287–298.

Vukojevic-Haupt, Karolina, Santiago Goméz Sáez, Florian Haupt, **DIMKA KARASTOYANOVA** and Frank Leymann (2015): A Middleware-Centric Optimization Approach for the Automated Provisioning of Services in the Cloud: Proceedings of the 7th IEEE International Conference on Cloud Computing Technology and Science (CloudCom 2015), 174–179.

Weiß, Andreas, Vasilios Andrikopoulos, Michael Hahn and **DIMKA KARASTOYANOVA** (2015): Rewinding and Repeating Scientific Choreographies, in: Debruyne, Christophe, Hervé Panetto, Robert Meersman, Tharam Dillon, Georg Weichhart, Yuan An and Claudio Agostino Ardagna (ed.): Proceedings of the OTM 2015 Conferences: Confederated International Conferences: CoopIS, ODBASE, and C&TC 2015, 337–347.

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.

MCKINNON, ALAN C. (eds.) (2015): Green Logistics: Improving the Environmental Sustainability of Logistics, Kogan Page.

BOOKS EDITED

Maciaszek, Leszek; Jorge Cardoso, **ANDRÉ LUDWIG**, Marten van Sinderen and Enrique Cabello (2016): Proceedings of the 11th International Joint Conference on Software Technologies - (Volume 1+2): ICSOFT-EA, Lisbon, Portugal, July 24–26, SciTePress.

BOOK CHAPTERS

Balaisyte, Jurgita, **MARIA BESIOU** and Luk N. Van Wassenhove (2016): Cross-sector partnerships for sustainable supply chains, in: Bouchery, Yann, Charles J. Corbett, Jan C. Fransoo and Tarkan Tan (eds.): Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy, Springer International Publishing: Cham, Switzerland, 485–505.

Witte, Erich H., **NIELS VAN QUAQUEBEKE** and Tilman Eckloff (2016): Macht als sozialpsychologisches Konzept, in: Möslin, Florian (ed.): Private Macht, 1. Aufl ed., Mohr Siebeck: Tübingen, 65–82.

Bürger, Bernd and **CATHARINA VOGT** (2016): The Austrian Human Rights Advisory Board: Preventing unethical use of police force with regard to restorative justice principles, in: (ed.): Strengthening democratic processes: Police oversight through Restorative Justice with a special focus on Austria, Hungary and Germany, Verlag für Polizeiwissenschaft: Frankfurt am Main, 117–140.

Gómez Sáez, Santiago; Vasilios Andrikopoulos, Michael Hahn, **KARASTOYANOVA, DIMKA**; Frank Leymann, Marianna Skouradaki, Karolina Vukojevic-Haupt (2016): Performance and Cost Trade-Off in IaaS Environments: A Scientific Workflow Simulation Environment Case Study, in: Markus Helfert, Víctor Méndez Muñoz, Donald Ferguson (eds.): Cloud Computing and Services Science, Springer-Verlag, Vol. 581: 153–170

Kunz, Navina, **CATHARINA VOGT**, Joachim Kersten and Ansgar Burchard (2016): Complaint procedures and Restorative Justice solutions for conflicts between police and Turkish minority people, in: (ed.): Strengthening democratic processes: Police oversight through Restorative Justice with a special focus on Austria, Hungary and Germany, Verlag für Polizeiwissenschaft: Frankfurt am Main, 65–82.

ACCIARO, MICHELE (2015): Climate Change Adaptation in the Panama Canal, in: Ng, Koi Yu Adolf, Austin Becker, Stephen Cahoon, Shu-Ling Chen, Paul Earl and Zaili Yang (ed.): Climate change and adaptation planning for ports, Routledge: London, 172–193.

Boltze, Manfred, Frederik Rühl, Ulrich Berbner and **HANNO FRIEDRICH** (2016): The Interdisciplinary Decision Map: A Reference Model for Production, Logistics and Traffic, in: Abele, Eberhard, Boltze, Manfred, Pfohl, Hans-Christian (eds.): Dynamic and Seamless Integration of Production, Logistics and Traffic: Fundamentals of Interdisciplinary Decision Support, Springer Verlag, 31–47

Ottmöller, Ole and **HANNO FRIEDRICH** (2016): Implications for Freight Transport Demand Modelling from Interdisciplinary Research: Developing a Concept for Modelling Freight Transport within Supply Networks of the Automotive Industry, in: Abele, Eberhard, Boltze, Manfred, Pfohl, Hans-Christian (eds.): Dynamic and Seamless Integration of Production, Logistics and Traffic: Fundamentals of Interdisciplinary Decision Support, Springer Verlag, 185–207.

Hansen, Ole and **HANNO FRIEDRICH** (2015): An Inventory-Focused Analysis of German Food Supply Chains: The Case of Dairy Products, in: Clausen, Uwe, Hanno Friech and Christiane Geiger (ed.): Commercial transport - Proceedings of the 2nd Interdisciplinary Conference on Production, Logistics and Traffic 2015, Springer: Cham, Switzerland, 337–347.

Strauch, Steve, Vasilios Andrikopoulos, **DIMKA KARASTOYANOVA** and Karolina Vukojevic-Haupt (2015): Migrating e-Science Applications to the Cloud: Methodology and Evaluation: Cloud Computing with e-Science Applications, CRC Press.

Thaller, Carina, Benjamin Dahmen, Gernot Liedtke and **HANNO FRIEDRICH** (2015): Freight Transport Demand Modelling – Typology of Characterizing Freight Transport Demand Models, in: Clausen, Uwe, Hanno Friech and Christiane Geiger (ed.): Commercial transport - Proceedings of the 2nd Interdisciplinary Conference on Production, Logistics and Traffic 2015, Springer: Cham, Switzerland, 39–54.

ACCIARO, MICHELE (2015): The logistic integration of ports and rail networks: The experience in Northern Europe, in: SRM (ed.): Italian Maritime Economy. Terminals, logistics and its players: challenges from a pivotal Mediterranean position, Annual Report 2015, Giannini: Naples, 129–150.

PROJECT REPORTS

Balster, Andreas; **FRIEDRICH, HANNO**; Ottmöller, Ole; Rolko, Kevin; Boltze, 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.

IMPRINT

KÜHNE LOGISTICS UNIVERSITY – KLU
WISSENSCHAFTLICHE HOCHSCHULE FÜR LOGISTIK
UND UNTERNEHMENSFÜHRUNG

CONTRACTING BODY

Kühne Logistics University GmbH

MANAGEMENT BOARD

Prof. Dr. Thomas Strothotte, President & Managing Director
Fabian Berger, Head of Administration & Managing Director

EXECUTIVE BOARD

Prof. Thomas Strothotte, PhD, MBA,
President & Managing Director
Fabian Berger,
Head of Administration & Managing Director
Prof. Dr. Jan Becker,
Dean of Research
Prof. Dr. Christian Barrot,
Dean of Programs

SUPERVISORY BOARD

Karl Gernandt (Chair)
Prof. Dr. h. c. Klaus-Michael Kühne
Dr. Thomas Staehelin
Prof. Dr. Marc Gottschald

ADVISORY BOARD

Prof. Dr. Burkhard Schwenker (Chair),
Chairman of the Advisory Council at Roland Berger GmbH
Michael Behrendt (Deputy Chair),
Chairman of the Supervisory Board at Hapag-Lloyd AG
Milagros Caiña-Andree,
Member of the Board at BMW AG
Hans-Georg Frey,
Chairman of the Board at Jungheinrich AG
Dr. Fabian Heilemann,
Partner at Earlybird Venture Capital/Co-founder and Chair of
the Advisory Council at FreightHub GmbH
Dr. Rainer Hillebrand,
Deputy Chairman of the Board at Otto Group
Zhengrong Liu,
Member of the Board at Beiersdorf AG
Prof. Dr. Frank Straube,
Head of the Logistics Department at Technische Universität
Berlin and Member of Kühne Stiftungswerk
Prof. Dr. Stephan Wagner,
Chair of Logistics Management at ETH Zurich and Member
of Kühne Stiftungswerk

PUBLISHED BY

Kühne Logistics University – KLU
Wissenschaftliche Hochschule für Logistik und
Unternehmensführung
Großer Grasbrook 17
20457 Hamburg, Germany
Phone: +49 40 328707-0
Fax: +49 40 328707-109
info@the-klu.org

EDITED BY

Kristina Brümmer, Editor-in-Chief

DATE OF PUBLICATION

August 2017

CONTRIBUTORS

Valerie Bohn, Christian Bonnecke, Anne von Festenberg,
Blanka Gillesen, Jana Gruber, Lene Moeller Jensen, Birgit
Kappert, Holly Hillen, Ursula Horst, Ina Litterst, Neele
Mansfeld, Ulrike Schulz

PHOTOS

Anke Raloff, Christin Schwarzer, Jana Tolle, Dennis
Williamson, Shutterstock (Monkey Business Images,
Zapp2Photo)

LAYOUT

endlichsommer – werbung in bester gesellschaft mbh



