



HHL

LEIPZIG
GRADUATE SCHOOL
OF MANAGEMENT

**Field projects at the Chair of Microeconomics
2007 - 2010**

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Stakeholder relations – Sustainability stakeholder strategy for multinational enterprises

Term: Winter Term
Year: 2010

Project Partners:

Bayer AG
Chair of Microeconomics

Subject:

Bayer faces a multi-faceted and complex stakeholder universe (employees, customers, suppliers, politics, general public, neighborhoods, NGOs, capital markets and academia).

A detailed knowledge of all stakeholders is necessary to identify potential opportunities and threats for Bayer early on and to develop an appropriate pro-active strategy.

Task description:

The aim of the field project is

(1) to develop a stakeholder map for Bayer overall and per subgroup that lists and prioritizes all relevant stakeholder groups and shows per major relevant topic (climate protection, biotechnology, access to medicine, infrastructure investments, market access for crop protection)

- The importance of the topic for a stakeholder group
- The current relevance
- The emotional involvement per group
- The current activities

(2) to develop, based on the map, an interaction strategy for each stakeholder group

Richard Wagner Memorial Grove for the City of Leipzig

Term: Spring Term
Year: 2008

Project Partners:

Richard-Wagner-Verband Leipzig e. V.
Dept. of Microeconomics and Information Systems, Chair of Microeconomics

Subject:

Currently, Leipzig is trying to define a new image to make the city successfully known both nationally and internationally.

Undoubtedly, Leipzig's status as a city of music is fed by Bach's stay in the first half of the 18th century, by many composers of the 19th century, who deservedly belong to our classical musical heritage, and by well-known musicians and composers of the 20th century. All of them bequeathed a global musical legacy, which nowadays is used by distinguished cultural personalities such as the St. Thomas Boys' Choir or the Gewandhaus Orchestra in order to foster Leipzig's musical reputation.

In the sense of history of music, Leipzig was perceived as the capital of romanticism in the 19th century. However, the only world-famous composer, who was born in Leipzig, has not yet been given an adequate tribute by his native town.

The 200th anniversary of Richard Wagner's birthday falls on May 22, 2013. While the Leipzig Opera is re-staging his works on a large scale, there is no museal location where people can meet and commemorate this composer. Nobody seems to take notice of Wagner's bust in the promenades near Swan Lake next to the opera house. Eventually, it is merely a compromise after two failed attempts to raise a memorial.

There are still existing parts of the memorial draft by Max Klinger (1911), and the municipal authorities are going to bring them together at the planned location of St. Matthaer church yard in the near future.

In fact, the unfinished draft by Emil Hipp (1932) is of much more importance in the sense of city design. For this project, an ample site left and right of the Elster River non-tidal basin had been created between Zeppelin Bridge and Palm Garden weir. Large parts of this area are still in good shape. Virtually a complete model of the memorial can be found in the studio of the departed artist in Kiefersfelden. Still existing parts of the almost finished memorial are distributed all over Germany, but the whereabouts are known, thus, making an assembly possible.

The completion of the project, which had failed during and as a result of World War Two, would offer a great chance for Leipzig's urban development. The dream of giving the memories of a Leipzig artist, who created a musical world heritage, a concrete face could become reality. Furthermore, this could consolidate the image of Leipzig as a city of music. Establishing a peripheral leisure area for strolling could add to the attempts of the city to open up again the waterways of Leipzig within the "water town" project.

In the interest of a sustainable design of public green, this part of Leipzig's amble parks, which is constantly exposed to uncontrolled weedage, could be put into the desired state. The local parks and gardens department considers the so called "Allinger site" (named after its designer) as one of – if not the most important public green site of Leipzig.

Several potential acting parties could become involved within the scope of the flood control measures, which are still to be taken, and the preparations of the 200th anniversary of Richard Wagner's birthday.

Task description:

Development of a concept, theoretical implementation and setting up of an initiative, which provides a platform to enable synergies especially – but not exclusively – by people of Leipzig with a background of urban design and development, public parks and gardens, Leipzig's waterways as well as Richard Wagner and city of music – in order to make an unfinished project come true.

Quality management in training at DHL Hub Leipzig GmbH

Term: Spring Term
Year: 2007

Project Partners:

DHL Hub Leipzig GmbH

Dept. of Microeconomics and Information Systems, Chair of Microeconomics

Subject:

In April 2008, DHL will establish its third strategic airfreight hub after Wilmington (Ohio/USA) and Hong Kong. More than 55 aircrafts will deliver up to 2000 tons of freight each night, which will have to be unloaded and loaded by more than 3.000 DHL staff members.

Due to the enormous investment of ca. 20 Mio Euro to be spent for qualifying staff members at the Leipzig site, "Training" has been separated from "Human Resources" in the project organisation.

The main goal is to provide the functional divisions in the industrial area (OPS/Ramp-agents) with well-qualified staff. As for the commercial divisions, a combination of "elder and experienced" and "new" staff members would be desirable. For this, DHL will work with various service providers and trainers.

The following areas should be covered by the project:

1. Theoretical background "QM in Training": What does the market offer in this respect? What new scientific findings are there to be considered?
2. How to transfer these methods into the logistic daily routine and, at the same time, make use of already existing approaches and ideas?
3. Process management: What is an ideal training division like? Is this also applicable to logistic companies? Is training inevitably linked to HR? Which processes are needed for the special divisions (Ordering, Coordination, Recruitment, Service provider ...)? What should these processes look like in order to meet the ISO 9000 certification standards?
4. Production site analysis: What is the situation of the local manpower market? Where do prospective staff members come from? What effect would a 5 - 10 per cent fluctuation have on the training investments (both FTE and costs)?
5. Sustainability: How to safeguard the sustainability of the processes? What could a controlled changeover into a linear function look like?

Knowledge Transfer Project with DHL Hub Leipzig GmbH

Term: Spring Term
Year: 2007

Project Partners:

DHL Hub Leipzig GmbH
Dept. of Microeconomics and Information Systems, Chair of Microeconomics

Subject:

Knowledge transfer related to the interface between project team and future line organization in the project "Central Air Hub Europe, Leipzig"

The Central Air Hub Europe is one of the three major air hubs of DHL in the world. It will be fully operational by the end of April 2008. More than 50 aircrafts with 2.000 tons freight will have to be handled every night in a short time frame from 10 pm to 3 am. Up to 3.500 employees will make sure that the process of sorting freight will work without any service interruption for the customer.

For the time being, more than 80 project members are preparing the step-by-step approach of the operational readiness of the hub. This goes along with the transfer of the project knowledge and experience to the future line managers. From July 2007 on, all kind of tests shall make sure that the going-live date will be a success. These tests have to be carefully planned and checked.

The project team has to develop a process of how to use the test results further on. This would include feedback to the test group, interaction with other test groups, which might depend on the first one, adjustment and optimization of test input, and documentation of any possible lessons, etc. DHL shall get a process description, which also explains the interfaces amongst all stakeholders of the test, as well as indicating decision trees, communication lines, and change management. Finally, the project team has to ensure that the experience gathered during the test is kept for future use.

The project will be carried out on the basis of some selected test scenarios. Nevertheless, the results will be used as a common baseline for all tests.