

# HHLnews

HHL – LEIPZIG GRADUATE SCHOOL OF MANAGEMENT

WINTER 2012

## NOTES

### Top Rankings



In the Financial Times' "European Business Schools" ranking, HHL was rated No. 46 in Europe, which advanced by 13 places from last year ahead of a number of international business schools. The full-time M.Sc. in Management (M.Sc.) of HHL came in 17<sup>th</sup> in Europe in this ranking.

(Financial Times, December 2011)



In the Germany-wide CHE University Ranking HHL's Master in Management (M.Sc.) program holds top positions in all aspects of the business administration section (research orientation and support during practical semester, transition to Master's studies, teacher support, overall study situation).

(CHE, 2011)



HHL's full-time MBA Program ranked twelfth in the MBA Rising Stars survey. Additionally, the e-learning based Euro\*MBA, of which HHL is a consortium partner, ranks thirteenth in this survey. The ranking consists of those top 30 international business schools and their MBA programs which have made a significant improvement in the recent years.

(Findyourmba.com, December 2011)

### Sparkasse Leipzig Official Financial Partner for HHL Students



Did you know that once admitted to HHL, students can apply for a student loan at the Sparkasse Leipzig without presenting additional securities? The flexible loan covers the tuition fees up to EUR 30,000 with repayment starting 12 months after graduation at the latest. At Sparkasse Leipzig students should contact Mr. Matthias Blum, who can be reached at +49-341-9861-720.

>> [www.hhl.de/financing](http://www.hhl.de/financing)

### Continuing Academic Education Offers at HHL

MBA | Global Executive MBA | Euro\*MBA | General Management Program  
>> [www.hhl.de](http://www.hhl.de)

## Why Continuing Professional and Personal Education Is Essential Today

In the times of ever shorter innovation cycles and demographic change, the most up-to-date and best knowledge becomes the most important resource. HHL Dean Professor Andreas Pinkwart discusses in his essay why tomorrow's wealth depends on more and better continuing education.

Why do we need more continuing education? Because of a longer life is the central response. The retirement age in civil service has risen by four years in the last fifteen years. A further extension by an average of another four years can be expected by 2030.

the Bologna reform and requires joint organization by the economy and science.

Moreover, continuing education offers need to be tailored to meet the qualification requirements of the practice. The more complex and responsible the tasks in the



Professor Andreas Pinkwart, Dean of HHL

“Does our bridge of academic education still hold?”

At the same time, the age of school enrollment has been reduced by one year and nationwide students graduate from the Gymnasium secondary school after only eight years. Meanwhile compulsory military service has been suspended and thanks to the Bologna Process the young generations now receives its first academic degree, the Bachelor, after only six terms on average. The entry into working life for academics has therefore been reduced by an average of four to five years. On the other hand, the active phase has been extended by an average of about eight years. If we add this up, the working life for academics has been extended by eight to thirteen years. Consequently, academic training must bridge a far longer period than in recent years. We must ask ourselves: does this bridge still hold?

The question becomes all the more pressing the more strongly the knowledge available worldwide rises and the shorter the half-life of this knowledge becomes. This is accelerated by the ongoing increase of the world populations.

Conclusion: the bridge requires a longer span and more supporting pillars with a higher load-bearing capacity for stability.

The Bologna Process also challenges us with regard to continuing academic education and personal development. The number of Bachelor graduates in the professional practice is constantly rising and requires new answers. Employer can only to get qualified workers to permanently commit to the company if they enable them to obtain further qualifications on the job, up to an additional academic degree. This makes continuing education a vital part of

company are, the higher the demand for quality of contents, service and discretion in the post-experience becomes. The highest standards must be fulfilled both in needs assessment and the layout of the programs with regard to contents and didactics. For a long time these characteristics were more attributed to universities in the western world. The recent international success of top German business schools with their M.Sc. programs as confirmed by the latest ranking of the Financial Times as well as the growing dissatisfaction with the value for money at top international universities are leading to a gradual re-assessment. The systematic cooperation of German business schools with international partners in joint executive programs contributes to this development. A recent example for this is the new Executive MBA program which HHL launched together with EADA in Spain, cooperating with leading business schools in Brazil, China and India.

“Continuing education offers need to be tailored to meet the qualification requirements of the practice.”

Last but not least I see an increasing demand in general continuing education, not only for the job but also as a value in itself. You shouldn't stop at the age of retirement. In fact, the number of people aged 70 and over who would like to explore those disciplines they could not study when they were younger after a successful working life is growing. Universities should prepare for an open end demand in continuing education.

This change in the educational demand is by no means met by an appropriate number of offers. This applies to e-learning and

blended learning as well. One reason for this is that it is difficult for high-quality continuing education offers to penetrate the market and establish themselves in a country opposed to tuition fees. Work contracts attributing high importance to the topic of continuing education could offer a way out.

The alumni are vital for university-level business schools such as HHL. Our alumni say for example: “We would like modular offers which help us systematically brush up and refuel 10 or 15 years after graduation.” This is a fantastic challenge which HHL is going to take on through its Executive Program.

How can Germany manage to score better in this innovative field? In my opinion this can only be achieved through a determined competition between public and private institutions limited not only to the domestic market. A new trend of globalized educational institutions has emerged. If German universities are not careful, they might miss the boat. This is why HHL puts great emphasis on this field within its concept for the future.

## SPITZENCLUSTER

## HHL Wins Third Leading-Edge Cluster Competition

Together with about 40 partner companies and half a dozen research institutions from Saxony and Saxony-Anhalt, HHL won the Leading-Edge Cluster Competition by the Federal Ministry of Education and Research (BMBF) with the "BioEconomy" project.

The BioEconomy Cluster in central Germany, which will obtain up to EUR 40m from the BMBF, focuses on the integrated material and energetic use of non-food biomass for the production of materials, chemicals, energy carriers and products from new materials. A cross-cluster material flow management as well as the development, scaling and implementation of production procedures by the industry allow for the optimization of value added from biomass.

Professor Andreas Pinkwart, Dean of HHL, says: "A growing earth population with finite resources requires new forms of sustainable economic activities in order to help secure jobs and prosperity in the future."

HHL is looking forward to the exciting collaboration with natural science and business practice."

Supported by the Helmholtz-Zentrum für Umweltforschung - UFZ, the Deutsches BiomasseForschungs-Zentrum as well as InfraLeuna GmbH, HHL's Stiftungsfonds Deutsche Bank Chair of Innovation Management and Entrepreneurship, Heinz Nixdorf Chair of IT-based Logistics and the Chair of Marketing Management are responsible for the accompanying research within the cluster focusing on the development of competitive strategies and control tools. HHL scientists are involved in the Material Flow Management, Innovation and Marketing Management as well as Governance and Cluster Management projects.

>> <http://bioeconomy.de/>



### STIFTUNGSFONDS DEUTSCHE BANK CHAIR OF INNOVATION MANAGEMENT AND ENTREPRENEURSHIP

## New Junior Professor for Entrepreneurship and Technology Transfer at HHL



Starting March 1, 2012, Dr. Vivek K. Velamuri (32) (left) will become the new Schumpeter Junior Professor for Entrepreneurship and Technology Transfer at HHL. Velamuri's research focus is on hybrid value creation. In May 2011 the Indian scientist completed his doctoral dissertation in Innovation Strategy at the Chair of Professor Kathrin M. Möslein at the University of Erlangen-Nuremberg with a summa cum laude. Velamuri had previously completed an MBA at HHL.

Working at Professor Möslein's Chair which focuses on innovation and value creation brought him significant experience in research carried out in cooperation with industry. Additionally, Velamuri has a solid background in teaching. His constant interaction with many entrepreneurs motivated him to design a course for students to write cases on entrepreneurial firms. The new Schumpeter Junior Professorship for Entrepreneurship and Technology is kindly sponsored by the Leipziger Stiftung für Innovation und Technologietransfer (Leipzig Foundation for Innovation and Technology Transfer).

HHL Dean Professor Andreas Pinkwart said: "The Schumpeter Junior Professorship will strengthen our profile as an international business school and as an incubator for new business ideas and start-ups in the Leipzig innovation region. Together with the Stiftungsfonds Deutsche Bank Chair of Innovation Management and Entrepreneurship, it opens up further profiling opportunities, which will increase our performance and penetration in a strategic field for the future in the Leipzig region."

## PROGRAMS

## Global Executive MBA Program Kicks Off in October

With the Global Executive MBA Program, HHL and the Spanish EADA business school offer a joint program for executives starting in October 2012. The part-time program will be completely in English and focuses on the peculiarities and similarities of business practices in Western European countries (especially Germany and Spain). In addition, participants will gain insight into the economy and culture of the Chinese, Brazilian and Indian markets. To obtain the "Executive MBA" dual degree from, HHL and EADA participants have to successfully pass a total of ten six-day course weeks spread over 18 months on various disciplines as well as complete a Master thesis. The International Executive MBA Program consists of eight core modules, of which four will take place in Germany and four in Spain. Further modules are to be completed at reputable business schools in Brazil (Business School São Paulo), China (Lingnan (University) College) and India (Management Development Institute Gurgaon). Admission requirements for the Global Executive MBA Program are a Bachelor or Master degree or its equivalent, profound professional experience, at least three years leadership experience and a very good command of English. The tuition fees amount to EUR 41,000. The application deadline is August 31, 2012.

>> [www.hhl.de/Global-Executive-MBA](http://www.hhl.de/Global-Executive-MBA)



### Scholarships and Financing

EADA and HHL offer the following scholarships/financing options in conjunction with the launch of the Global Executive MBA:

- Scholarships for Female Managers
- Scholarships for Social Entrepreneurs
- Early Bird rate: 10% Discount for Applications until May 31, 2012

The first application deadline for the scholarships/financing options is **May 31, 2012**.

>> [www.hhl.de/Global-Executive-MBA](http://www.hhl.de/Global-Executive-MBA)

## CAMPUS

## Need for New Rules

### HHL Forum Discusses Leadership and Corporate Governance in Leipzig



Lively discussion at the 2011 HHL Forum, from left to right: Professor Andreas Pinkwart (HHL Dean), Dr. Arend Oetker (President of the Stifterverband für die Deutsche Wissenschaft), Professor Ulrich Lehner (Chairman of the Supervisory Board of Deutsche Telekom AG) and Burkhard Jung (Lord Mayor of the City of Leipzig)

The 2011 HHL Forum on "Rethinking Management – What Have We Learned from Recent Crises?" which took place on November 16 and 17, 2011, attracted renowned politicians, managers, scientists, students and alumni to HHL. The underlying reasons for the recent crises and the ensuing possible solutions for the company practice were a key subject of the discussions. We would like to thank the outstanding speakers and guests committed to the discussions as well as the main sponsors of the HHL Forum, the Hertie Foundation and Kramer Foundation. The presentations and discussions focused on the importance of ethical regulations and the demands on leadership, corporate governance and compliance. Stanislaw Tillich, Prime Minister of Saxony, Manuela Better, CEO of HRE, Jürgen Kluge, Chairman of Haniel's Supervisory Board, Thomas Sattelberger, Telekom's Chief Human Resources Officer and Jochen Kienbaum, CEO of Kienbaum Management Consultants were among the speakers of the HHL Forum. HHL Dean Professor Pinkwart says: "A higher level of problem complexity accompanied by an increasing demand for adjustment and shorter planning periods represents an enormous challenge for management. People wish for more sustainability but at the same time feel that they are facing competition that continues to become harder and more dynamic and forces them to make short-term decisions. To summarize the results of the HHL Forum: a special challenge for economics is to approach this conflict more intensely and to respond to the increasing qualification demand of the practice arising from this development. The positive feedback obtained from our speakers, guests and supporters encourages us to face these challenges emphatically, for example within the framework of the 2012 HHL Forum taking place this upcoming fall and to which we would already like to invite you today."

>> [www.hhl.de/hhl-forum](http://www.hhl.de/hhl-forum)

## Shaping the Change Process at HHL through Dialogue

"The regular dialogue with professors, employees, members of the Supervisory Board as well as students and alumni is very important to us", says HHL Dean Professor Andreas Pinkwart when asked about HHL's process of change going on since spring 2011. This process is aimed at a strategic development of HHL to become of the best graduate schools in Europe. Additional measures regarding research and teaching, the organization of processes and, last but not least, the finances of HHL are being taken. The preparation and analysis phase for this live project, which will be presented to the public in May this year, was carried out by the new HHL Executive even before it officially took office from November 2010 to March 2011. In the subsequent months, the two Directors of HHL, Professor Pinkwart and HHL Chancellor Dr. Axel Baisch, talked very specifically about the reorientation of the school with members of the Faculty, Senate, Department Heads as well as the Supervisory Board and Advisory Board. Key data were also presented and discussed in the town hall meetings and the alumni chapter meetings. All members of the Advisory Board and Administration had the chance to learn details about individual goals, measures and implementation steps within the framework of a half-day information event on December 13. Up until the adoption of this strategy concept in May, there will be more opportunities for feedback for all employees.



Recognizing Librarian and Web Content Manager Daniela Nauman for her 10 years of employment at HHL during the town hall meeting

Official Graduation Ceremony on Saturday, July 30, 2011

# Successful Internationalization of Family Businesses - It Is All about the Right Ingredients!

by Dr. Alfred Oetker

**Dear Dean, dear Professor Pinkwart, ladies and gentlemen,**

It has been only a little over ten years since I was impatiently waiting to obtain my certificate after a busy time at this venerable university - just like you. In 1999, I was awarded my PhD at HHL or, in other words: this is where I became Doktor Oetker. Today I may speak to you as an alumnus. I am meeting this task with much respect for three reasons: Firstly, because this graduation ceremony is a very significant day for you, your family and friends. Today, you are closing an important chapter and starting a new one. Secondly, because, being relatively young myself, I am looking at the list of speakers who spoke at your graduations in previous years with the highest respect. And thirdly, because I have spotted professors in the audience who influenced me as a PhD student at HHL. Mostly because Torsten Wulf, who did his PhD at Professor Hungenberg's Chair around the same time, now a strict lecturer for Strategic Management and Organization himself, will keep a sharp eye on me during my address.

Let's talk about the actual subject then: the Internationalization of Family Businesses. I am not a scientist, I am an entrepreneur, therefore I am not going to approach the topic theoretically, but rather from a practical point of view. And I am going to use the language of my trade: hence, I am not going to speak about input factors critical to the success of a company as would seem customary at a university but merely about the right ingredients. I have been working in family businesses for more than 13 years now, first a few years at Henkel, and since 2002 at Oetker. I have spent 10 years of that time abroad. Today I am the Chief Executive Officer at Dr. Oetker in the Netherlands. About ten years are not a long time for entrepreneurial work, it is a rather short period. Nonetheless I will try to share some of my personal experiences on internationalization and family businesses with you.

There are three aspects, or to speak in Oetker terms, three ingredients that I think decide on how successful the internationalization of a family business is.

- Firstly: the entrepreneur family's will to act
- Secondly: outstanding products
- Thirdly: the management's passion about the internationalization

**“Do not put all your eggs in one basket”**

You can also spell this formula as will to act (Handlungswille in German), outstanding products (herausragende Produkte), passion (Leidenschaft) as HHL. Why this formula, this cake mix called HHL? Let's talk about the first ingredient: The entrepreneur family's will to act. "Stakeholder Conflicts in Family Enterprises" was the topic of my dissertation. The thesis is that a company can only be run successfully if management decisions are made in the interest of all, let me emphasize that again: all stakeholders. The great entrepreneur, an executive partner at Miele for many years, Dr. Peter Zinkann, hit the nail on the head in one sentence: "Family businesses have one major advantage and one major disadvantage, both is the family. A family at peace is the best thing that can happen to a company, a family in dispute the worst." You cannot leave important decisions such as the question whether a family business should be internationalized and take the risks that come with this step to management. This decision is to be made by the proprietors. Only if they want and support the internationalization, can it be successful. After all, it is the proprietors who have to



Dr. Alfred Oetker Spokesman of the Management Board Dr. Oetker Nederland B.V., Partner Dr. August Oetker KG, Bielefeld

waive dividends in the expansion phase and bear the credit and also image risks in the event of failure. Therefore, the shareholders should engage in an intensive decision-making process which ends with the clear commitment of all shareholders. I can say about Oetker that we, the shareholders, are aware of the significance of diversification, not only with regard to business fields but also to regions. "Do not put all your eggs in one basket" is what my late father Rudolf Oetker often used to say, which had a great impact on his business policy. He understood diversification first and foremost as a diversification into various independent business fields. In addition to the inherited food business, he expanded the fields of shipping, beer and non-alcoholic beverages, sparkling wine, wine and spirits, chemicals, hotels, banks and insurances. However, he maintained his focus on Germany. My brother August, who up until recently led the Oetker group, has internationalized our group very consistently and successfully over the last 20 years. Today, we do business in over 50 countries worldwide. We make about 65 percent of our revenue outside Germany. The shareholders of Oetker these days fully agree that we need and want to open up international markets. This clear commitment is vital for the top management and

the employees, but also for capital providers and business partners. All stakeholders at Oetker know that internationalization is an important common goal. Let's move on to ingredient number two: the outstanding product. Not every product or service is suitable for internationalization. At least two conditions must be met: it has to be the right industry, and the quality of the product or service needs to be "world class" in the truest sense of the word. There is a number of industries and product categories where you know from the beginning that it will be difficult to launch them on other markets. Because the markets are closed off, foreign companies are not welcome. For example, there are always tough fights when the energy provider of one country is to be taken over by a buyer from abroad. The same holds true for media companies. Often there are hidden standards or regulations that make it difficult to penetrate the market. As I have mentioned before, the Oetker group operates in various fields. We have markets that are suited better for internationalization than others as well. A business such as shipping is already international by definition. In the

bank business, on the other hand, things are different as each country has different regulations. State interests might play into this as well, which has recently become very obvious. Other product categories in our portfolio such as the food business which I work in are markets that are principally suitable for internationalization.

I would like to explain this using the pizza business as an example. Pizza is a dish known almost all over the world. You can build a product and marketing concept on that. Our "Dr. Oetker Ristorante" pizza brand is selling successfully in over 40 countries, following the same concept in all countries combined with high quality which is confirmed by regular market research tests, good value for money - a full meal for a little more than two euros, and an extensively homogenous sales and marketing concept from the packaging to the promotion and the TV commercial. We are currently building a production site for deep-frozen pizzas north of Shanghai/China. The challenge there is: Chinese people don't have ovens. This is, however, no reason for us to not serve this market. We have modified the concept and build on the microwave now. Our claim to deliver excellent taste at a good price remains, because we understand one thing: the Chinese want outstanding products; nobody is waiting for second-class products there. But even in the food industry not every product can be internationalized - no matter how outstanding its quality may be. We have tried almost everything to convince the world of the wonderful"Rote

an introductory phase, which may last for hours and has you talk about family, football or food, just not about business. If you get straight to the point with your German mentality, you will not reach the point at all. I am convinced that the ideal management team consists of several nations. However, the roles must be cast appropriately. You may have heard the nice anecdote about the difference between heaven and hell: What is heaven? That is where a Frenchman is the cook, the Englishman the politician, the Italian the lover and the German organizes it all. Hell, on the other hand, is a situation in which the Englishman is the cook, the Frenchman the politician, the German the lover and the Italian organizes everything. I am about to finish as you are all waiting for your graduation. I am a bit jealous when I look at all the various opportunities that lie ahead of you. You have had an excellent education and are at the beginning of a life that you can design yourself. Maybe you will get to work in a family business and maybe even in a foreign market. Then I would be glad if you remembered HHL: On the one hand, as an ingredient mix for the successful internationalization of family businesses which consists of the will to act (Handlungswille), outstanding products (herausragende Produkte) and passion (Leidenschaft), on the other hand and mainly you should remember HHL as our treasured alma mater here in Leipzig.

The best of luck and congratulations to all of you!

**“There are three aspects that I think decide on how successful the internationalization of a family business is. Firstly: the entrepreneur family's will to act. Secondly: outstanding products. Thirdly: the management's passion about the internationalization.”**

Grütze" by Dr. Oetker (German red fruit dessert). However, the world market has not answered our pleas. I would now like to come to the last ingredient: the management's passion about internationalization - both the managers' at home at the company headquarters and in the foreign markets. My experience from many years abroad shows that international expansion can only be a success if there are executives at home who are fascinated by this process. At the same time, the company needs personalities at the top of the country affiliates who are firmly established in life in these countries. If you only send governors who enjoy the role of the expatriate and leave after two years, things will be difficult. Family businesses need sustainability in this respect. This also implies a message to you, dear graduates. Use the first years of your professional life to go abroad and try to really arrive and dock there. Learn the language of the country and do not believe that English will somehow get you through. Any additional language will expand your career opportunities and broaden your horizon. This will make you worldly as a person and fit for global markets as a future executive. I was lucky to learn six languages throughout my careers and I have been in ten countries. My wife is Italian. My kids were born in Belgium. Today, I live with kith and kin in the Netherlands where I work. Striking roots abroad has given me a lot and made my life richer. It has also helped me to look at many company issues better and more freely than from a merely German perspective. It often starts with small things: in Holland it goes without saying that the boss gets a coffee for his secretary every now and then or at least asks her whether she would like one. This hardly ever happens here but may not be a bad idea. Or let's take countries like Argentina, Spain or Italy, which I know from my experience. A business meal always starts with

## » Dr. Alfred Oetker



Dr. Alfred Oetker is an HHL alumnus. He completed his doctorate thesis at HHL in 1999 after his studies at the Universities of Passau and Oxford.

He now is Member of the Advisory Board of the Dr. August Oetker Holding. With 25,000 employees and a turnover of EUR 9.5 billion, the Oetker Group is one of the most important European family enterprises. The company was founded 120 years ago and is a highly diversified firm. Before entering the Advisory Board, Dr. Oetker held various management positions within the Oetker Group in Germany, Belgium, Luxembourg and the Netherlands. He started his career at the Henkel Group. He also is Vice-Chairman of the Advisory Board of Bankhaus Lampe. In 2006, he was nominated to the Summit Committee of the Consumer Goods Forum. Since 2008, he has been serving as Member of the Board of the German-Dutch Chamber of Commerce. In 2011, he was elected as Member of the Presidium of the Industrie- und Handelsclub (IHC), Ostwestfalen-Lippe, and as Member of the Scientific Advisory Council of the Institut für Unternehmensplanung at Erlangen-Nuremberg University.

## PROGRAMS

## HHL Scholarship for Women in Business



With its Scholarship for Women in Business, HHL would like to support excellent female MBA candidates of all academic and national backgrounds who show strong motivation, have outstanding professional and academic credentials and are willing to become active members of the HHL community. Successful candidates will receive a tuition reduction of up to EUR 13,500, equaling 50 percent of tuition fees in the full-time MBA program. Applicants are required to apply by April 1, 2012, and submit an essay on the topic "What challenges does a female manager face today?" along with the other application documents.

>> [www.hhl.de/scholarships](http://www.hhl.de/scholarships)

## PROGRAMS

## 'I Did It!'

Shortly before Christmas, Martin Irrgang (28), who works in the Supervisory Board office at Telekom Deutschland, had his final residential class at HHL. In his interview with HHL news, the P6 class student talks about his motivation and experience with HHL's part-time MBA program.



**HHL news:** What motivated you to complete the part-time MBA at HHL?

I had previously worked in sales to business customers and wanted to focus more on content/concept-based project work. HHL sparked my interest due to its position in rankings, its reputation and accreditation. The initial contact was very pleasant and since the weekend concept fit into my rhythm of life and work, I gladly accepted the travel time.

**HHL news:** What were your personal highlights during the studies?

Firstly, I enjoyed the scientific basis, especially in the field of Finance. Since I already had a Bachelor's degree in Business Administration, I was not sure whether there might be overlaps regarding the content. It was great that I could really learn something new here. Secondly, I thought the subjects of Public Relations and Negotiation were terrific because we reenacted many situations from everyday life and were able to try new things in a safe environment. For the mock press conference in PR we were all asked to wear business attire. I was one of two students who had forgotten about this and therefore I had to answer questions in a bright green sweater. These things stick and I would never ever walk into a situation like that again unprepared. It may not come as a surprise: our excursion to Boston was amazing as well!

**HHL news:** Working in Bonn – studying in Leipzig. What did you do to maintain the work-life balance?

Let me elaborate on that. Working in Bonn, studying in Leipzig, girlfriend in Munich, part of the family and many friends in Berlin. This only works with careful planning and much sympathy from friends and family. My boss has supported me as well, always having my back. The most important tips from my point of view would be: plan the year around your university appointments and continue to adjust this planning, use travel times and don't try to be perfect all the time. Often, the infamous 80 percent is enough. You will also find support among your fellow students. If you can't do a certain task right now, they will help you out if they have the resources at the moment.

**HHL news:** The last residential class at HHL is usually followed by the Master thesis. What are you going to write about and why?

I already completed my Master thesis during my studies. After one year, you can register your topic at HHL. I was lucky enough to have an employer supporting me so that I could write the thesis while working on a company project. The topic was about internal decision-making processes, governance in short, and covered my field of duty 100 percent.

## CAREERS

## German Language Is Key for the Domestic Job Market

About 60 percent of HHL's MBA students are from outside Germany. After graduation a great number of them like to stay and work here. In HHL news the Chinese MBA alumna Feng Wang (26) who is currently working as Commercial Manager at the global player for Oleochemicals KLK, Oleo Emmerich and her fellow student from M11, the Mexican Angel Baca (29) who is interning in the Merger and Acquisitions department at the Commerzbank, talk about their experience with the German job market.



Angel Baca



Feng Wang

**What do you think are success factors for finding a job in Germany after graduating from HHL?**

**Angel Baca:** To be successful in finding a job depends on three main factors. The first is to be active and start at an early stage. Second, preparation is essential: to really learn about the company, to practice interviews with friends (mock interviews), and to get advice from HHL's career services help to become aware of personal aspects that can be improved. And last, to be open to start at a lower position while becoming familiar with the German business environment in order to get used to the working style.

**Feng Wang:** I would propose carefully evaluating yourself, setting up a proper target, putting yourself into the shoes of the employer and finding out what the position really needs. Additionally, match yourself with the job requirements as much as possible and be prepared for the interview, especially if you apply for jobs in consultancies. I only applied for three jobs and got two interviews. I think you should not send out hundreds of applications and pray to be lucky. You rather should understand yourself first before you send out your applications.

**For you personally what were the biggest challenges in finding a job?**

**Angel Baca:** The biggest challenge to get a job in Germany is the language. I have been focusing on this issue since day one when I arrived in Germany and that helped me to get several interviews and eventually the job at Commerzbank where the working language is German.

**Feng Wang:** People tend to overestimate their skills. But in order to find a satisfying job, you must be truthful to yourself and not aim too high. Finding a job in Germany without speaking German is tough, but not impossible. I don't speak German and I found a job here. However, I still recommend international students to study German if possible. Although I found a job here, I still have a tutor to teach me German every week for three hours.

## ALUMNI RELATIONS

## Julia Höffner New Alumni Coordinator

The relationship with its alumni is very close to HHL's heart. In order to intensify it even more, the Alumni Coordinator will be a full-time position and will be taken over by Julia Höffner as of February 1, 2012. HHL Dean Professor Pinkwart says: "We are glad to welcome Ms. Höffner as HHL's new Alumni Coordinator. The university-educated teacher has worked in Corporate Relations/Career Service since September 2011. She will take over as Alumni Coordinator from Anett Wagner who will now focus on her tasks in Career Service on a full-time basis. We would like to thank Ms. Wagner very much for her commitment to the alumni work at HHL. She organized chapter meetings all over Germany and maintained contacts continuously, which helped to intensify the relationship to former students in a sustainable manner."



>> [alumni@hhl.de](mailto:alumni@hhl.de)

## CAREERS



### Patrick Carré, Marketing General Manager at Shell

Patrick Carré graduated from HHL in 2000 to join Shell's Downstream Management Consultancy in London. Following a stint in Hamburg, he was appointed Business Manager of Commercial Fuels for Central & Eastern Europe in Budapest before returning to London, initially as Strategy Manager and then as a Marketing General Manager for Shell's Global Lubricants business.



### Tanja Bogumil and Karen Günther to Start Their Own Business

Karen Günther (MSc2) and Tanja Bogumil (MSc3) would like to enrich the start-up scene with Modemeister ([www.modemeister.com](http://www.modemeister.com)). Modemeister is a premium online shopping service for menswear and offers men a smart alternative to classic clothes shopping.

### Dos and Don'ts in an Interview for an Internship in Investment Banking



Professor Bernhard Schwetzler

On December 7, 2011, Professor Bernhard Schwetzler, Holder of the Chair of Financial Management, invited students of the Master in Management (M.Sc.) program to a meeting in order to prepare for the upcoming interviews for internships in investment banking. He talked about critical points, listed useful literature and gave tips on how to prepare for an interview. MSc6 student Nicola Rabba said about the prep session: "I would like to work in investment banking after my studies. Now I have an idea of what to expect in a respective interview and know how to prepare before attending the meeting and appear secure and feeling good." Her fellow student, Martin Weissbart, added: "HHL students are not only offered excellent academic training but also unique practice-related information and preparation on job interviews. I am very grateful to Professor Schwetzler for taking the time to provide us with insights on important details such as the calculation of multiples. Since there are only very few internship positions with major banks, this additional information may make all the difference in a job interview." Due to the positive feedback from the MSc6 class, the so-called prep sessions will now be offered on a regular basis.

## NOTES

## New International Agreements

Based on the good experiences from the past, two partners of HHL and HHL's International Department have decided to extend their partnerships to a double degree option. M.Sc. students from HHL, thus, will have the opportunity to obtain additional degrees as follows: Master in International Business at the University of Adelaide/Australia and MSc in Business, Strategy, Organization and Leadership or MSc in International Business from Aarhus University/Denmark. Like HHL, the University of Adelaide holds the prestigious AACSB accreditation. Aarhus Business School is Equis (efmd) accredited. As a result of the visit of HHL's Chancellor and HHL's International Director to China, the school has in addition signed a student exchange agreement with the Guanghua School of Management, Peking University – one of the highest ranked business schools in the PR China.



From left to right: Professor Andreas Pinkwart (Dean of HHL), Christopher Findlay (Executive Dean of the University of Adelaide), Frank Hoffmann (Director of International Relations of HHL)

## MIT Club of Germany and HHL Joint Symposium on "Innovation Technologies"

The German alumni of the famous American Massachusetts Institute of Technology (MIT), organized a public symposium on the current hot topic "Innovation Technologies" together with HHL in Leipzig's beautiful baroque old stock exchange on November 19, 2011. The symposium was opened with a cocktail reception and a brief introduction by HHL student and vice president of the MIT Club of Germany, Dr. Reinhard Gebner. He introduced two well known musicians, the honored artist of Russia, Anna Grechishkina (soprano) and the Leipzig concert pianist Olga Gollej, also a current student of HHL. HHL Dean Professor Pinkwart addressed "The role of Business Economics as a Driver of Innovation in the 21<sup>st</sup> Century" in his academic keynote speech. Next, MIT Club of Germany vice president Dr. Richard Geibel introduced the three panelists, two of whom graduated from MIT, and shared their invaluable international experience in the field of innovation technologies with the audience. First, Engelbert Wimmer, CEO of polariXpartner GmbH, presented his provocative, recently published claim that another billion cars will be needed on the world market within the next few years to satisfy the need of the "Global Mobilopoly". Next, Richard B. Mancke, PhD., who taught at several famous American business schools and has advised US governmental agencies, as well as established the highly successful MBA program at HHL and served for many years as its Academic Director, gave a vivid presentation on "Innovation and the Economy". The third and final presentation was given by Leonard Schrank, former CEO of SWIFT and current member of the MIT Corporation, who nicely exemplified with his own career that innovation cannot be taught as an academic subject but must be lived by the right people in the right environment. MIT would be unique in this respect by acquiring highly ambitious students, offering them a stimulating environment and confronting them with the seemingly impossible. As a result, MIT alumni have successfully founded a total of 25,800 companies worldwide which employ over 3 million people and generate revenues of nearly \$2 trillion. A full report of the symposium is available here: >> <http://alumweb.mit.edu/clubs/germany>

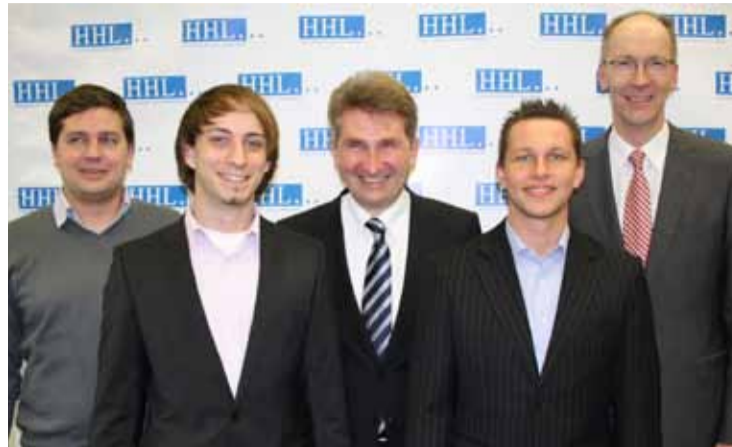
## DEUTSCHLANDSTIPENDIUM

## "Great Commitment Pays Off" – National Scholarships at HHL

As of the 2011/12 winter term, Stadtwerke Leipzig and Gollmann Kommissioniersysteme are funding one National Scholarship each at HHL – Leipzig Graduate School of Management. On January 19, 2012, the two scholars Heiko Hinrichs (24) and Niklas Hartman (24), both MSc5 students, met their supporters for the first time.

Daniel Gollmann, CEO of Gollmann Kommissioniersysteme, says: "We are glad to fund a National Scholarship at HHL. I am well aware of HHL's quality as I studied there together with some of my present employees."

Raimund Otto, CEO of Stadtwerke Leipzig, explains: "We know how important it is for our city to train young specialists well and to offer them career opportunities in our city. Therefore, we gladly accompany the training at HHL and the students' professional paths."



From left to right: Daniel Gollmann (CEO of Gollmann Kommissioniersysteme), Niklas Hartmann (Scholar), Professor Dr. Andreas Pinkwart (Dean of HHL), Heiko Hinrichs (Scholar), Raimund Otto (CEO of Stadtwerke Leipzig)

Heiko Hinrichs and Niklas Hartmann are among the best students in HHL's Master in Management (M.Sc) program. Having spent his term abroad in Taiwan, Heiko Hinrichs finds the scholarship plays "a vital part in funding my studies".

Niklas Hartman, who recently completed his term abroad in Costa Rica, says: "For me, the National Scholarship is an incentive to perform well as it shows that great commitment pays off."

>> [www.hhl.de/deutschlandstipendium](http://www.hhl.de/deutschlandstipendium)

## ENTREPRENEURSHIP

## HHLer Supporting Africa Projects with Coffee Start-up



During a trip to Ethiopia, HHL graduate Martin Elwert (30) (second from the left) and Moritz Waldstein-Wartenberg (29) (third from the left) had the idea for the Coffee Circle Business. The people's great suffering in Ethiopia gave the two former consultants the impetus to create a business model that could help directly in 2009. The most important ingredient to put this idea into practice was already there and is one of the largest treasures of this African country: coffee.

Mr. Elwert describes the concept as follows: "We have been selling some of the best coffee in the world since 2010 and invest 1 euro per kilogram sold into concrete development projects in the countries of origin. The special thing about this: we not only know exactly where our coffee is from but we visit the places ourselves several times per year to choose the best sorts for sale. We regularly meet the local farmers and consult with them on meaningful projects that we realize with the sales profit. Last fall for example, we equipped a school with furniture and school materials to improve the learning environment for the more than 1,000 students. Since we offer excellent coffee to our customers and work on development aid projects in Africa, the coffee

has come full circle, a Coffee Circle so to speak." Business founder Martin Elwert, who already concentrated on entrepreneurship during his studies at HHL from 2004 to 2006 and who as a CEO today greatly benefits from his internships in consulting, has a motto: "Vision and persistency".

Mr. Elwert, who is from Ravensburg in southern Germany, says about his experience at HHL, the hotbed for entrepreneurs: "HHL offers me excellent opportunities for starting a business. I personally am not aware of any other entrepreneurial network at any other German university that would be more condensed or higher in quality. I regularly compare notes with former fellow students who have also founded start-ups. I value that HHL focuses on conveying entrepreneurial spirit and experiences by entrepreneurs."

>> [www.coffeecircle.com](http://www.coffeecircle.com)

Get to Know HHL – the Entrepreneurial Business School

>> [www.hhl.de/gruenderschmiede](http://www.hhl.de/gruenderschmiede)

## ENTREPRENEURSHIP

## accelerate@HHL on tour in Berlin

While other Saxonians were enjoying their well-deserved Day of Repentance holiday (Buss- und Bettag), students of the accelerate@HHL initiative left Leipzig early to head to Berlin. The plan was to visit several start-up companies and experience the local entrepreneurial spirit. Since Berlin has become the heart of the European start-up scene, the range of companies to visit was large.

The first stop of the trip was Kochhaus, the "walk-in recipe book." Unlike other grocery stores, Kochhaus offers products sorted by recipe. Second, the students stopped by the Team Europe Venture (TEV) incubator. This company was founded by Lukasz Gadowski, an HHL alumnus, and Kolja Hebenstreit. Kolja spoke about the development of TEV and their investment strategies. Casacanda was the final company visit of the day's trip to Berlin. Casacanda's main business idea is an online shopping club for home furniture and decoration. An added

bonus came when Niklas Zennstroem, the founder of Skype, presented later that day at the Technical University of Berlin. His speech showed that being an entrepreneur is a life's calling rather than a job.

accelerate@HHL students gained valuable knowledge and inspiration for their own business ideas. With this, founding

one's own company seems to be more "manageable." Full of enthusiasm, the students ended the day with a great dinner together with the Berlin HHL alumni chapter in the Tipica Mexican restaurant, founded by the HHL alumnus René Brembach.



## FIELD PROJECT

## New Project: Mining the HHL Alumni Organization

HHL alumni number approximately 1300 and, while largely concentrated in Germany, are also spread throughout the rest of the world. While there are opportunities for them to get together there is very little information about their networks, either their communication with other alumni or their personal networks in the companies, sectors, or cities where they live and work. In an interview with *HHL news* Professor Rusty Tunnard (right), expert and instructor for the field of Social Networking from the Tufts University's Fletcher School (USA), gives insights into the new project at HHL.

**HHL news:** In brief: What is the new project about and when does it start?

The field project together with three students of the current full-time MBA batch (M12) kicks-off over the next couple of weeks. Based on my course "Social

Networks in Organizations" the students will create visual network maps with the help of a software based on the social – both personal but also job related – network of HHL's alumni. We will not only ask alumni how they connect with each other but whom they are connected with through personal relations in the business world, both with people in well-known companies and, importantly, with "mittelstand" companies that are often not easy to identify.

**HHL news:** How can current students really benefit from the project?

They will benefit a great deal from this project. The challenge is that you have an alumni database with just rudimentary data. You just know for which companies alumni work for now, apparently not which ones they did work for in the past, which is also an interesting issue. But that information is useful to students.

**HHL news:** Is the project mostly centered around job questions?

No. We also want to connect the alumni closer to their alma mater. We will then be able to better plan social and recruiting events in Leipzig and in areas where we the analysis will help us see clusters of alumni.

**HHL news:** What are the milestones of the project?

The M12 students took my course just before Christmas. We have now four students from this class involved in the field project. They will first meet with both the staff at HHL, who works in the field of alumni relations, and with the representatives of the HHL Alumni e.V. Together, these parties will create a strategy for the project. The students then will create a questionnaire, which soon will be sent out to the alumni. When hopefully a lot of filled-out surveys come back, the students will put it in a software



called UCInet. They will then tabulate and analyse the results and generate the network maps based on the strategy they wanted. By May, the students will conclude the project with a presentation to the staff that is responsible for alumni relations.

## CHAIR OF ACCOUNTING AND AUDITING

### HHL Students Get on in KPMG Case Challenge

In November 2011 Nicola Marie Rabba, Thies Dibbern, Friedemann Seith as well as Janes Grotelüschen (MSc6 students) were nominated by the Chair of Accounting and Auditing for KPMG's International Case Competition. The team won its local competition and thus qualified for the national finals in Berlin. They continue HHL's strong tradition in being successful in a number of well-respected competitions. A total of 62 chairs across Germany sent teams to the KPMG challenge. The qualifying rounds took place at the KPMG's offices in Berlin, Düsseldorf, Frankfurt, Munich, Hamburg and Stuttgart. In teams of four the 248 attendants had to work on a case study which was subsequently presented in English to a jury of senior employees of KPMG. The best

teams of the regional qualifications compete against each other in the national final which will take place in the spring of 2012 in Berlin. The prize won by the students is traditionally invested in research and teaching at HHL. Thus the Chair of Accounting and Auditing, supervising the participating HHL students, has already extended the textbook collection.



## CHAIR OF ACCOUNTING AND AUDITING

### Third Doctoral Accounting Seminar for Chairs of the Region East



The Chair of Accounting and Auditing hosted the 3<sup>rd</sup> Doctoral Seminar for Chairs of Accounting Region East at HHL's Schmalenbach Building on October 20-21, 2011. For the third time in succession funding of this event was provided by the Ernst & Young Foundation. The seminar is a unique opportunity for professors and doctoral students from leading universities in eastern Germany to exchange the latest research results and strengthen their network. This year's event dealt with the latest developments in international financial reporting including special topics

such as sustainable management, auditing, harmonization of internal and external reporting as well as taxation and capital structure choice of listed firms. Moreover, two presentations were given by partners and senior managers of Ernst & Young creating awareness for practical issues in tax accounting and purchase price contracting among the participating researchers. "This seminar is a unique way to blend research and practice", said Professor Henning Zülch, "and at the same time an excellent platform for local networking".

## CHAIR OF ECONOMICS AND INFORMATION SYSTEMS

### "Green Electricity" Course Questions Energy Products

On January 11, 2012, the fourth application course by the EU-funded EmPower project with the title "Green Electricity" took place at HHL. The term "Green Electricity" means electricity produced from renewable energy sources which do not cause damage to the environment. The share of electricity produced from renewable energy in Germany amounted to 20 percent in 2011, which makes Germany one of the world's leaders in the utilization of renewable resources for electricity production. The ambitious aim set by the German regulator is to increase this figure to 35 percent by 2020 and 80 percent by 2050. Given a diverse range of power generation methods – e.g. wind, solar, geothermal and other forms, the question of quality and the origin of energy products is gaining importance. During the "Green Electricity" application course these questions and aspects of feasibility of reaching the am-

bitious goals of 2020 under the current regulatory framework and physical constraints such as network expansion were discussed. Among others representatives from Deutsche Telekom and Stadtwerke Leipzig provided valuable contribution to this discussion. The workshop turned out to be a great success and attracted over 60 participants.

To find out more about the up-coming events and in general more about the EmPower project, visit the project website:

>> [www.empower-eu.com](http://www.empower-eu.com)



## CHAIR OF MICROECONOMICS

### Professor Vilks at Praia, Cape Verde

Have you ever been to Cape Verde? Still being a "developing" country (which one is not?), the former Portuguese colony "graduated" from the status of a "least developed country" in 2008, and as some of the archipelago's islands have beaches and a climate very much like the Canary Islands, they are gradually becoming first-rate tourism destinations. While spending his sab-

atical in West Africa, Professor Vilks also visited the Universidade Jean Piaget de Cabo Verde in the archipelago's capital of Praia. He gave a series of lectures on game theory and a very well attended public lecture on economic crises. Of course, he also enjoyed himself, ate fresh tuna and lobster and explored a couple of the Cape Verdian islands by bike.

## CHAIR OF MICROECONOMICS

### Workshop in Freetown on Energy Access

Financed by the DAAD and led by Professor Vilks, holder of HHL's Chair of Microeconomics, a planning workshop for AENEAS was held in Freetown, Sierra Leone, from December 14-17, 2011. AENEAS stands for "African Educational Network for Energy Access Solutions" and will aim at capacity building in the field of entrepreneurial approaches for the implementation of energy access solutions. Participants came from Fourah Bay College and the Institute for Public Administration and Management in Freetown, the Jomo Kenyatta University of Agriculture and Technology in Nairobi, Kenya, the University of Liberia in Monrovia, the Universidade Jean Piaget de Cabo Verde in Praia,

and the Uganda Branch of the African Wind Energy Association. Following the "Logical Framework Approach", the participants developed the core elements of the project and explained it to a representative of the Sierra Leone Ministry for Energy and Water Resources who assured the project consortium of the government's full support.

Energy is a principal problem for sub-Saharan Africa where only about 20 percent of households have access to electricity, and the badly needed economic growth is bound to exacerbate global warming problems unless more and more low-carbon technologies are implemented in an entrepreneurial way.



## PROGRAMS

## Euro\*MBA: 'Green Innovation' Dominating Residential Week at HHL



Group skiing or searching together for historical objects of interest in the city - the residential week of the Euro\*MBA Program kicked off with an unusual kind of paper chase for 70 participants on the weekend of January 7-8, 2012. The Euro\*MBA is an innovative, two-year e-learning-based executive program that combines the latest distance learning technology with concentrated residential weeks at six European sites. The residential week in Leipzig formed the prelude for twelve participants in the new class. At HHL they met fellow students who have already been studying for a few months. The average age of the participants was 37; they possessed on average 11 years of professional experience and came from 25 different countries. The weekend was not only the

introduction event for the "newcomers" - the residential week for the two other Euro\*MBA classes was also run in parallel. The individual courses and events were organized by the team of HHL Executive. Jana Näther said: "Content-wise, the residential week was related to one of the most discussed topics of our time, namely "green innovation", i.e. innovations within the field of ecological and environmental protection. We discussed key issues with the managers from the viewpoints of marketing, technology, and sustainability, however the residential week at HHL was characterized not only by practice-oriented courses - different social events, such as a visit to the Porsche plant strengthened the community feeling considerably."

The application deadline for the Euro\*MBA Program starting in September 2012 is **July 15, 2012**.  
 >> [www.hhl.de/euromba](http://www.hhl.de/euromba)

## CENTER FOR LEADING INNOVATION AND COOPERATION

## HHL @ EURAM 2012

HHL is going to actively support the activities of the European Academy of Management (EURAM) in 2012 as well and demonstrate presence through its research in the field of European management studies. Founded in 2001, the European Academy of Management (EURAM) has become today's central platform and professional community for management researchers in Europe. It bundles top researchers in an interdisciplinary and international manner and offers open platforms for research and exchange. Professor Kathrin M. Möslin, member of the Board of Directors at the Center for Leading Innovation & Cooperation (CLIC), has been Vice President of EURAM since 2007 and has been significantly involved in its strategic focus. "EURAM's annual conference is the place to be for committed management researchers", she underlines referring to the 2012 EURAM Conference which will take place at Erasmus University in Rotterdam between June 6 and 8, 2012 ([www.euram2012.nl](http://www.euram2012.nl)). HHL researchers are

committed as co-creators of the EURAM Doctoral Colloquium (Kathrin Möslin and Hagen Habicht), the "Innovation" Special Interest Group (John Bessant and Kathrin Möslin), the "Service Innovation & Hybrid Value Creation" and the "Organizing Creativity for Innovation" (Bastian Bansemir) General Tracks as well as the EURAM Early Career Community. Professor Torsten Wulf and his team have been a fixed item in the program for years with their work on strategic management. Numerous EURAM Awards will be presented by HHL researchers, such as the TUM Research Excellence Awards of the Peter Pribilla Foundation by Professor Ralf Reichwald and the EURAM Doctoral Colloquium Awards by the organizers. With its research and initiatives in research promotion, HHL has been a central partner in the strong community of European management research. Follow the activities on Facebook (<http://www.facebook.com/euram.eecc>) and become part of the EURAM community!

## CAMPUS

## Let Us Open Some Doors – BSWB starts with a new slogan in the new year

During the last three months, together with Faust, Business Students Without Borders e.V. (BSWB) has organized great events and supported children in need. Therefore, thanks to every one of you who has supported us and donates his/her bottles for the "Christmas in a Shoebox" charity action. Starting into 2012 we will go on supporting

children: the money from your donated bottles will be spent for a school building project in Africa by the Coffee Circle start-up. We thus want to open the door to a new school building with better learning conditions. We will help the Wege e.V. association organizing the "Lichterball 2012" (March 16), a charity event for kids with mentally ill

## HEINZ NIXDORF CHAIR OF IT-BASED LOGISTICS

## Humanitarian Logistics Saves Lives

Within a period of over two years the "Humanitarian Logistics" BVL-Working group (BVL: Bundesvereinigung Logistik), under the chairmanship of the renowned expert in Logistics, Professor Helmut Baumgarten, discussed the current challenges and deficits within Humanitarian Logistics with approximately 25 representatives from e.g. aid organizations, logistics service providers, industry and science. The chairman of the working group as well as the entire team published the most important results of the working group in November 2011. The study also includes a scientific contribution from HHL's Professor Iris Hausladen of the Heinz Nixdorf Chair of IT-based Logistics, focusing on an innovative area of Humanitarian Logistics: "Integrated Logistics System within the context of Humanitarian Aid Projects". Hausladen states: "Besides the fact that optimized logistics processes within e.g. the industry sector helps companies to reduce costs and improve their competitiveness, and Logistics makes a vital contribution to saving human lives."

>> [www.bvl.de](http://www.bvl.de)

## Intelligent Container Technology made by BOSCH – "ContainIT"

The terrorist attacks of 9/11 brought about a change of mindset in politics and society. As a consequence global Supply Chain Security is a large discussion point, especially in the field of Logistics. Through the increase of safety standards within the international transportation of goods, experts in Logistics and Supply Chain Management are looking for solutions worldwide to improve safety in transportation. Mr. Andreas Döring, a representative of Bosch Communication Center (<http://www.boschcommunicationcenter.com>) – a division of Bosch Security Systems (Bosch Sicherheitssysteme GmbH) – provided very exciting insights in view of Intelligent Container Technology and Security requirements as part of the FT-MBA IT-based Logistics course on October 18, 2011. In addition to the lecture, students had the unique opportunity to work together on this very sensitive issue in the context of a Case Study Challenge. HHL and the Heinz Nixdorf Chair of IT-based Logistics as well as Chairholder Professor Iris Hausladen are grateful for the cooperation with Bosch and its placed confidence.

## Future Prospects of the Biomedical Logistics Development in Leipzig – Innovative Research Area

One important trend within the health care industry in the next few years is the orientation on patient individualized treatments such as Tissue Engineering, respectively Regenerative Medicine. Both are subareas of biomedicine, but one essential prerequisite for the success within the biomedicine sector is the consideration of the logistics aspect from the very beginning of the biomedical value chain. Keeping in mind the mission of HHL to do research in trendsetting areas, the Heinz Nixdorf Chair of IT-based Logistics, Chairholder Professor Iris Hausladen is currently focusing on this innovative as well as promising research topic – biomedical logistics – in very close cooperation with the "Netzwerk für biomedizinische Logistik – bm-log" located in Leipzig (more information under: <http://www.bmlog.de>). This interdisciplinary network combines an outstanding allocation of resources and experts from both theoretical and practical background in the fields of Biomedicine, Logistics and Technology. To achieve the objectives of the network the chair has analyzed and evaluated future opportunities for development with regard to the strategic network orientation and summarized the most important facts within a study finished in December 2011.

## CENTER FOR LEADING INNOVATION AND COOPERATION

## HHL @ Volkswagen Financial Services Conference

Thomas Zwack, Research Associate at CLIC, gave the keynote speech at the International Insurance Conference 2011 (IIC) by Volkswagen Financial Services AG which took place in Barcelona on November 8 and 9, 2011. His presentation focused on the chances of open innovation and service innovation for financial services and centered the individual issues and challenges of an automobile-bound financial service provider. The theses and key ideas of this main presentation were picked up in the

following workshops and discussions. Insurance Managers, Country Managers and Regional Managers worked on new ideas on how to further strengthen the insurance services in the Volkswagen group during the days of the conference. A total of 79 managers from 30 countries and 5 continents participated in the event. All participants greatly benefited from the cooperation between the management research at CLIC and the management practice at VWFS AG.  
 >> [www.vwfsag.com](http://www.vwfsag.com)



>> [www.hhl-students.de/bswb\\_home](http://www.hhl-students.de/bswb_home)

## UPCOMING TOURS

- February 1**  
Connect 121, Zurich/Switzerland
- February 13**  
Tag des berufsbegleitenden Studiums (Telekom AG) Bonn
- February 23**  
ACCESS MBA Tour Baku/Azerbaijan
- February 25**  
ACCESS MBA Tour Moscow/Russia
- March 3**  
e-fellows MBA Day Munich
- March 5**  
Connect 121 Vienna/Austria
- March 14**  
HHL in Hamburg
- March 15**  
QS World MBA Tour Hamburg
- March 17**  
QS World MBA Tour and Connect 121 Frankfurt/Germany
- March 19**  
Connect 121 Düsseldorf
- March 22**  
HHL@Wirtschaftsjunioren NRW, Düsseldorf
- March 31**  
e-fellows Job & Master Day Frankfurt
- April 14**  
e-fellows Job & Master Day Munich
- April 19**  
HHL@experteer in Munich
- April 23**  
ACCESS MBA Tour Sofia/Bulgaria
- April 25**  
ACCESS MBA Tour Budapest/Hungary
- May 2**  
HHL@Mysportgroup Berlin
- May 24**  
HHL@trivago

## CAMPUS

## The Negotiation Challenge (TNC) (April 12-15, 2012)

The contest allows students from leading universities throughout the world to come together and compete against each other in realistic team negotiation situations. In the past, TNC has hosted teams from the most reputable Business and Law Schools including Harvard Law School, UC Berkeley, Oxford, ESSEC and the National Law School of India. This year's negotiation challenge is the first one which will be organized outside of Germany. Together with students from IESEG School of Management in Paris and Lille, HHL students are preparing the international event which will take place in Paris from April 12-15. To feel the Parisian atmosphere, students will negotiate in street cafés, in the ICC (International Chamber of Commerce) and at IESEG School of Management.

>> <http://www.thenegotiationchallenge.org/>

Interested students are also welcome to contact the organization team directly at >> [TheNegotiationChallenge@gmail.com](mailto:TheNegotiationChallenge@gmail.com)



## European Ivy League (May 18-20, 2012)

Kick off your career by joining the EIL, the well-known soccer tournament for business schools and companies from all over Europe. The 16<sup>th</sup> EIL will take place from May 18-20, 2012, here at HHL. Students from all over Europe and company representatives will meet to have fun by playing soccer, cheerleading and networking. For the first time this year, students will receive the unique opportunity to form an Allstar team together with a company. In order to receive more information and regular updates about the event, become a fan of the European Ivy League on Facebook.

>> <https://www.facebook.com/EuropeanIvyLeague>

The organization team is in cheerful spirits and looking forward to enjoying three days of a great atmosphere with you.

>> [www.hhl-students.de](http://www.hhl-students.de)



## SAVE THE DATE

May 21, 2012

## Conference and Ceremony "20 Years of Excellent Research and Teaching after Refounding"

On May 21, 2012, HHL will celebrate its twentieth anniversary after being refounded in 1992. To mark this occasion, our "Marketing for the 21<sup>st</sup> Century – Challenges and Prospects of Marketing in Science and Practice" international conference will take place at the HHL Jahnallee campus that same day. The conference starts at 10 am and the ceremony will follow directly afterwards at 4 pm. Among the guests we expect are Professor Horst Albach, Professor Kurt Biedenkopf, Professor Heribert Meffert, Professor Georg Milbradt, and Professor Freifrau Sabine von Schorlemer. We are glad to announce that Professor Philip Kotler of Kellogg School of Management, the world's leading expert in strategic marketing, has already confirmed his attendance.

June 11-12, 2012

## Conference "Key Corporate Governance Issues in Emerging Markets - Theory and Practical Execution"

On June 11-12, 2012, the Center for Corporate Governance in cooperation with the Global Corporate Governance Forum (IFC/World Bank Group) will host a conference on the topic "Key Corporate Governance Issues in Emerging Markets - Theory and Practical Execution" in Leipzig. The conference sessions will focus on key governance issues in Africa (Nigeria), Southern Europe (Croatia), and Asia (Indonesia). Among the speakers are Philip Armstrong (Head of the Global Corporate Governance Forum), Hans-Jürgen Beerfeltz (State Secretary of the German Federal Ministry for Economic Cooperation and Development), and John Lim Kok Min (Chairman of the Singapore Institute of Directors).

>> [www.hhl.de/ccg](http://www.hhl.de/ccg)

June 28, 2012

## CASiM Scientific Conference "The Role of Trust in Business Economics"

On June 28, 2012, the planned Center for Advanced Studies in Management (CASiM) and HHL will host a scientific conference on the topic "The Role of Trust in Business Economics". The current economic and financial crisis clearly demonstrates what happens if trust is violated or even lost. Thus the role of trust within firms, on the market and in the national economy is definitely one of the current key topics of business economics. The conference will run scientific talks in three subsequent panels focusing on "Trust and the Theory of the Firm", "Trust in Markets" and "Trust in Innovation". Contact: [casim@hhl.de](mailto:casim@hhl.de)

>> [www.hhl.de/casim-conference-2012](http://www.hhl.de/casim-conference-2012)

## CAMPUS

## HHL Energy Club Conference on Smart Cities (April 12-13, 2012)

The HHL Energy Club has gotten off to a great start in preparing for this year's Energy Conference on Smart Cities, which will be held on April 12-13, 2012. Experts from the economy, politics and research will discuss current challenges and developments in the energy industry with students from all over Germany this year as well. A case study competition with top-class judges will round off the conference. Big companies across various industries have shown great interest in forming a partnership with the HHL Energy Club for the conference, with five sponsors confirmed so far. These consist of Capgemini Consulting, CTG, RWE, Siemens and Siemens Management Consulting. Applications for students who wish to participate in this event will be accepted from the beginning of February.

>> <http://energyclub.hhl-students.de>

**EnergyClub**

## ENTREPRENEURSHIP

## Accelerate Conference on Social Entrepreneurship (May 12, 2012)

Accelerate is a student initiative at HHL that fosters entrepreneurship. Entrepreneurship is about having a good idea and having the capabilities and mental strength to realize it. This creativity and willpower should be directed towards social benefit. Therefore, our conference on May 12, 2012, is dedicated to social entrepreneurship. It aims to motivate students to found enterprises, which generate more than just profit. The conference has five dimensions: panel discussions, skill workshops, talks, a fair and a pitch competition. We will discuss what social entrepreneurship is and various social entrepreneurs will introduce their organizations and experiences.

So far we have organized speakers from the Aid by Trade Foundation, the Social Business Foundation, and Görlitz AG. Young companies and organizations such as Arbeiterkind.de, Auticon, Weilandfilm and Coffee Circle will visit us.

>> [www.accelerate-entrepreneurship.com](http://www.accelerate-entrepreneurship.com)

**accelerate**  
Conference on Social Entrepreneurship

## UPCOMING EVENTS

- February 7**  
Case Study Seminar for International students
- February 14**  
Application Training with GRIP
- March 1-July 7**  
General Management Program
- March 7**  
Career Coaching Workshop with Workmaze
- March 19**  
Enrollment Ceremony with keynote speaker Dr. Gerd Robertz, HHL alumnus and Managing director buecher.de GmbH & Co. KG
- March 19-20**  
Welcome Event for new students in cooperation with WCGE - Wittenberg Centre for Global Ethics
- March 30**  
HHL Master Information Day
- March 31**  
HHL GMAT Seminar for Beginners
- April 3**  
7<sup>th</sup> Start-up Career Fair
- April 12-15**  
The Negotiation Challenge (TNC), Paris
- April 12-13**  
II. Energy Conference
- April 14**  
Students Golf Trophy
- May 12**  
Accelerate@HHL Conference on Social Entrepreneurship
- May 18-20**  
European Ivy League
- May 21**  
International Conference "Marketing for the 21<sup>st</sup> Century – Challenges and Prospects of Marketing in Science and Practice" and Ceremony "20 Years of Excellent Research and Teaching after Refounding"
- June 11-12**  
Conference "Key Corporate Governance Issues in Emerging Markets - Theory and Practical Execution"
- June 23**  
HHL GMAT Seminar for Beginners
- June 28**  
CASiM Scientific Conference "The Role of Trust in Business Economics"
- June 29**  
HHL at the 3<sup>rd</sup> Researchers' Night in Leipzig

## APPLICATION DEADLINES FOR HHL'S STUDY PROGRAMS

**Full-time M.Sc. Program:**  
June 20 (intake September)  
January 15 (intake March)

**Full-time MBA Program:**  
June 30, Non-EU applications: May 30

**Part-time M.Sc. Program/  
Part-time MBA Program:**  
January 15

**Global Executive MBA:**  
August 31, 2012 (see also: p. 2)

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