HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT FALL 2019

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... and many more insights into HHL’s research, teaching and campus activities
Dear HHL Community,

We publish our summer edition of the 2019 HHL news on the morning we celebrate the graduation of 220 HHL students from 65 nations. My sincere congratulations to all of you! From now on you are HHL alumni and ambassadors for your alma mater, wherever your careers will take you! This year’s graduation is accompanied by a very special ceremony. We are proud and delighted to award the honorary doctorate Dr. rer. oec. h.c. to the German Chancellor Dr. Angela Merkel for her leadership accomplishments and her resulting impact on management science.

As many of you are aware, at HHL Leipzig Graduate School of Management we have a special focus on entrepreneurship. With five unicorns — startups valued at more than 1 billion US dollar — amongst our over 280 HHL startups and over 25,000 jobs that our alumni directly created, we feel that this focus has an impact on business and society. In addition, we have many family firm owners, leaders in small- and medium-sized enterprises and managers in large companies and non-profit organizations amongst our students and alumni. They all spent an important and defining time with us which — as we hope — helped them to become the personalities they are today.

When we teach entrepreneurship and support the development of an entrepreneurial spirit, we integrate a strong long-term perspective on the triple bottom line. The decisions of business leaders have a significant impact on businesses, but also on ecology and society, and we encourage our students to reflect on the wider consequences of their decisions have. We discuss with them that economic objectives cannot be the only guiding principles but that their business also matters, hence we have decided to award her with an honorary doctorate from HHL.

The current edition of the HHL news in your hands gives you a small insight into the wide portfolio of activities in research, teaching and service that HHL offers. You will learn about initiatives for regional companies helping them in the challenge of digital transformation, you will get an insight into latest changes in our curriculum like new courses on disruptive technologies and you will get summaries of recent research as the work of Junior Professor Erik Maier on mobile product search. Above all, we want to give you an idea of what HHL contributes to a great student experience, insightful and relevant research and development of companies in Saxony and beyond.

And we create awareness for the importance of leadership in this context. We need business leaders that shape organizations and societies, that help to identify entrepreneurial opportunities and motivate people to collaboratively build on these opportunities. To do this, we have for example developed our HHL Leipzig Leadership Model as a discussion framework to reflect on good leadership. And as a result from these elaborations, we have also recognized the tremendous impact Angela Merkel has on the scientific and professional discussion on leadership — and hence we have decided to award her with an honorary doctorate from HHL.

I hope you enjoy our HHL news. Yours sincerely,

Prof. Dr. Stephan Stubner
Dean of HHL Leipzig Graduate School of Management
Welcome Back to Youtube in the fall of 2019. Faaß was featured in a video for the "Deutschlandjahr" with over 1,200 guests. She especially likes to develop online human initiatives. With her privately-run project Wohnzimmerdinner (Living Room Dinner), she has managed to realize her true passion for good food with her online know-how. Via the www.wohnzimmerdinner.de website, she invites people into her home, cooks a loving 3-course menu for her guests and hopes that they will no longer be strangers when they go home. Her desire is to pass on her passion for food and to share her good food with others.

Homefeelio is a startup company founded by HHL students. Claire Briatore/uni00A0– With Open Doors, Claire Briatore combines her passion for good food with her online know-how. Via the www.homefeelio.de website, she invites people into her home, cooks a loving 3-course menu for her guests and hopes that they will no longer be strangers when they go home. Her desire is to pass on her passion for food and to share her good food with others.

What is your mission, Professor Neyer?

"We are on our way to deploying data-driven tools in all areas of our work. I want to develop myself in such a way that the decisions AI in HRM is making take into account data from all parts of the population, otherwise those decisions will impact those whose data is not included in the system. The first role calculations needed, the better. To make it better for everyone.

What are the challenges of using AI in human resource management?"
Doctoral Summer Meeting Showcases HHL’s High Performance in Sustainability Research

On July 1-2, 2019, doctoral students from HHL Leipzig Graduate School of Management (HHL) participated in the 3rd Doctoral Summer Meeting on the topic “Growth and Sustainability.” Besides enjoying lectures of leading management scholars such as Prof. Dr. Henning Zülch, Director of HHL’s MBA Program, they also got new insights into HHL’s greater contribution research on the topics of sustainability and corporate social responsibility.

“The interest of doctoral students in sustainability research is rising year by year,” says Professor Zülch, the results of the survey are twofold. First, research on sustainability and corporate responsibility is in demand from lecturers, in both methods, and, second, it is highly successful.

Carl Wester, the research associate in charge of the survey, elaborates: “Over 45 publications on sustainability topics in five years – that is quite an achievement in the management and corporate sustainability arena; certainly, we are a leading business school in this field of research. However, it is precisely the provision of research insights that entrepreneurs are looking for. As such, the expert knowledge is validated by the experts, where the former part appears to work through their own studies in recent years or plan to do so in the near future.”

Over 45 publications on sustainability topics in five years – that is quite an achievement!

For HHL Dean Prof. Dr. Stephan Staubner, a special quality of sustainability research at HHL is how well it is aligned with the school’s core competences. Professor Staubner explains: “HHL is a management and corporate sustainability initiative. It is built on three tightly woven levels: people, planet and profit. Sustainability, in our context, is a key competence to assess, in this regard. But if I had to name just one recent example from the survey, it would be Tobias Dauth’s work on freight innovation in his 2019 case study from Brazil, Prof. Dr. Tobias Dauth, Holden of the Chair of International Management, and his co-authors explore how freight innovations are to be developed and implemented in order to improve the quality of logistics. One of the main conclusions of the study is that it is possible to use available infrastructure for developing new freight services that could be defined as sustainable.”

“Just charge me up!” - Charging Infrastructures in the Age of E-Mobility

Sustainability-related research at HHL covers a wide range of topics, ranging from sustainable consumption and production to corporate sustainability and social entrepreneurial, a leadership quality to think about how existing and innovative projects are conducted. Professor Zülch elaborates on the topic: “Our motivation was to assess how entrepreneurship, leadership and sustainability go hand in hand.”

“A strategy must be based on social learning in gamification,” says Professor Zülch, “there is an increasing interest in examining how existent accelerators and incubators for entrepreneurs have adjusted their design and programme focus over time. In a multiple case study approach, 26 accelerator programs in Germany are analyzed in order to establish a holistic understanding of each of these individual corporate accelerators.”

EAA Annual Congress 2019: Insights into Corporate Reporting Trends

The European Academy of Management (EAA) is one of the world’s most renowned conferences. Each year, the conference attracts more than 2,000 participants from all over the world. The EAA congress is held in different European cities and aims at advancing the academic society that aims at advancing the academic society.

The 2019 EAA Annual Congress was held in Paphos, Cyprus, and attracted 1,100 delegates from around the world. The congress was an excellent platform for participants to present their research and network with colleagues from across Europe. The conference included sessions on topics such as corporate reporting, sustainability, and social responsibility.

Professor Hans-Jörg Schmeisser, the Chair of Corporate Governance and Risk Management at the University of Paderborn, Germany, attended the conference and presented his research on the role of corporate governance in reducing earnings management. His presentation highlighted the importance of strong governance structures in improving the quality of financial reporting and enhancing investor confidence.

The congress provided a valuable opportunity for participants to exchange ideas, engage in discussions, and learn from each other. The conference was a great success and is expected to inspire further research and innovation in the field of corporate reporting.

The Changing Landscape of Corporate Accelerators in Germany – a Porsche AG Chair Research Project

Corporate accelerator programs engaging with entrepreneurial startups have become increasingly popular in recent years. One of the key players in this space is the HHL Leipzig Graduate School of Management. The Chair for Corporate Accelerators in Germany, led by the Chair Research Project, has been exploring the landscape of corporate accelerators and their impact on startups. The project team has conducted multiple case studies and has worked with leading corporate partners such as Porsche AG to gain insights into the landscape of corporate accelerators.

The research findings have shown that corporate accelerators are a valuable tool for startups in gaining access to resources, building networks, and scaling their businesses. The project team has also identified best practices and challenges faced by corporate accelerators.

Digital Transformation is one core topic of the HHL’s Netzwerk Ladeinfrastrukturen (Network for Charging Infrastructure). The Netzwerk Ladeinfrastrukturen, which was founded in 2015, aims to promote the development and implementation of charging infrastructures for electric vehicles in private and public domains. The Netzwerk Ladeinfrastrukturen has conducted several projects and has worked with various stakeholders to develop charging solutions for electric vehicles in technical infrastructures.

www.hhl.de/publications
**Young HHL Researchers Impressed at International Conference on Sustainability in Adelaide**

Sustainability is not only an integral part of HHL’s DNA, but also its “lives in the research. The Deutsche Post Chair of Marketing and Innovation, Dr. Dominik Kanbach, highlights the importance of sustainability in his presentation titled “Urban Carrying Capacity”, i.e. the possibility of our life. Today, more than 50% of the world’s population lives in cities, by 2050 that figure is likely to rise to 75%. This development means that the urban carrying capacity must be increased, but it also means that we need to find solutions for sustainable consumption behavior in the future.”

**Discussing Corporate Entrepreneurship Research With Prospective HHL Students and HHL Alumni in Shanghai**

On June 23, Dr. Dominik Kanbach, Assistant Professor at the Porsche AG Chair of Strategic Management and Digital Supply Chain, presented his research in the field of corporate entrepreneurship at the Tongji University in Shanghai, China. The interactive session held at the Shanghai Youth Innovation and Entrepreneurship Institute at HHL’s partner university focused on how established companies work together with young startups, a phenomenon that has been growing worldwide in recent years. Insights into the latest research projects in the field of corporate entrepreneurship at the Porsche AG Chair were presented and case studies from various industries and companies, including BMW, Telefonica and SAP, were discussed with prospective HHL students from China and with the local alumni community of Shanghai. Thanks to Tongji University for hosting us!

**Task: Project Students With Porsche AG: Concept of an Out-of-the-Box Product and Sharing Employee Services**

From March to July 2019, the Porsche AG Chair of Strategic Management and Digital Supply Chain, Prof. Dr. Dominik Kanbach, accompanied two student teams from the M.Sc. and M.A. programs to Stuttgart. Since digitization and the Internet of Energy are leading innovation drivers in the strategy of the company and its parent company, Innogy SE, the consulting support and expertise from HHL were highly appreciated. Four M.Sc. students successfully analyzed the potential of the Smart Grid project and came up with interesting business cases and service models for the market entity. During the market analysis, the students identified several critical success factors for the implementation of a digital business model. The results opened up a large number of opportunities for feasible business models. After the first successful cooperation between enviaM and HHL, we are looking forward to continuing to work together on the future of smart cities. HHL alumni Claudia Tiner from enviaM and the Stiftung HHL Deutsche Bank Chair of Innovation Management and Entrepreneurship supervised the project.

**Opportunities in the Smart Waste Management Market – enviaM meets HHL**

The Stiftung HHL Deutsche Bank Chair of Innovation and Entrepreneurship successfully completed a student consulting project with HHL. The Stiftung HHL Deutsche Bank Chair of Innovation and Entrepreneurship has produced a comprehensive concept on how to fund a new product prototype and its ideal use case at the Porsche headquarters in Stuttgart. The solution was presented to the top management board. Two projects underline the close partnership between business school and HHL Graduate School of Management.

**In the 2019 spring term, HHL realized its first student consulting project with the Deutsche Post Chair of Marketing and Innovation. Since digitization and the Internet of Energy are leading innovation drivers in the strategy of the company and its parent company, Innogy SE, the consulting support and expertise from HHL were highly appreciated. Four M.Sc. students successfully analyzed the potential of the smart grid project and came up with interesting business cases and service models for the market entity. During the market analysis, the students identified several critical success factors for the implementation of a digital business model. The results opened up a large number of opportunities for feasible business models.**

**New Service Offerings to Support SME Corporates and Individuals**

The digital transformation, with all its intertwined structural changes, fixed asset investments and industry structure changes, will only be sustainable if we achieve the necessary market and the necessary framework conditions. A thought from student Maximilian Schreiter: “Do no harm”. Particularly with respect to the core product, it is doubtful whether a technology shift can be achieved in an effective manner. The solution was presented to the top management board. Two projects underline the close partnership between business school and HHL Graduate School of Management.

**Trust Requires the Organization of Trust**

On June 19, the Wittberger Center for Global Ethics (WGC) held a symposium titled “Trust, Responsibility, and the Role of Digitalization in Ethics.” A key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization. The key question of the symposium was whether being overstretched by the transformation and digitization is a measure to make strategic investment–heavily decoupled into the digitalization of the organization and the internalization of the organization.

**The Centre for Corporate and Private Equity (CCTPE) has achieved another milestone in the coaching and mentoring of its #1 Think Tank for private equity.**

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**Cooperating With CE and Munich on the Pulse of Logistics**

Enabling students to experience outstanding but also practice-oriented learning environments has always been a focus at HHL. The Henry Niv- \- dorf Chair of Business Information Systems has developed several different forms of cooperation with well-established partners to combine scientific know-how with real-life business experience.

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First Spinoff at the Deutsche Post Chair of Marketing: MissionZ inpact

In April, the Deutsche Post Chair of Marketing marked the first company foundation in its 20-year history. With MissionZ inpact, Prof. Dr. Mathias Kipping, Dr. Silvio Pehe and Rico Hartl are pursuing the idea of “transforming” the latest findings, approaches and methods from science into relevant concepts and making them accessible to practitioners. The company’s name results from two aims: to generate a practical impact from academic knowledge acquisition and to take a holistic approach starting from the mission statement and strategy of a company up to its implementation. In order to meet these goals, MissionZ inpact provides access to a network of 50 experts, including 10 professors, all of whom come from the same school of thought, but have a diverse knowledge and experience profile. Corporate clients benefit from this diversity by involving these experts in tailor-made consulting projects or coaching sessions as required.

Public Lecture at the Source of the Blue Nile

During the last week of June, Professor Viks from the Chair of Microeconomics at Addis Ababa University in the capital of Ethiopia’s Amhara region, located on Lake Tana and close to the source of the Blue Nile, Professor Viks discussed several research projects with faculty and doctoral students at Baur University and gave a public lecture entitled “Reflections on the Invisible Hand”, which drew an audience of economists and management scholars, but also academics from neighboring fields such as political science. The lecture critically examined the theoretical foundations of claims about competitive markets which are widely attributed to Adam Smith, and discussed their impact in academia and politics.

HHL Female Founders Initiative Welcomes 4th Class of Participants

HHL, represented by the Chair of Innovation and Entrepreneurship, and the local university network STARTLE, offered a four-month-long program designed to support women entrepreneurs on their way to establishing their own company. Each semester, up to eleven women are selected for the “Gründerrinnen-Initiative” (Female Founders Initiative). In April 2019, HHL welcomed the 4th class of female founders to the program with an inaugural idea workshop, where the participants discussed their ideas and got to know each other. The women were matched with experienced female entrepreneurs and managers for one-on-one business coaching.

In further workshops, seminar, and events, they will enhance their business understanding, discuss problems related to building their own company, network, and challenge each other’s ideas. The goal is to move the participants out of their comfort zone to bring them closer to realizing their own potential, despite the challenges of combining work, family and personal interests, the lack of role models, or simply fear of failing. Moreover, the initiative supports the participants in finding the right type of financing for their startup projects by providing contact to investors and business angels as well as assisting with applications for competitions and public funding.

HHL and Konsum Leipzig - Two Local Heroes Cooperate

Two local heroes are working together more closely: Konsum Leipzig eG and HHL Leipzig. Graduate School of Management are now cooperating through student consulting projects, in executive education and in applied research projects, cooperation, championed and enabled by the Leipzig Chamber of Commerce, was formally signed for three years. “We are delighted to have a lot of two institutions so deeply rooted to develop Leipzig in practice,” says Dirk Thielmann, spokesperson of the Management Board of Konsum Leipzig, HHL, and the region will profit from it. Thielmann adds: “Furthermore, also to Leipzig’s Chamber of Commerce for its close ties with the Chair of Microec- onomics Professor of Retail and Multi-Channel Management at HHL, seconded this in retail, we should not only worry about giants like Amazon, but also with a clear plan to improve the competitiveness of our own local businesses. In this pro- cess, we need to confront teaching and research with the reality. Konsum is an ideal partner for us. The company is inter- ested in what our students and research- ers have to say and are able to implement, but also provides us with rich field experi- ences and a deep understanding of the local retail landscapes.”

The initial goal of the cooperation was a project in which students consulted Konsum in the development of a tool to eval- uate prospective store locations. “Open- ing new stores is of key importance for Konsum’s continuous growth. In only three months, HHL students developed an excellent tool with which we can see more precisely those locations,” says Prof. Thielmann.

“We try to use the tool and it helps us a lot,” says Michael Faipaul, Manag- ing Director of Konsum. In turn, the stu- dents also appreciated the cooperation with Konsum. “Great support and work hands-on with Konsum and do something data-oriented and technical, which is directly used by the company,” says M.S. student Bernhard Krum. A role model in front of its ideal partners, Konsum Leipzig’s President, Michael Kiesewrter, Konsum Leipzig and HHL at the Retail Day showed that a local coopera- tion can also help to put matters on the political agenda. The discussion cen- tered on retail concepts for urban and rural areas, but also on relevant need to innovate and acquire employees. All in all, both Konsum and HHL are looking forward to continuing their joint work in the region.

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HHL NEWS FAL 2019

HHL NEWS FAL 2019
HHL Working Paper Develops Holistic Framework to Improve Last Mile Logistics

Urban infrastructures are more and more affected by urbanization and the resulting demand for freight transport to different locations is increasing local consumption. Suburbanization is leading to new demands, resulting partially from greater traffic density, are increasingly affecting the quality of life in cities. To counteract these developments, new and innovative solutions have been developed, and the micro-consolidation center concept has particularly moved into the focus of consideration. It helps to reduce the amount of traffic and corresponding pollution by using distribution centers that are smaller and closer to the urban district than the traditional ones. Nevertheless, the holistic approach on how to sustainably realize an HCC in an urban environment is lacking. Consequently, this paper aims to support a cross-functionality-focused realization of MCCs with the help of an MGCC.


www.hhl.de/workingpaper161

New Book on the Theory and Practice of Creating Public Value

The Public Value Atlas is a unique approach to the public that is characterized and transparently represents the contribution to the common good of major organizations. In cooperation with the Center for Leadership and Values in Society (Universität St. Gallen), the Ärend Ortel Chair of Business Psychology and Leadership periodically assesses how the German-Swiss societies perceive the public value of the most famous national and international organizations. With almost 12,000 participants, the most recent Public Value Atlas published in May 2020 summarizes the largest studies in Germany on this topic. The results have attracted significant media attention, with coverage among others in Handelsblatt, Die Zeit, and Die Presse. This year the Public Value Atlas is available in English.

Barraties, E. & Zülch, H.: German Code Compliance Study. The Code Compliance Study 2019 examines the acceptance of the current version of the German Corporate Governance Code (GCGC) within DAX and MDAX firms. The study analyzes overall compliance as well as the firms’ compliance behavior on the level of chapters, items and even single GCGC recommendations.

In addition, the study examines the governance quality of the firms based on four specially constructed governance indices that represent the key areas of governance (transparency, monitoring, control, incentives and diversity). Moreover, compliance behavior with respect to the suggestions in the GCGC as well as the relationship between the firms’ characteristics and compliance levels is analyzed. Overall, the study presents a detailed improvement on code compliance behavior of German listed firms.


www.hhl.de/workingpaper163

Two Sides of a Coin: Purpose and Do No Harm – Prof. Dr. Andreas Suchanek on the Ethical Perspective of the Leipzig Leadership Model and the Focus of His Chair’s Research

At the heart of the Leipzig Leadership Model is the idea of purpose, which motivates the contribution to societal value creation. Related to this is the research and teaching of the Dr. Werner Jauckstaedt Chair for an interdisciplinary study of the purpose of the model: The modus operandi in the form of the do no harm principle. A purpose that violates the legitimate interests of others is not permissible. But doing harm can also be legitimate; namely if it is justified by a socially accepted purpose. This becomes particularly clear when one considers the various legal frameworks with an economic approach, as costs or risks. It is inevitable that people get harmed by others, but then they expect a legitimate reason for it. In this perspective, acting responsibly is an individual responsibility that serves as a basis for mutual advantage, based on mutual advantage for this in everyday life, however, requires competent and conscious skills. These are present in the HHL’s and my chair’s core mission.
HHL Made Me Excel!

Agata Reichel-Tomczak
MBA alumna, CEO DREBERIS
Swiss and co-owner of DREBERIS GmbH

HHL delivers a strategic, visionary and very ethical approach to business, an approach which enabled the extraordinary development of my career and company!

I am an alumna of the part-time MBA program (2014) and was one of the international students (I’m Polish and German). Right after graduating, I put my entrepreneurial spirit to use as the CEO of the subsidiary of my German company. Today, I am a co-owner of DREBERIS, and my company evolved from a European internationalization expert to a global player for strategic market entry on all continents.

Even though I had a great career prior to the HHL program and my company did very well, everything in it was the best investment I ever made. It gave me an extra boost of confidence in what I do, structured and enriched my knowledge and organizational skills, and gave me new insights from other colleagues. To sum it up: HHL made me excel.

www.dreberis.com

MBA Excursion to India

From March 24-31, 2019, 13 students from the Global Executive MBA Program visited the Indian Institute of Management Calcutta (IIMC) in Kolkata, India.

The participants attended several academic sessions at the Management Development Center, the Executive Education Center of the IIMC. The week focused on the topic “Doing Business in India”. Students got a closer look at Indian culture and its implications on management. The academic sessions covered topics including “India & Global Politics in India”, “Marketing Challenges in India” and “India’s Health Care Policies & healthcare system of the future”. In addition, the students participated in classes on “Supply Chain Management” and “Operations Management” in alignment with the study module’s theme “Managing Technology and Processes”.

Our students got a vivid understanding of Indian businesses by visiting two industries that are part of the study program: the Galaxy Group, a manufacturing company and the Atmi Group, which is the group that helped to get a rare first-hand look at woodworking while taking a tour of the plant.

Additionally, the students participated in classes on “Supply Chain Management” and “Operations Management” in alignment with the study module’s theme “Managing Technology and Processes”.

Moreover, the students gained unique insights into India’s diverse business environment through the guest speeches by Thulasi Raviya from Asia Care Systems and Sujata Basnet. The students were able to show deep insights into the Indian culture and strengthen their network within the group. A city tour, a Bollywood film at a movie theater, and an Indian movie completed the varied activities and allowed the students to experience their time in India during their free time activities.

Many thanks for the great arrangements and hospitality go out to the IIMC and to the Management Development Center, especially Prof. Partha Roy and Prof. Balkrishna Aithal.

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HHL Executive Education supports executives in deepening their management skills. HHL Executive Education provides practice-oriented educational programs with content that is consistently geared to the needs of our clients. The offerings include tailor-made, company-specific programs as well as open seminars that focus primarily on executives at middle and upper management levels. The credo is the direct practicability of seminar content and state-of-the-art management education. Moreover, it delivers flexible and individual concepts and designs, assists with implementation and provides support with educational programs.

Prof. Dr. Tobias Dauth, Academic Director of HHL Executive Education: “Our mission goes beyond mere delivery of content. We help executives to be prepared for major future challenges by providing them with a broad mix of lifelong learning opportunities.”

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Upcoming Executive Programs and Seminars

September 12, 2019
Leadership for Experts in Medicine and Health Care
For physicians and (prospective) managers in different hospital areas who want to deepen their management and leadership skills.

September 18, 2019
Purpose Seminar – Lead Effectively With Purpose
For senior leaders who want to hone their purpose for themselves and their organization.

September 19, 2019
General Management Program
15th run-through for managers who want to deepen their management and leadership knowledge.

October 1, 2019
Corporate Valuation
For business owners, board members, managing directors, executives, auditors and consultants who want to learn more about corporate valuation methods used in business practice.

October 3, 2019
Digital Innovation Manufactory
For managers who want to learn more about the valuation methods used in business practice and to understand the disruptive potential of digitalization. The program is designed for anyone who wants to quickly drive forward digitalization in their own organization.

October 4, 2019
General Management Program
First run-through will start on October 4, 2019.

Corporate Valuation – a Compact 1-Day Seminar
The reasons and motivations for valuing a company are manifold. A market-oriented valuation, whether during the succession process or in the case of possible takeovers or mergers, is also but also represents a complex challenge in practice. This new compact 1-day seminar offers participants a well-founded overview of the valuation methods used in business practice. Together with the lecturers, Prof. Dr. Alexander Lehmann and Maximilian Schreiter, discuss the advantages and disadvanta-

tages of the methods and their applica-

tion in special valuation situations. They will present actual valuation examples from their day-to-day work, along with all the challenges that arise. Based on a case study, the participants lead the pre-
sented concept directly in the seminar.

The seminar is designed for anyone who wants to learn more about the valua-
tion methods used in business practice, such as business owners, board mem-
ers, executives, advisors and consult-
ant. and is a special offer for small and medium-sized enterprises. The first run-through will start on November 4, 2019.

November 4, 2019
Digital Innovation Manufactory
For executives, business developers and anyone who wants to drive forward digitalization in their company.

November 7-8, 2019
Operating Partnerships and Digital Transformation
For members of European, group-wide or general works councils as well as HR managers who want to learn about new perspectives for co-determination in times of digitalization.

General Management Program
Gain key management competencies in a compact format.

October 11, 2019
Leadership for Experts in Medicine and Health Care
For physicians and (prospective) managers in different hospital areas who want to deepen their management and leadership skills.

October 18, 2019
Top Executive Leadership
For middle and upper management levels.

October 18, 2019
Digital Innovation Manufactory
For managers who want to learn more about the valuation methods used in business practice and to understand the disruptive potential of digitalization. The program is designed for anyone who wants to quickly drive forward digitalization in their own organization.

October 18, 2019
General Management Program
First run-through will start on October 18, 2019.

HHL and SAP Train Digital Skills at the Digital Innovation Manufactory

In an age of digitalization, it is essential to understand the disruptive potential of digitalization and to develop new strategies that drive the digital transformation of an organization. HHL Executive Education and SAP have developed a “Digital Innovation Manufactory” in which participants can learn, test and apply all key competencies for digital transformation to their individual challenges. During three intensive weeks, participants acquire in-depth knowledge on all key competencies for digital transformation.

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HHL Negotiation Experts Competed Successfully at Warsaw Negotiation Round

The student-driven Negotiation Club, which was founded in 2018, aims to train students on the topic of negotiation and to provide them with the opportunity to meet the community as both quality business students and leaders and networked.

In April, the HHL students Anurag Tewari, Marina Fernanda Hernandez, and Utkarsh Mor took part in the Warsaw Negotiation Round 2019. The competition is one of the few worldwide events in Central Europe that involves students representing leading law and business schools from all over the world. The HHL team negotiated four rounds of extremely complicated cases; however, it was the second round that most to the team’s learnings and experiences. The partner was the University of Amsterdam and the case at hand was called “1989 – Sad Polish Reality”, in which HHL represented a liberal reformist who wanted to stop hyperinflation and build an economy on well-known practices. HHL performed to the best of its capabilities during the entire tournament, earning 5th place among 12 teams.

Three Months in Bangkok – HHL Student Tim Heckendorf on his Study Abroad in Thailand

So said Grand Institute of Business Administration is part of Chulalongkorn University. The university is considered one of the top-five best business schools in Asia in terms of research excellence, according to the QS World University Rankings. In April, the student chose to study in Thailand in order to better understand the cultural differences. This led to lively discussions and also cultural differences. It was a perfect guide to my stay in the Asian country. The city of Bangkok is known for its vibrant and exciting nightlife, and I did not know what to expect. What I found in Thailand and during my travels was a very different and exciting culture. However, it was a big surprise that my contact person welcomed me in Thai! The differences in income between different groups of society are quite high, which results in vastly different contrasts, from luxurious buildings to other poor areas right next to each other. The many opposites were very surprising. I learned a lot about the Thai culture. In addition, personal views are challenged every day. This experience puts things into perspective and was very extraordinary for me personally.

All in all, I cannot recommend Bangkok as a destination to study abroad. Bangkok is an extremely colorful city. The country of Thailand offers many great locations to explore and it is also a great opportunity to experience a new culture. However, the students must have the will to live and work in a different view. As a student, personal growth is a key aspect to Thai leadership and also discussed cultural differences. It was a perfect guide to my stay in the Asian country. The city of Bangkok is known for its vibrant and exciting nightlife, and I did not know what to expect. What I found in Thailand and during my travels was a very different and exciting culture. However, it was a big surprise that my contact person welcomed me in Thai! The differences in income between different groups of society are quite high, which results in vastly different contrasts, from luxurious buildings to other poor areas right next to each other. The many opposites were very surprising. I learned a lot about the Thai culture. In addition, personal views are challenged every day. This experience puts things into perspective and was very extraordinary for me personally.

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**HHL Goest Berlin – Four Startups Open Doors for HHL Students**

Organized by Alumni Relations in cooperation with the Career Development Department, HHL regularly offers company tours to give its students the opportunity to get a close-up look at various kinds of companies and to network with both employees and HHL alumni on site.

In winter 2019, these excursions once again brought 146 students to the “founder metropolis” of Berlin, where they visited the well-known startups Autol, COMATCH, FreightHub and N26. Both alumni from HHL and other employees warmly welcomed our students into their offices and gave a presentation about their corporate business model and job opportunities for interested candidates.

The presentations were always combined with an office tour as well as a more informal get-together with snacks and drinks, during which the students could ask more detailed questions. Due to the great success of the event, 146, is happy to announce that the next visit will take our students to the SAP Innovation Center in Potsdam in November this year.

**Universum Talent Research 2019: HHL Students Highly Satisfied With HHL’s Career Development Offers**

The Career Development team at HHL sets itself high quality standards. Therefore, the team is especially proud of the results of a recent external student survey:

- **Satisfaction with HHL’s Career Service**

<table>
<thead>
<tr>
<th>Overall Score</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tr>
<td>Average 2019</td>
<td>6.5</td>
<td>4</td>
<td>21%</td>
<td>21%</td>
<td>24%</td>
</tr>
</tbody>
</table>

Source: Universum 2019

**HHL meets …**

**… at RTL in Cologne**

At HHL’s study location in Cologne, HHL Leipzig Graduate School of Management and the RTL Group hosted an exciting evening for interested parties, alumni and students in April. Marion von Neil (HHL alumna and VP Strategy at the RTL Group) and Christina Helbling (Head of Product VOD at Mediengruppe Deutschland) offered participants insights into the RTL Group, followed by Prof. Dr. Henning Zülch (Holder of the Chair of Accounting and Auditing at HHL), who gave a keynote on “Football Quality Management: Score of the German Bundesliga 2018,” which evaluated predictability in professional football. In addition, alumni and students had the chance to network and socialize over food and drinks, during which the students could ask more detailed questions. Due to the great success of the event, HHL is happy to announce that the next visit will take our students to the SAP Innovation Center in Potsdam in November this year.

**… at Jochen Schweizer mydays**

In May 2019, the HHL community in Leipzig had the honor to take a look behind the scenes of the Gewandhaus, Christian Fanghänel, Marketing Director of the Gewandhaus, took participants on a tour of the premises of the famous Leipzig Gewandhaus Orchestra. This exclusive tour was part of an exciting cooperation with two renowned and high-quality brands. In addition, alumni and students had the chance to network and socialize over food and drinks afterwards. HHL would like to take this opportunity to thank the wonderful staff of the Gewandhaus for the informative and interesting tour of their concert hall.

**… at Flixbus in Munich**

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**… at ProSiebenSat.1**

HHL and Jochen Schweizer mydays Holding GmbH hosted an exciting evening for HHL alumni and prospective and current students at the premises of ProSiebenSat.1 PULS 4 GmbH in Unterföhring on 23 May 2019.

Dr. Fabian Stihl, CEO at Jochen Schweizer mydays, explained how an emotional marketing strategy does also resonate very well with a strong sales focus, followed by Dr. Marcus Kölling, HHL’s Chancellor, who provided an update on HHL and beyond. The presentations were ensued by lively discussions by everyone who had taken the time to step by.
HHL Restructures Its Marketing Organization

By defining the three departments “Program Marketing”, “Events and Services” and “Brand Marketing”, HHL can achieve exactly that.

“Program Marketing” is run by Jena Vogel and her team of four program consultants. With a full focus on the recruitment of future HHL students and a higher level of empowerment, the team will deliver more integrated campaigns and effective results.

“Events and Services” will be led by Carmen Gebhardt and her team. By consolidating all production-related activities, HHL will be able to obtain better prices with suppliers, while getting things done faster and in line with the HHL corporate identity.

Along with heading the entire Marketing Department, Hannich will manage the Brand Marketing team. After relaunching the HHL brand positioning by autumn 2019, there will be innovative and imaginative marketing activities that will present HHL as a whole and underline the great achievements of the researchers and the region, and the economic sciences.

The event was moderated by Dr. Marc Beus, Chief Business Editor of Süddeutsche Zeitung. Among the speakers were unicorn founder Henrik Irwin- kel, CFO and co-founder of IONIQ Group, Frank Tormey, CEO of Saxonia Network Systems GmbH, Christiane Zelt, co-founder of Wundcurves, and Stephan Steuerl, Dean of HHL. Steuerl explained HHL’s approach to enhancing the students’ entrepreneurial skills:

“During their studies, HHL tries to encourage students to exchange knowledge, ideas and thoughts with young entrepreneurs. We don’t believe in cutting ties after graduation, instead, we try to create a strong bond with our alumni.”

Over the past 20 years, graduates of HHL Leipzig Graduate School of Management have founded more than 280 companies, including five unicorns (SpinLab, Delivery Hero Germany GmbH, ABOUT YOU GmbH, IONIQ Group and Audi) Group. A unicorn is a privately held startup company valued at over USD 1 billion.

In cooperation with the German daily Süddeutsche Zeitung (SZ), HHL Leipzig Graduate School of Management hosted the “SpinLab-Salon” (“SpinLab-Salon-Schmied”): four events accompanying the SZ Economic Summit. The panel discussion took place in SpinLab. The HHL Accelerator on June 12, 2019, under the title: “This is where unicorns are created – HHL, the Leipzig-based entrepreneurial incubator.

HHL SpinLab Investors Day Attracts Promising Startups and Dozens of Investors

Centered on the topics of team due diligence and brand management, this year’s HHL SpinLab Investors Day, held in June at the “Falks” venue in Leipzig, attracted dozens of successful investors to Leipzig.

Pitch Fridays for Two Innovative Startups

As every year, the current SpinLab class and a group of selected startups from Central Germany had the chance to pitch their business idea in front of a jury as well as numerous potential investors.

The best pitch of each round was awarded with a prize. The prize for the best SpinLab team sponsored by the City of Leipzig (EUR 5,000 prize money) was awarded to “The CHASE Foundation” (supported by the VELLEDA Foundation), went to Doshisha, based in Japan. The jury team aims to build the first dashcam for bikes that is compliant with current regulations.

To Measure What Makes a Great Team

Two panel discussions enhanced with keynote speeches and case studies entered the round. The panelists, four experts on the first panel - Berthold von Freyberg (Target Partners), Assaf Brezis (Belman Investors), Alexander Hofhansel (carwash.de) and Henrik Grossi Hoisnap (Pacte Partners) - agreed that the team is one of the most important factors when selecting investment targets. Moderated by Professor StephanStubner, Dean of HHL, the panel discussed the question of whether the process of picking the right team can be made less risky with new approaches. Among other things, panelists put their trust in these tools, often “trust their gut”, when it comes to team due diligence. One important aspect mentioned was the rule of outliers, often, very successful founders have a very special personality. They might fail at quantitative tests, but ultimately, they might be the most successful.

According to the investors, the important qualities a good team should have are honestly, good team dynamics, commitment to actually working together with an investment partner, and a goal-type of persistence.

The Role of Brand Management in Investor Capital

During the second panel of the day, moderated by SpinLab’s Managing Director, Heiko Walter, the panelists, including Christian Eisenbeiseon (Atos) discussed the question “What role does brand management play for VCs?”. They agreed on the important points of trust, reputation, strong partners and the image of providing more than just capital.

After a long day filled with inspirational presentations and a lot of networking opportunities, participants had the chance to get to know each other during the speed dating activity for startups and investors and during a BBQ held afterwards.

The subsequent lively discussion was moderated by Prof. Dr. Andreas Thiel, Dean of HHL, Minister of Economic Affairs, Innovation, Digitalization and Energy of the State of North Rhine-Westphalia. Thiel and Schröder concluded that assertiveness and etiquette are essential factors of good leadership. Alluding to Schröder’s characteristical appearance, Thiel closed the Leipzig Leadership Lecture, saying: Today, you impressively demonstrated that a sense of humor and humanity are also components of good leadership.”

Where Unicorns Are Created: Panel Discussion in Cooperation With Süddeutsche Zeitung

As part of its Leipzig Leadership Lecture series, HHL Leipzig Graduate School of Management welcomed Gerhard Schröder, former Chancellor of Germany (1998-2005), as a guest speaker on May 17, 2019. Around 450 guests listened to Schröder hold Germany accountable as Europe’s largest national economy. The USA’s “America first” politics represents both challenges and opportunities for the European Union. Germany should not follow this course, but stand for peaceful solutions, an open society, fair trade and climate protection. According to Schröder, Germany and France are the driving forces of European integration and, therefore, have to assume political leadership. Gerhard Schröder directly addressed HHL students: “This is a time of opportunities for you. The world is at your feet.

Do you like to think outside the box and drive things forward? Would you enjoy working in an international environment? Then, we are looking forward to getting to know you.

HHL is an innovative employer with flat hierarchies. Interdisciplinary cooperation in an highly committed community is business as usual at HHL. We attach great importance to ensuring a high service level to-wards students and partners. In teaching and research, we are driven by excellence to benefit students and partners. In teaching and research, we are driven by excellence to benefit students and partners. We aim to encourage our students to exchange knowledge, ideas and thoughts with young entrepreneurs. We don’t believe in cutting ties after graduation, instead, we try to create a strong bond with our alumni.”

The effects of a consortium agreement that the HHL Restructuring Project initiated should refocus the financial burden on individual institutions. The financial improvements in access to scholarly works and the advantages of the forward-looking approach also called open access.

The development opens the way to even more options: to create an infra-structure that not only opens up to publications but also to research data thereby strengthening the researcher’s impact.

The HHL Library accompanies this par-adigm shift by implementing the infra-structure and thus enhances to role as a valuable partner in the research process by handling the publication and data management.

In Germany, the DEAL project - a con-sortium of more than 200 academic institutions, including HHL, is currently negotiating with three major publishers (Elsevier, Springer, and Wiley) to improve new models for publishing and accessing academic literature. Right from its establishment in 2016, HHL, as part of the German research com-munity, has been involved in the DEAL project under the auspices of the HHL Library, with the aim of benefiting from the advantages of the forward-looking- idea of open access and open sci-ence. In 2019, the first bridging deal was made with Wiley. Starting in July 2019, the researcher’s institutions will pay the publication fees for its affili-ated researchers and in return get read- ing access to the publisher’s content. This way, institutions like HHL can offer a wider range of journals than with sin- gle resource licenses, along with better visibility and dissemination of the HHL research papers and eventually greater researcher impact.

Looking for a New Challenge? Join Us and Shape the HHL Spirit!

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Check out our job ads in the administrative or academic sector.

www.hhl.de/jobs
Get Into the HHL Spirit!

HHL Campus Day in Leipzig

You will get the chance to feel what it’s like to be a student of one of the best business schools in Germany. HHL will open the doors for the Get the spirit@HHL Campus Day.

www.hhl.de/campus-day

Application Deadlines

Full-time M.Sc. Program
June 20
May 30
(Non-EU candidates)

Part-time M.Sc. Program
June 20

Full-time MBA Program
June 30
May 30
(Non-EU candidates)

Part-time MBA Program
January 15
September 30
(Early bird)

September 13, 2019
Enrollment Ceremony

HHL Leipzig Graduate School of Management warmly welcomes the students of classes MSc19 and PMSc9 of the Master of Science program, class M19 of the MBA program and the new doctoral students. Of course, all fall term exchange students are also invited to the festive ceremony. The enrollment is followed by a Welcome Week for all students.

September 6-8, 2019
HHL Homecoming 2019

We are very happy to welcome our alumni to the annual reunion at their Alma Mater. For further information please contact:
Dirk Schuran
President HHL Alumni Association
info@alumni.hhl.de

November 9, 2019
HHL Campus Day in Leipzig

November 22, 2019
Panel Discussion “Innovation Drivers in Germany” With Prof. Dr. Andreas Pinkwart Cologne

We look forward to an inspiring event with the Minister of Economic Affairs, Innovation, Digitalization and Energy of the State of North Rhine-Westphalia and former Dean of HHL.

November 26, 2019
Leipzig Leadership Talk With Gerald Hüther

The renowned German neuroscientist and author of popular science books will give a Leadership Talk at HHL.

December 2019
1st European Public Value Conference/”The Challenge of Public Value in European Media Organizations”

Together with the regional public broadcasting station Mitteldeutscher Rundfunk (MDR), we will host the first European Public Value Conference in December 2019 in Leipzig. The aim of this conference is to discuss approaches to implement a consequent orientation towards the common good and social concerns in in the management structures and processes of public media organizations.

November 7, 2019
Public Value Award for Startups

Congress Hall at Zoo Leipzig

The Public Value Award honors ventures that solve societal issues and create public value taking moral, innovative or social aspects into account. For the fourth time young entrepreneurs will be awarded for their contribution to society with their business models.

www.eypva.com

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January 30, 2020
4th HHL SpinLab Investors Day

The HHL SpinLab Investors Day is an all-day specialist’s event for the corporate VC scene. It enables networking and professional exchange with competent speakers. It also showcases pitches. Access only via invitation.

spinlab.co/hhl-spinlab-investors-day