



**Hochschule  
Augsburg** University of  
Applied Sciences

# gP

SUMMER 2020

# BUSINESS

Sought-after personalities –  
Augsburg University of Applied Sciences

**Sustainability  
at the Augsburg University  
of Applied Sciences**

**FACTS****Students**

in the Faculty of Business (incl. IWI and MVM): 1496

of which:

BA Business Administration (BW)	499
BA International Management (IM)	464
BEng International Management and Engineering (IWI)	268
MA International Business and Finance (IBF)	42
MA Human Resource Management (PMG)	52
MA Marketing/Sales/Media (MVM)	110
MA Tax and Accounting (MSR)	47
Certificate Economist in Health and Social Sector	8
Certificate Process Developer in Logistics (specialization for BEng International Management and Engineering, part-time)	6

**Advanced modules  
in BA Business Administration**

- Finance Management
- Logistics
- Marketing Management International
- Human Resource Management
- Tax

**Advanced modules in  
BA International Management**

- Corporate Finance
- European Business Studies
- International Marketing and Sales Management

Status: 30 March 2020

**TITLE PICTURE**

Theresa Lechner,  
Senior CRM Manager  
at Joyn and alumna  
of the Faculty of  
Business



**Dear students, prospective  
students, alumni, friends,  
sponsors and partners  
of our Faculty of Business,**

“Universities of applied sciences serve to foster and develop the sciences and the arts through research, teaching, studying and continuing education in a liberal, democratic and social state. They prepare students for professional activity requiring the application of academic knowledge and scientific methods [...]” From these two initial sentences of Article 2 “Duties” in the Bavarian University and College Act, we must deduce a special responsibility for our society. Unfortunately, in the last number of years, increasing brutalization of society has become apparent. Defamation against individuals or groups, inflammatory language, hatred and threats, lies and conspiracy theories have sadly become an everyday reality in many areas of life. And although the persons involved are always in the minority, they often exploit technological possibilities to give the impression of having the right interpretation of significant issues in our community.

What can and should a university of applied sciences do to combat this development? In my opinion, we need to act on two levels: On an academic/factual level and in conveying fundamental values of our liberal, democratic constitution.

Academically, our core duty is to place students in a position to reflect critically on information. We do this in the Bachelor courses, e.g. in the “Academic Methods” module. Students learn to identify trustworthy sources of information, interpret data carefully, and work well with statistics. It is important to understand the fallacies that can be held up by careless usage of statistics. The almost

30-year-old classic work “How to Confuse with Statistics” by statistician Walter Krämer and the “Statistical Misinterpretation of the Month” published jointly by Krämer and the psychologist Gerd Gigerenzer help to refine critical thinking. However, of course, we also need to convey fundamental philosophical methods of academic theory – for example, how does gaining knowledge in logical empiricism of the mathematical professor Bertrand Russell differ from critical rationalism according to Karl Popper? And what does this mean specifically for the abstruse conspiracy theories with which we are confronted daily on the internet and sometimes even in political discussions? Education, when it trains critical thinking, holds up a mirror to the modern rabble-rousers.

However, education needs to be understood as not just academic, but also education of the heart. Third-level institutes do not operate in a value-free vacuum. Our actions are based on the liberal, democratic constitution of the Federal Republic of Germany and we must aspire to provide our students with a deep understanding of the associated values for their future leadership responsibilities. The constitutional rights, which were placed at the start of the constitution by the founding fathers and mothers for a reason, can represent a good approach here:

- Article 1: “Human dignity is inviolable [...]”
- Article 2: “Everyone has the right to free development of his personality insofar as he does not violate the rights of others [...]”
- Article 3: “All humans are equal before the law [...]”



Prof. Dr. Michael Feucht, Dean

- Article 4: “Freedom of creed, of conscience, and freedom to profess a religious or non-religious faith are inviolable [...]”
- Article 5: “Everyone has the right to freely express and disseminate his opinion in speech, writing, and pictures [...]”

Together, these five articles alone already form a solid basis for a functional society. Of course, no constitutional right should be played against another. Yes, we have the right to freedom of opinion and yes, everyone has the right to express their personality – but these rights must not violate the dignity and rights of others. It is our responsibility to explain this balance every day to the young people who entrust themselves to us, and to expose the unfortunate narrative of “... I’m allowed to say it” as a justification for personal and sweeping attacks. It is up to all of us to “live” these values and to serve as good role models in order to aid our students to truly develop into “sought-after personalities”, in line with the guiding principle of the Augsburg University of Applied Sciences.

I hope you enjoy reading our faculty magazine. If you are interested in receiving a free copy of the German or English gP Business, please contact us at [dekanat.wirtschaft@hs-augsburg.de](mailto:dekanat.wirtschaft@hs-augsburg.de) with your address.

Yours,

Prof. Dr. Michael Feucht, Dean

## UNIVERSITY SKI CHAMPIONSHIPS: CONGRATULATIONS



The Augsburg University of Applied Sciences claimed 2nd place in this year's ski championships. Impressively, Prof. Dr. Wolfram Schönfelder came in 1st with the snowboard. He was also successful in Ski RSL and finished in 8th place.

## SUSTAINABLE AUGSBURG UNIVERSITY OF APPLIED SCIENCES

Sustainability already plays an important role at the Augsburg University of Applied Sciences. For example, there is the research focus "Resource efficiency" and a whole series of projects and classes, as well as activities from administration to improve sustainability at the University.

Joining "The Bavarian Network for Sustainability in Higher Education" in summer semester 2020 is a logical step. By signing a Memorandum of Understanding (MoU), the Augsburg University of Applied Sciences reinforces its aim to promote sustainable actions in the areas of teaching, research, transfer and operation, with the help of the students and supported by a solid strategic basis.

In the MoU, sustainability is taken to mean "an ethical principle of organization and action which is of key importance for the global search for a future-proof social contract

## IMPROVIZATION TALENT: FACULTY ALMOST COMPLETELY VIRTUALIZED

Homo homini lupus – A man is a wolf to another man? You can certainly get this impression when you hear reports of fights over the last roll of toilet paper in the supermarkets. Or does crisis actually bring out the best in people?

Since the escalation of the coronavirus pandemic at the beginning of March, the crisis team of the President's Office as well as all staff and professors at the University, in particular also the Faculty of Business, worked hard and in an especially pragmatic and unbureaucratic manner to create solutions that enable largely virtualized operation, even in the event that the "real" University remains closed for a significant period of time. The challenges were formidable, particularly for the IT Services Center and the new Didactics and Media Center, which was only established a few weeks ago. Hardware structures for the increased data traffic to be expected needed to be strengthened significantly, new communication structures were created and software licenses procured. But it worked! Since 23 March, thanks to a large number of Zoom education licenses procured at short notice, most educators have been in a position to hold classes interactively from home with a large number of students. This is uncharted territory for the professors, but they are all eagerly partici-

pating and the learning curve is steep. Since, of course, training is also only possible in virtual form in the current situation, we are training one another in a Moodle course set up specifically for educators and in evening Zoom meetings. We are developing ideas on how the experience gained can be reasonably incorporated in "normal" operation of the University after the crisis, too.

The administrative staff of the Faculty have also been working from home since 23 March, but you can reach all contact partners easily by email. The staff in key advisory roles can also be reached at home by telephone using their University extension. All important forms are available online. We are also working on finding pragmatic solutions in the best interests of the students to possible exam-related difficulties. We do not yet know what will happen after 20 April. However, we are in a position to maintain the current situation in the longer term, if necessary. Stay healthy!

*Information: Prof. Dr. Feucht*

for the 21st century. It is based on the indivisible responsibility for securing ecological viability, social justice and economic efficiency in the long term". The University is fully in agreement with this understanding.

Along with the Augsburg University of Applied Sciences, "The Bavarian Network for Sustainability in Higher Education" is made up of 23 Bavarian third-level institutes that exchange ideas on their activities and planning in relation to sustainability. The realization of the objectives progresses in different ways in the institutes involved.

Since 2018, sustainable development is supported at the Augsburg University of Applied Sciences by the HSA\_transfer project. In the context of the "Innovative University" Federal and State initiative, **Prof. Dr.-Ing. Wolfgang Rommel** from the Faculty of Mechanical and Process Engineering established the "Experts for sustainable development of Augsburg" in HSA\_transfer. As spokesperson for sustainability in HSA\_transfer, **Dr. Franziska Sperling** coordinates the projects and activities that the

University performs together with the panels of Local Agenda 21 of the City of Augsburg and the cooperation partner Office for Sustainability of the City of Augsburg.

To further the activities at the Augsburg University of Applied Sciences in a joint and coordinated manner, a sustainability committee was established and positioned in the President's Office with **Prof. Dr. Elisabeth Krön**, Vice-President for Continuing Education and Knowledge Transfer. University members are very welcome to become actively involved in a wide range of areas. The Faculty of Business is represented here by Prof. Dr. Michael Krupp. For the operative implementation, workshops on shaping the areas of activity mentioned above will be held after the contact restrictions due to COVID-19 have been relaxed.

*Information: [www.hs-augsburg.de/HSA-transfer/nachhaltige-Entwicklung.html](http://www.hs-augsburg.de/HSA-transfer/nachhaltige-Entwicklung.html)*

*Contact person: HSA\_transfer, Prof. Dr.-Ing. Wolfgang Rommel, Dr. Franziska Sperling, Prof. Dr. Krupp, Alexandra Kornacher M.A.*

## PROJECT AT EXPLEO: FROM PERSONNEL PLACEMENT TO SATISFIED PROJECT MEMBERS



The project group with Henriette von Zastrow-Marcks and Elisabeth Huber from expleo as well as Prof. Dr. Sarah Hatfield (from l. to r.).

In the winter semester, three months passed between conveying the fundamentals of change management in the lecture halls and clarifying the order with the customer before the results presentation on 8 January in expleo's German headquarters. The company employs more than 15,000 people worldwide. It provides engineering and quality services as well as management consulting. There is therefore a focus on professional project business for customers in a variety of sectors.

The first subproject of the Change Management specialization addressed the question of how orderly assignment of personnel can take place in agile environments. The discrepancy between the current and the desired personnel placement was determined by means of a survey of seven stakeholder groups. The discrepancies were presented in a humorous manner through a short role play. This was followed by serious suggestions for implementing developed tools which had already been tried and tested in other surveyed companies and a playful approach using a LEGO board. All require-

ments were submitted to the customer in a specification sheet and can be put to further use, e.g. for programming a placement app.

The second project "New Work" addressed the possibilities for employee retention based on benefits. The discovery of new needs based on an online survey was interesting, as was the finding that some offers are barely utilized and more marketing could be carried out. The students' recommendations for action included up-to-date tips and information, e.g. new rules on employer subsidies in company pension schemes and how digital food vouchers can be obtained as a package for employees.

Of course, the suggestion of allowing dogs in the workplace didn't escape mention as a possible measure.

In the third subproject, the employees of a specific customer project were surveyed in relation to their satisfaction. The aim was to derive starting points for designing further projects from this project, which was originally evaluated critically. Detailed measures

on team building, improved communication and development & training programs were provided to the clients in a catalog. All required templates were given to expleo to allow such a survey to be performed regularly so that future trends can be identified quickly.

The University of Applied Sciences would like to thank **Elisabeth Huber** and **Henriette von Zastrow-Marcks** as representatives of the expleo Group for the trust placed in us.

*Information: Prof. Dr. Hatfield*

**GUESTS AT THE COST ENGINEERING SUMMIT**



The Controlling advanced course by Prof. Dr. Nicolas Warkotsch accepted an invitation to the Cost Engineering Summit in Fulda. The students had the opportunity to hear a variety of practical lectures about the entire spectrum of cost engineering and experience the congress atmosphere.

**EXCURSION TO THE ECB**

During the winter semester, a group of students of the “European Business Studies” specialization with Prof. Dr. Maria Lehner made their way to Frankfurt. The destination was the European Central Bank. **Dr. Christian Fehlker** from the International Cooperation Office of the ECB had agreed to discuss the monetary policy of the central bank with the students. After a brief overview of the institution, he explained the monetary policy measures of the ECB since



The group of students with Prof. Dr. Maria Lehner (front right) at the ECB in Frankfurt.

the onset of the financial crisis, touching in particular on the relatively new monetary policy measures such as LTROs and TLTROs and the Asset Purchase Program. Afterwards, he provided an insight into European banking regulations and clarified which steps would still be necessary to achieve a complete bank union in Europe. During the subsequent discussion, highly topical subjects were debated with the students. For example, the question of why the inflation rate in the Eurozone is not higher at the moment despite the extended quantitative easing policy

of the ECB was discussed. Christian Fehlker also addressed the question of how much further into the negative range interest rates could slide in the future. Not least, the orientation of the ECB under the new president Christine Lagarde, who took on this role only two weeks before the excursion, was an important topic.

*Information: Prof. Dr. Lehner*



The impressive European Central Bank building.

**CONTENT MARKETING: BAVARIAN-SWABIAN ECONOMY**



The IHK obtained support from the Augsburg University of Applied Sciences. L. to r.: Sarah Bachthaler, IHK head of communication Thomas Schörg, Rebecca Fuchs, Ercin Özlü (IHK), Katharina Marxreiter, Heike Ditzler (IHK) and Prof. Dr. Manfred Uhl.

The monthly “Bavarian-Swabian Economy” members’ magazine is essential reading for entrepreneurs in the region. Information, backgrounds, company portraits, trends and many services provide a wide variety of contents for the members of the Swabian Chamber of Industry and Commerce (IHK). However, magazines also need to be subject to continuous review. Like any other product, the aim is to fulfil readers’ wishes as well as possible.

In the “Corporate communication and mass media” course by Prof. Dr. Manfred Uhl, students of the Marketing/Sales/Media Master program supported the IHK communication team in its deliberations on further development of the magazine. After a professional briefing by **Thomas Schörg**, head of communication of the IHK, with **Heike Ditzler** and **Ercin Özlü**, **Sarah Bachthaler**, **Rebecca Fuchs** and **Katharina Marxreiter** systematically analyzed the current magazine concept and compared it to selected benchmarks from the business and associations sector. They checked their findings using a reader survey and worked out concrete ideas for further development of the popular magazine. This resulted in tailored recommendations for a modern combination of print and online format.

*Information: Prof. Dr. Uhl*

**TOWN-COUNTRY-SPORT: BUSINESS RESEARCH PROJECT FOR THE SV BERGHEIM**

The SV Bergheim is an Augsburg sports club with a long tradition. In the medium term, however, the club is faced with several challenges: The changing leisure habits of citizens, their desire for flexible offers, the aging buildings, and decreasing numbers of volunteers.

Against this background, a project supported by **hsa\_transfer** was initiated with the aim of developing a range of proposals for possible future concepts of the SV Bergheim. With consideration of financial and building-related aspects, these proposals are intended to enable creation of a long-term, attractive offering for the population. **Robert Kratzsch**, first Board of Management of SV Bergheim, actively supported the group, starting with a detailed briefing in the sports club premises, which also allowed the project group to form an impression of the site.

Under the leadership of Prof. Dr. Hariet Köstner, a written population survey was designed and conducted in addition to extensive secondary research. Around 500 questionnaires were returned. These formed the basis for the students’ recommendations: Focus on higher age groups and set up an appropriate offering. At the same time, integrate the “young adults” with an e-sports group. In addition, the students suggested digitalization of the club in various areas in order to combat the problem of a lack of volunteers. The Board of Management was clearly impressed during the presentation of the project results, although there is a need for internal discussion in relation to some results – particularly regarding the attractiveness of sports cafes. The project provided a valid basis of data for this.

*Information: Prof. Dr. Köstner*



The group of students with Robert Kratzsch from SV Bergheim (left) and Prof. Dr. Hariet Köstner (front right)

**PRODUCT MANAGEMENT AT KARDEX REMSTAR**

For the second time, students majoring in product management were invited to the globally active company Kardex Germany GmbH. There are about 400 employees at the Neuburg site, specializing in the development, production and sale of highly

automated and efficient warehouse systems. Junior Personnel Officer **Manuela Luther** organized an interesting insight into the overall process of new product development for the students – an ideal complement to the curriculum.

*Information: Prof. Dr. habil. Kellner*



Prof. Dr. habil. Klaus Kellner (left) and Junior Personnel Officer Manuela Luther (second from left) with the students.

## NON-PROFIT MARKETING: IDEAS FOR THE SKF



The team of the non-profit marketing project "SkF".

Women are often particularly badly affected by poverty, unemployment and difficult conditions. For this reason, the Catholic Women's Welfare Service (SkF), which now has around 160 full-time and 140 voluntary helpers, has been advising and supporting people in need, regardless of their ideology, nationality or religion, since 1912. The SkF runs, for example, advisory centers, child-care facilities, women's shelters and a retirement home. It is an association with members, sponsors, a board of management and a business office.

However, it is frequently difficult to perform professional communication activities with comparatively low financial and human resources. For this reason, Managing Director **Martina Kobriger** asked Prof. Dr. Manfred Uhl for his support with the communication work. In line with the University's principle of "sought-after personalities", a group of very dedicated students from the Business

Administration and International Management study programs quickly came together to support the SkF and develop a concept for future communication work. They applied know-how from marketing management, but also considered the special features of the non-profit sector. They systematically analyzed the communicative environment of the SkF and the resources used today. They formulated the identity of the organization and created a package with tools suitable for the SkF. The concluding presentation was attended by Martina Kobriger and members of the central office, as well as the chairperson of the board **Doris Hallermeier**, press officer **Jochen Mack**, and Managing Director of the agency **Symbiosys**, **Peter Lütke-Wissing**.

*Information: Prof. Dr. Uhl*

## NEW WORK: RESEARCH PROJECT AND RESULTS REPORT

There is an increasing demand among employees for flexible, location-independent working. From the organization's perspective, cooperation, international collaboration and agile working are gaining in importance.



So, what might New Work look like? What do workers want and what do companies need? A student project led by Prof. Dr. Erika

Regnet in summer semester 2019 addressed these questions. We now have an initial results report on the New Work project. 264

specialist and management staff were surveyed for this. The report deals with experience of new forms of collaboration and is concluded by concrete recommendations.

The students **Laura Schwarz**, International Management, and **Mirjam Lange**, Business Administration, represented the Augsburg University of Applied Science at the Change Congress on 12/13 November 2019 in Berlin, where they presented the project results.

*Information: Regnet, E. (Publisher). (2019). New Work: Coworking und Open Space Erfahrungen, Befürchtungen und Empfehlungen (Coworking and Open Space Experiences, Fears and Recommendations).*

DOI: <https://doi.org/10.23779/0007>.

## READING AREA ROBBERS IN THE UNIVERSITY

The reading area project with the neighboring elementary school Vor dem Roten Tor took place once again in winter semester 19/20. After the book about two Roman detectives in WS 18/19, a female protagonist was deliberately chosen this time: The selected book was "Ronja Räubertochter" by Astrid Lindgren. The students organized four appointments with the schoolchildren, which involved reading aloud, arts and crafts, poems, singing and music. A visit to the University library was also on the schedule again, as well as a "lecture" in the main lecture hall. Finally, the highlight was a scavenger hunt on the Rotes Tor campus. This involved visiting the "top robber", Dean Prof. Dr. Michael Feucht, and asking him questions to help them find their way.

Along with lots of fun, creative analysis of a piece of reading is at the center of the project seminar. The students hereby learn to prepare, implement within a limited time and accompany creative processes aimed towards a specific target group. These skills are useful in project management across disciplines. In addition, they reflect on their own reading history and reading habits. Next winter semester 20/21, the reading area will be offered once again for all students across disciplines as general subject of the Faculty of Liberal Arts and Sciences. **Sarah Herrmann**, M.A. Media and Cultural Studies, will take over leadership of the project from Prof. Dr. Krupp.

*Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel*



Prof. Dr. Michael Feucht helped the "robbers" from the Vor dem Roten Tor elementary school to find their way during the scavenger hunt.

## HISTORICAL CRAFTSMANSHIP DIGITALIZED: GREIFENBERG INSTITUTE OF ORGANOLGY – PART 3

The Greifenberg Institute of Organology is devoted to promoting scientific research into historical instruments and presenting them to the public. For this purpose, highly precise methods are used to analyze the protected historical instruments. As a result, the researchers at the Greifenberg Institute archive measured data, images and CAD drawings of the respective work steps as well as the history behind them. To ensure that all information collected on the individual analysis processes of the historical instruments can be accessed at any time, the institute needs a powerful and future-proof system tailored to its requirements.

Cooperation with the University began in October 2017 in the context of the student project "Historic production and documentation (HisProDoc)". In this project, 16 students under the leadership of Prof. Dr. Richard introduced a suitable ERP system and supported the institute in its digital transformation. Due to greater requirements on the system, the second project – HisProDok2 – followed in summer semester 18/19. As part of this project, two Master of Applied Research students recorded, analyzed and implemented the new requirements. Due to a change in technology by the ERP system provider in mid-2019, the institute now had the option to migrate its current system to the new, future-proof cloud variant.

In the third part of the project, seven students from the Business Administration and International Management study programs first developed a business case. Under the leadership of Prof. Dr. Waibel and **Alexander Hüther**, Master student and research assistant in the HSA\_ops research group, the students established a comparison between the different options and made a corresponding recommendation to the institute. Furthermore, in the second project phase, the current requirements on the ERP system were checked and recorded in a specification sheet.

The results of the project were presented during a final presentation on 9 January in Greifenberg and handed over to the institute. Migration to the new system will now be performed based on the developed specification sheet.

*Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel*



The workshop at the Greifenberg Institute of Organology.

## GÜNZBURGER STEIGTECHNIK GMBH: INVENTORY OPTIMIZATION

Günzburger Steigtechnik GmbH is a leading manufacturer of ladders, scaffolding, special structures and rescue technology.

The family company, which is based in Günzburg in Swabia and only produces "made in Germany", currently employs over 350 people and, with its high product quality and always innovative products, is considered one of the pioneers of the industry. In the last number of years, the positive development of the company also led to steadily increasing order numbers. Due to this growth and the ever changing market conditions, the company is faced with a number of new challenges.

To ensure that it is equipped for the future in the logistics and production planning sector, Günzburger Steigtechnik relied on the expertise of the HSA\_ops research group for optimized value creation in a practical project. The project was conducted under

the leadership of Prof. Dr. Michael Krupp and the two research assistants **Matthias Bestle** and **Tobias Merkle**. The aim of the joint project was to analyze and optimize inventory.

The focus was initially on a detailed analysis of logistics and production processes. For this purpose, the HSA\_ops research group team exported and analyzed relevant data from the ERP system using process mining software, which allowed faults in the process flow or long idle and waiting times, for example, to be identified. In addition, the inventories and KPIs of the relevant warehouses were examined based on further detailed data analyses. Based on the results of the analyses, the project team together with the executive board and management developed various target concepts which were first checked for practicality and feasibility and then elaborated in more detail. In this way, for example, it was possible to

demonstrate the prototype of a planning board for optimized order entry in production and test it in practical use.

Managing director **Ferdinand Munk** and project manager **Franziska Munk** were clearly satisfied with the results. "The project highlighted a great deal of important information for us with which we can work very well internally.

Through the consistently constructive cooperation and lively discussion with the team from the University, solutions were developed that truly suit our company and can be integrated in our processes." Both sides hope to continue successful cooperation as in the past.

*Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel*

## FRESH AIR FROM OFFINGEN ALL OVER THE WORLD

In Offingen, **BWF Offermann**, Waldenfels & Co. KG produces textiles and plastics for industrial applications. Filter media for dust extraction of waste gases from industrial plants represent a core product. A very broad and deep product range is produced and distributed around the world via regional subsidiaries. A complex value creation network has emerged over the years. Through the distributed production and distribution structure, e.g. in Russia, Turkey, Austria and the USA, the regionally organized subsidiaries can respond to typical needs of customers on location. This consideration of customer requirements results in high product diversity across the entire group. This strength in sales becomes a challenge in logistics.



L. to r.: Pascal Windeisen, Clemens Lewin, Mona Hegele, Philipp Gruber, Silke Scheu, Wolfgang Pfeifer and Dr. Philipp von Waldenfels.

The aim is firstly to operate the described distribution network effectively and efficiently. On the other hand, high flexibility in relation to customer requirements is aspired to. To continue to meet both objectives at the same time, the BWF Group is currently cooperating with the research group for optimized value creation (HSA\_ops). The focus of the cooperation is on the harmonization of inventories, needs and prognoses in the entire value creation network. Supply bottlenecks and logistical fluctuation effects are to be reduced or moderated. At the same time, it should be possible to meet individual customer requirements through high variant diversity. In a complex value creation network, there is therefore a need for specific safeguards for communication within and outside of the network, during requirement planning and ordering of unfinished and semi-finished products. These are classic logistical challenges that require individual solutions, which the BWF Group is working on together with the HSA\_ops.

*Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel*

## EI™ STUDENTS AT GLOBAL MARKET LEADER RATIONAL AG



The guests at Rational AG in Landsberg am Lech.

In the context of the lecture series Entrepreneurship, Innovation & Technology Management (EI™), Rational AG, a hidden champion with strong roots in the region and global market leader in thermal food preparation, invited the students to visit in Landsberg am Lech.

**Sebastian Gaschler**, EI™ alumnus and now working in strategic purchasing at Rational AG, was the students' guide during a very varied day. After a brief introduction to the company, the participants experienced an interesting factory tour before they got to work themselves and analyzed the business model of Rational AG using the Business

Model Canvas Framework. Afterwards, Sebastian Gaschler explained what is behind the term "Company-in-company", a protected term by Rational AG, and what he sees as the advantages and disadvantages of working in a corporate startup.

As culinary highlight of the day, the entire group were treated to a 3-course meal in the staff canteen. All in all, it was a very worthwhile excursion with many lessons learned and examples from practice.

*Information: Prof. Dr. Labbé and Manuel Schulze, adjunct lecturer*

## DIGITAL MARKETING: INSIGHTS INTO KOMMDIREKT



The Augsburg agency for digital marketing, kommdirekt, invited students from the Business Administration study program to speak about recent customer projects and trends in online marketing. Agency head Bernd Arnhold (bottom right) and digital project manager Katja Hopfes (2nd from r., back) were wonderful hosts – with agency dog Lotta.



company control due to increased responsibility within the company.

Information and registration under <https://tcwdonau-ries.de/weiterbildung/zertifikatskurse>

### Marketing, Sales and Customer Management

Customers and products are at the center of every business relationship. In a globalized and medialized world, marketing and sales require well-founded and interdisciplinary knowledge. This is the only way to ensure that the right decisions can be made at the right time.

Target group: Specialist and management staff from sales, marketing, product management and corporate communication as well as research and development.

Information and registration under <https://tcwdonau-ries.de/weiterbildung/zertifikatskurse>.

### New: Economist in Health and Social Sector

Business administration know-how and management knowledge are essential for leadership roles. In times of scarce resources with increasing specialist and administrative requirements, it has become paramount for employees in the fields of healthcare and social services to think and act economically. In addition, new requirements need to be managed proactively.

In this course, the participants learn how to think as entrepreneurs, acquire profound business administration knowledge of the methods involved in cost and price calculation and economic efficiency calculations, and gain know-how for designing efficient work processes and employee management. This enables them to make decisions on a specialist and economic basis, and to systematically implement these decisions.

Key contents are:

- Personnel management, law, marketing
- Accounting, cost management, controlling
- Management methods – in particular, project, quality and process management
- Individual specialist coaching

Target group: Specialist and management staff in the field of healthcare and social services who will require enhanced business

administration know-how and management skills due to increased responsibility within the company because they are to take on leadership functions or would like to qualify for senior positions.

The courses will take place at Augsburg University of Applied Sciences. The further modules comprise 16 attendance days (Friday afternoons and Saturdays).

Information and registration under [weiterbildung.wirtschaft@hs-augsburg.de](mailto:weiterbildung.wirtschaft@hs-augsburg.de)



### Contact partners in Augsburgs:

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### Contact partner in Nördlingen:

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You can find further information about continuing education at the Faculty and a brochure for download under: [www.hs-augsburg.de/Wirtschaft/Inhouse-Firmenseminare.html](http://www.hs-augsburg.de/Wirtschaft/Inhouse-Firmenseminare.html).

**WORKSHOP: DIGITALIZATION OF FINANCIAL PROCESSES**

**Peter Keefer**, Partner at 4C Group, a business consultancy firm specializing in financial management and digitalization,

held a workshop on digitalization of financial processes in the scope of the “Digitalization in Controlling” project by Professors Erdmann and Warkotsch. The participants discussed topics including the challenges of changing from analog to digital business

models and the effects of electronic invoicing on processes in companies’ finance departments.

*Information: Profs. Dr. Erdmann and Dr. Warkotsch*



The students with Peter Keefer (right) and professors Nicolas Warkotsch, Georg Erdmann and Michael Feucht (from left).

**1ST GFO REGIONAL MEETING: DIGITAL TRANSFORMATION IN AUGSBURG**

9 October was a busy day at the Augsburg University of Applied Sciences. A total of 30 participants from regional companies, consulting firms and research institutes came together to share experiences from their digitalization projects. gfo stands for **Gesellschaft für Organisation e. V.** (Society for Organization) and, this year, Augsburg joined the extensive, nation-wide network of organization designers as official region under the leadership of Prof. Dr. Sarah Hatfield.

After a brief look at the results of a survey of students at the Augsburg University of Applied Sciences on the current status of digitalization in the region, it was straight down to interaction, moderated by Prof. Dr. Sarah Hatfield. With perspectives directed either at people, teams or the entire organization, intensive discussion of challenges to date, best practices and hopes for the future took place in each group. It became clear

that the important thing is to understand the background. Positive experiences with blindly following concepts have been limited. Rather, success lies in adapting procedures to the specific requirements of the companies.

**Christian Stelzmüller**, head of personnel development at BSH in Dillingen, presented the “Hardware +” approach of this company, where the + stands for digital services. For example, smart home applications, remote services and, of course – using the example of refrigerators – automatic replenishing of foods and voice control are becoming more prevalent in households. New business models, such as renting washing machines in student accommodation using an app, point to a “shared economy” in the future. How can employees within companies prepare for such changes? With a healthy dose of entrepreneurial spirit, application of agile work methods, and lots of room for experimentation in creative atmospheres, of course.

**Peter Kobriger** from VISPIRON Systems brought the evening to a close with a humorous look at the topic and asked: “What could we do to make sure digitalization doesn’t stand a chance in our company?”. While the question is tongue-in-cheek, examples such as the unchecked flow of personal data are of course serious and are brought to light by this reverse view, while the focus would normally be on opportunities.

Conversation continued long after the official conclusion of the event.

*Information: Prof. Dr. Hatfield*

**ALUMNI AS GUESTS IN THE MARKETING EXPERT GROUP**

A few years ago, they were students themselves. In winter semester 2019/20, alumni returned to report on their fields of work in marketing management.



Theresa Lechner

**Theresa Lechner** completed her Bachelor in International Management at the Augsburg University of Applied Sciences and subsequently a Double Master at the University of Tübingen and the Strasbourg Business School. After a number of career stops, for example in Customer Relationship Management at Hubert Burda Media, she joined the young team at Joyn, the new streaming platform of ProSiebenSat. 1 Media and Discovery. Theresa Lechner told the students of the Marketing/Sales/Media Master course about the setup of the platform, explained the streaming products and provided interesting insights into her personal work environment in a digital media company.



Patrick Weiss

**Patrick Weiss** is a marketing professional in the consumer goods sector. He laid the foundation for this at the Augsburg University of Applied Sciences, first with a Bachelor in International Management and finishing with a Master degree in Marketing/Sales/Media. He gained experience abroad at the university Abat Oliba CEU in Barcelona. He was quickly drawn to the area of brand management. His professional career has included periods at BMW, Heinz, Babybel, Campari and Müller. During his visit to the English-language “Corporate Communication” course, he demonstrated how he developed and implemented a brand campaign at Campari together with agencies. The students, from ten different countries, received not only insights into brand management but also personal tips on career planning.



Stefan Rockinger

**Stefan Rockinger** currently works as an e-commerce specialist at check24 in Munich. Students of the Marketing specialization “International Marketing and Communication Management” received highly topical insights from him into “Predictive Marketing for Existing Customers”. He presented a model with which probability of future customer requests for specific products can be calculated. In practice, this has been shown to significantly increase the effectiveness of targeting. Predictive marketing not only means a considerable cost advantage for the company, but also contributes to customer satisfaction because only interested persons are targeted.



Digital Marketing: The Google Future Workshop.



Oliver Weber

**Oliver Weber** and **Sonja Karmann** made a stop at the Faculty of Business with the Google Future Workshop. During the introductory lecture to Marketing Management, Bachelor students of the Business Administration and International Management programs had the opportunity to become more familiar with a specific area of digital marketing at Google. The experienced trainers introduced the main features and functions of Google Analytics. Based on live analyses, they showed specifically how the search engine giant’s tool can be used.

**SUCCESS SKILLS**

**Shannon Ritvo** is an alumna of the Augsburg University of Applied Sciences and is a self-employed trainer and coach. In an interactive lecture, she encouraged International Management and Engineering students to recognize key skills and implement them directly. She referred to approaches by the American communication and motivational trainer Dale Carnegie. The students were impressed and recognized that personality building is a key to the successful application of technical skills.

*Information: Prof. Dr. habil. Kellner*



Shannon Ritvo

**DIVERSITY BETWEEN EQUAL OPPORTUNITIES AND RETENTION OF POWER**

On 4 December 2019, the Augsburg University of Applied Sciences again welcomed **Thomas Sattelberger** to hold an inspiring talk which offered insights into decision-making processes at the top level of international corporations. For many years, Thomas Sattelberger was one of the leading representatives in the HR sector and an important designer. He can legitimately be called a pioneer: For example, long before the corresponding legal initiative, he was responsible for setting the objective of 30 %



Thomas Sattelberger, MdB

**FLYTECH: NEW WORK OFFICES**



Prof. Dr. habil. Klaus Kellner (left), Kai Blessing (2nd from left) and Özcan Sahin (far right) from Flytech with the project group of the MVM Master course.

In the “Product Management” course of the MVM Master program, **Kai Blessing** and **Özcan Sahin** demonstrated based on professional product management how digital transformation can change modern office management. Thanks to the “Managed

Service Solutions”, Flytech customers are able to concentrate on their core business and thus increase value creation.

*Information: Prof. Dr. habil. Kellner*

women in management at Deutsche Telekom, the first DAX company to do so. He worked for Deutsche Telekom as Human Resources Officer and Labor Director from 2007 to 2012, and for the car supplier Continental from 2003 to 2007. Before this, he was Chief Operating Officer at Lufthansa from 1999 to 2003. Since 2017, he is a member of the German parliament and spokesperson of his FDP parliamentary group for innovation, education and research.

The participants in the event were a mixed group, mostly made up of female students from the Change Management advanced module, international students of the HR Management module, practitioners from companies in the region, and various University colleagues.

The guest speaker first introduced current research results that show the positive effects of various diversity dimensions on the innovativeness of companies. For changes, he emphasized the importance of a “critical mass” – i.e. at least 20% female managers – and stressed that Germany is currently well behind internationally when it comes to

women in management and on executive boards. For many years, Thomas Sattelberger has criticized economic organizations, in particular, for having a tendency towards uniformity – he calls this homosocial reproduction and conservative exclusion. He also pointed out that – as has been shown in recent studies – social media such as Instagram, YouTube etc. actually further reinforce stereotypical roles. In addition, he warned against negative assessment of childcare for small children outside the home and comparing it to “like in East Germany” – in other countries, children are sent to nurseries not just to be supervised, but for stimulation and social contact.

Unfortunately, the topic is of less interest to men, but they also need to shape corporate culture in a modern way: “Cultural work is the heart of human resource work”, says Sattelberger. “The rest, such as recruiting, salary etc., is manual work.”

*Information: Prof. Dr. Regnet*

**RECRUITING WITH SAP SUCCESSFACTORS**

On 21 November, **Sarah Reinhold** visited the Human Resource Management Master program for a practical lecture. A student herself until three years ago, after a period abroad at Henkel in Amsterdam, she has been a consultant at TalentChamp Consulting GmbH for more than a year. She advises customers on migrating to or getting started with SuccessFactors, the SAP complete solution for HR applications from the cloud, which also facilitates mobile working.

TalentChamp Consulting GmbH was founded in Austria and is one of the leading SAP SuccessFactors specialists in the German-speaking world. The consultants are all certified and experienced in projects in SMEs all the way to global players. Since 2019, TalentChamp has belonged to the All for One Group.

For the Master students, it was interesting to receive an insight into the working procedures and experiences in the HR IT consulting sector. Human resources students often do not immediately think of this sector when starting their careers, but it offers great potential and possibilities for personal development. In terms of contents, the overall process of introducing recruiting software was described. The speaker spoke in detail about the work procedure, from scoping to the quote, through the kick-off workshop and project start, to testing and project progression, all the way to optional customer training and conclusion of the project with the go-live phase and, finally, transition to the support phase.

She placed particular emphasis on the fact that the opportunities of SF lie not only in efficient candidate management, but that HR marketing and job advertising, along with the search engine optimization required for this, should also be integrated. This makes workflows easier and increases the chance of actually reaching potential candidates. It is also possible to incorporate test results or video/automated interviews.

The students were granted an interesting insight into the practice of change and consulting projects and into current technical HR IT developments.

*Information: Prof. Dr. Regnet*

**LECTURE SERIES IN EITM – ENTREPRENEURSHIP, INNOVATION AND TECHNOLOGY MANAGEMENT**



Prof. Dominik Bösl



Viktoria Lindermeier



Dr. Dirk Haft



Dr. Jörg Karas

Photo: Schwan-STABILO Cosmetics

Last winter semester, many compelling guest lectures took place once again in the context of the EITM specialization, led by Prof. Dr. Marcus Labbé.

**Prof. Dominik Bösl** from the Bavarian School of Economics - computer scientist, futurologist, innovator and top manager in the area of robotics at Festo AG – kicked off with the lecture: “Artificial intelligence and common sense: Promises and errors”. The guest speaker is a techno-optimist, but absolutely does not wish to be known as a techno-populist. Robotics and artificial intelligence will penetrate and enrich all areas of life. It is up to all of us to shape this progress in a sustainable and responsible way. This requires governance frameworks for improved regulation as well as open discourse on the use of technology.

**Dr. Dirk Haft**, who spoke about “Insider knowledge: From Venture Entrepreneur to Corporate Entrepreneur”, was another top-class speaker. Dirk Haft has both a PhD in physics and an Executive MBA. He is a member of the board of WITTENSTEIN SE and part of many supervisory boards, including being chairperson of the supervisory board of baramundi software AG, which is based in Augsburg. His guest lecture focused on his experiences as quantum physicist, lateral thinker, driver of innovation, designer, chance-taker and team builder. His first vocation was self-employed freedom, his latest task the reorganization and digitalization of a growing global leader in traditional mechanical engineering.

Guest speaker **Victoria Lindermeier** is a recent alumna of the Augsburg University of Applied Sciences. Last summer, she examined the positive convergence between biology and technology. The sophisticated and proven optimization processes of living nature provide an almost infinite pool of ideas for technology. In this respect, the interdisciplinarity of these two areas of science is very promising. Her lecture was therefore called: “From Velcro to gene technology: Focus on BIONICS”.

In January, Prof. Dr. Marcus Labbé welcomed EITM alumnus **Maximilian Braun** with a guest lecture titled: “Science, technology, society – know, can, may and should in the 21st century.” However, his lecture was not so much about answers. As philosopher Karl Popper rightly said: The question comes before the answer. In this light, the lecture examined which questions our science-based and technology-oriented societies need to ask themselves in the 21st century. The question of responsibility, which often cannot be clearly answered in the interaction between technological possibilities, scientific evidence and societal values, is key here.

**Dr. Jörg Karas** finished with his lecture on beauty in a digitalizing society. Among other things, he has been managing director at Schwan STABILO Cosmetics GMBH & Co. KG, a driver of innovation, digitalizer and transformer.

Jörg Karas is certain that Snapchat and Instagram filters are having an increasing effect on our perception of ourselves and others and that, increasingly, trends will no longer be in the hands of the beauty brands. An industry which still does not meet the real needs of consumers even in times of customer centricity will change more in the next 10 years than in the last 100 years. We used to learn how to apply makeup from our mothers, today we learn it from YouTube (for now). In future, this knowledge will no longer be required. The result will be in the focus of a new industry.

*Information: Prof. Dr. Labbé*

**IBF ALUMNI:  
WEDDING IN MEXICO**

After successfully graduating from the Master program International Business and Finance in 2018, **Eva Gomez Canto** and **Rafael Duarte Castro** have got married in their home country of Mexico. Some of their former classmates from Augsburg were invited to the wedding. Congratulations!



Ruth Barrios Aviles, Christian Arciniega Martin, the happy couple Rafael Duarte Castro and Evangelina Gomez Canto, and graduates Benjamin Schellinger and Martin Vasquez-Ruiz (l. to r.).

**NEW CONCEPT: HUMAN RESOURCE MANAGEMENT MASTER PROGRAM**

The Master program has been conducted at the Augsburg University of Applied Sciences with great success for 10 years. It was time to fundamentally revise the concept. The Master program is being adapted to current requirements both in terms of content and methods.

**Key changes:**

- Cooperation between the Augsburg and Kempten Universities of Applied Sciences
- The lectures take place at the Augsburg University of Applied Sciences and the block courses take place at Illertissen Castle

- New modules including: HR IT, Project and Process Management, Health Management, Aging Workforce, Knowledge Management and Innovation, Understanding Business, Social Insurance Law, Data Protection
- Elective subject(s) in 3rd semester for individual specialization
- English class with native speaker
- Blended learning with online learning

The objective is to qualify students for demanding specialist and leadership positions in the field of HR. Of course, there is a focus on dealing with staff. In addition,

competent management of company challenges is important. This relates to designing change processes, HR controlling, digitalization, and also advising specialist departments and managers. Finally, the societal challenges need to be managed proactively – think of societal megatrends, but also legal frameworks and recent crises.

**What has stayed the same?**

- Study duration of 3 semesters
- Personal meeting before confirmation of a place on the course
- Generalist orientation for preparation for demanding HR roles in the economic, consulting and health sectors
- A semester abroad is supported, partner universities of the Augsburg and Kempten Universities of Applied Sciences are available, but a semester abroad usually extends the duration of the study program
- Master thesis in cooperation with companies or as independent empirical study
- Professors from the involved universities of applied sciences and from practice
- Practical council with experienced HR representatives from the region
- Excursions to companies of the region

Information: Prof. Dr. Erika Regnet,  
Director of Studies  
[www.personalmanagement-master.de](http://www.personalmanagement-master.de).

**Personalmanagement (M.A.)**  
Eine Kooperation der Hochschulen Augsburg und Kempten

**NEW MASTER PROGRAM: MARKETING MANAGEMENT DIGITAL**

The Faculty of Business will offer a new Master program from winter semester 2020/21: Marketing Management Digital, MMD for short. The new study program, which will replace the previous Marketing/Sales/Media program, will deal in greater detail with the requirements in marketing management of technology-oriented companies and convey skills for the digital transformation.

- Start of study program: winter semester 2020/21
- Location of studies: Augsburg University of Applied Sciences, Faculty of Business, Rotes Tor campus
- Duration and form of studies: Five semesters, can therefore be studied

part-time; can be shortened to four semesters in individual cases.

- Study contents: Business profiling and product management, marketing communication and brand management, market research, marketing of industrial goods and services, data protection, e-commerce, digital business, digital communication design, data science, and more, as well as elective modules with special skills such as business planning and new working
- Application requirements: Bachelor degree with a minimum grade of 2.0 (only WS 21/22: minimum grade 2.5) from a business or engineering program; application also possible with a BA in a social or media science subject, but evidence must

be provided of at least 5 ECTS from business modules

- Applications: From 2 May to 15 June with usual application documents and letter of motivation
- Selection process: Aptitude tests with points system; admission interviews with candidates with a final BA grade of 2.0 to 2.5 (only for WS 20/21); admissions only take place in the winter semester
- Information and special features of the application process for WS 20/21: [www.hs-augsburg.de](http://www.hs-augsburg.de)

Director of studies and contact partner:  
Prof. Dr. Manfred Uhl, [manfred.uhl@hs-augsburg.de](mailto:manfred.uhl@hs-augsburg.de)

**ALUMNI: MEETING OF GRADUATES FROM 2004**

After more than 15 years, graduates of the Business Administration Diplom program met up again in Augsburg in mid-February 2020. Together with Professors Kellner and Riegel, they spent a wonderful evening shar-

ing anecdotes and profound conversations about the development of the world and universe as well as, of course, enjoying a drink or two. The conclusion of the evening was that everyone “became something” and

many traveled the world. There was also general agreement that the alumni want to stay in contact with the faculty. The next get-together is already planned.



Graduates from the year 2004 with professors Kellner and Riegel.

**SONNTAG & PARTNER SPONSORS LECTURE HALL**



Representatives of the University and Sonntag & Partner at the opening of the Sonntag & Partner lecture hall: Prof. Dr. Helmut Wieser, Vice-President of the Augsburg University of Applied Sciences, Oliver Kanus, partner, auditor and tax consultant at Sonntag & Partner, Prof. Dr. Michael Feucht, Dean of the Faculty of Business, at the Augsburg University of Applied Sciences (from l. to r.).

To further reinforce its involvement at the Augsburg University of Applied Sciences, **Sonntag & Partner** is sponsoring lecture hall W 1.01 at the Faculty of Business for a period of five years. During a photo session, representatives of Sonntag & Partner and the University officially opened the newly named “Sonntag & Partner Lecture Hall”.

The respected corporate law firm has had a close relationship with the Augsburg University of Applied Sciences for many years. The law firm has already enriched the curriculum with guest lectures and adjunct lecturers, and has participated in the further development of the University by sending a member to the board of trustees. By sponsoring a lecture hall, Sonntag & Partner will now be a visible daily presence at the Faculty of Business for at least five years.

“With the sponsoring of a lecture hall, we are very pleased to be able to further expand our cooperation with Sonntag & Partner so that even closer collaboration can take place”, says the Dean of the Faculty of Business.

During the lecture hall opening, **Oliver Kanus**, partner at the Sonntag & Partner law firm, said: “The students and graduates of the Augsburg University of Applied Sciences represent an important potential workforce for us and the region. Sponsoring the lecture hall opens up new possibilities to foster even closer contact with the students and, at the same time, support the University in its work.”

*Information: Prof. Dr. Feucht*

**PROCESS DEVELOPER IN LOGISTICS: CERTIFICATE CEREMONY**

In the presence of René Mick, Chairman of the Board of Swabian Logistics Cluster, the first 11 graduates of the part-time continuing education course “Process developer in logistics” celebrated completing the course. On Wednesday evening, 18 September 2019, they received their University certificates during a ceremony in the historic atmosphere of the Silbermann villa.

Director of studies Prof. Dr. Florian Waibel and program coordinator Benjamin Reichart bade farewell to the first class of students. The graduates celebrated together with professors, lecturers and staff of the faculty at the Augsburg University of Applied Sciences.

The Vice-President for Continuing Education and Knowledge Transfer **Prof. Dr.-Ing. Elisabeth Krön**, the Chairman of the Board of the Swabian Logistics Cluster **René Mick**, and the Dean of the Faculty of Business Prof. Dr. Michael Feucht also said a few words. The successful event was rounded off by a graduate speech by **Michael Knoblauch** and musical accompaniment of the celebrations by **Dennis Egger**.

The one-year certificate course to become a “Process developer in logistics” is designed as a part-time, vocational course and expands the range of continuing education offered at the Augsburg University of Applied Sciences. Over two semesters, professors with relevant industry know-how convey up-to-date process knowledge to the participants with consideration of the latest technology, legal conditions and aspects of staff management. Credit points gained in the course can be transferred to the part-time Bachelor program International Management and Engineering. To facilitate employees, the attendance classes mostly take place in the evening and at weekends. The continuing education course to become a process developer in logistics has the objective of conveying in-depth, logistics-specific process management knowledge. After successful completion of the program, graduates should have the knowledge necessary to take on planning, coordinating and leading activities in the field of logistics.

*Information: Prof. Dr. Waibel*



Photo: Jonas Jeitzig

Graduates of the part-time certificate course “Process developer in logistics” together with professors and sponsors.

**VISIT TO ONTARIOTECH UNIVERSITY, TORONTO, CANADA**



OntarioTech University is a partner of the Augsburg University of Applied Sciences. Students from Augsburg regularly spend their semester abroad at its Faculty of Business and Information Technology at the newly built campus in Oshawa, a suburb of Toronto.



Prof. Dr. Manfred Uhl (right) visited OntarioTech University to discuss expanded cooperation approaches in marketing management. Also pictured: Dr. Patrick Hung (3rd from r.), who has already taught at the Augsburg University of Applied Science and is returning to the Faculty of Business in summer 2020.

**VISIT FROM PRESBYTERIAN COLLEGE, CLINTON/SOUTH CAROLINA, USA**



The guests from the USA came to the faculty to discuss establishing a partnership in marketing management. R. to l.: Caleb McGill and Prof. Dr. Kurt Gleichauf from Presbyterian College, Prof. Dr. Michael Freiboth, Diana Wong and Prof. Dr. Manfred Uhl.

## DOUBLE DEGREES



Sara Bertazzini (Università degli Studi di Modena) as well as Tim Lindner and Matthias Heiss-Rehm (Edinburgh Napier University) received double degree certificates. They were congratulated by the Dean, Prof. Dr. Michael Feucht (left), and Prof. Dr. Wolfram Schönfelder (right).

## VISIT FROM UNIVERSITY OF SZEGED, HUNGARY



In winter semester 19/20, Gabriella Maczko from the International Office of the University of Szeged was a guest at the Faculty of Business for one week. R. to l.: Prof. Dr. Wolfram Schönfelder, Prof. Dr. Michael Feucht with Gabriella Maczko from the University of Szeged and Diana Wong.

## FIRST DOUBLE DEGREE WITH THE UNIVERSITY OF THE SUNSHINE COAST



IWI student Johannes Kellner was the first exchange student to successfully meet all the conditions for a double degree with the University of the Sunshine Coast in Queensland, Australia. After completing his Bachelor thesis, he will also graduate from this University shortly. Congratulations!

## MARKETING MANAGEMENT: COMPETENCE, EMOTION, BUSINESS



Prof. Dr. Hariet Köstner with Prof. Dr. habil. Klaus Kellner (bottom left) and Prof. Dr. Manfred Uhl in the lecture hall – their favorite domain.

## What is marketing management about?

**Prof. Kellner:** Marketing management is at the heart of every business. It deals with how mutual benefits can be created for companies, their customers, and ideally also for society.

If a company does not create benefits and cannot satisfy consumers with its offerings, it will not survive. Our purpose is therefore to convey skills that are required in the central functions of marketing management. These include market-oriented business and company development, product management, sales, market and corporate communication. They are technical and methodical skills as well as application and social skills. This marketing philosophy contributes to developing personalities that can motivate, take on responsibility and create sustainable value for the economy and society.

## In which study programs is marketing management contained?

**Prof. Uhl:** In the orientation phase, we are first teaching this subject in the Bachelor programs Business Administration, International Management and International Management and Engineering. The focus is on the basic understanding of marketing and the most important tools. In the sixth

and seventh semesters, the students can then deal with marketing management in depth. We get into the finer details in the Marketing/Sales/Media Master program and, as of winter semester 2020/21, in the new Marketing Management Digital Master program. We are also represented in the part-time study programs International Management and Engineering and Technology Management.

## Which professors teach the subject? What professional experience do they have? Are there special focuses?

**Prof. Köstner:** Essentially, there are three of us: Myself and my colleagues Klaus Kellner and Manfred Uhl. However, not to forget that we can rely on the valuable support of highly experienced adjunct lecturers. Our respective technical and career backgrounds complement each other almost perfectly. Prof. Kellner is not just a qualified university lecturer who also teaches at the Augsburg University; he also has many years of experience in product management and in international sales. Prof. Uhl is our communications expert. For example, he has worked in media studies at a technical university and was subsequently responsible for marketing and corporate communication in various companies for many years. I myself special-

ize in market research. After my time at the University of Erlangen-Nuremberg, I supported companies in almost all aspects of market and consumer analysis in several market research institutes. Our special focuses are therefore: Marketing strategy and business profiling, marketing and corporate communication as well as customer-centered research and statistical analysis methods.

## As you know, theory is not everything. Which practical projects does the expert group offer?

**Prof. Kellner:** At a university of applied sciences, practical application is of particular importance. Therefore, we not only integrate reality in the course contents, but also complement the content regularly with guest speakers, excursions and, of course, projects.

**Prof. Köstner:** There are three more details that may be of interest. Firstly, we offer at least one practical project each semester. Secondly, the projects often have an international orientation. For example, we have worked to date for the European Capital of Culture Riga and for a Finnish company dedicated to upcycling textiles. And thirdly, we develop concepts not only for businesses, but also often for non-profit organizations.

## There will be a new Master program in marketing this winter semester. Can you tell us a little about it?

**Prof. Uhl:** Yes, we are moving from the previous Marketing/Sales/Media program, a cooperation with the TH Ingolstadt, to the new Marketing Management Digital program, MMD for short. This brand-new offering is based primarily on many impetuses from business. Secondly, we have combined aspects of digital transformation in marketing with the special requirements of technology companies into a Master program. And finally, it is a package of marketing, law, IT and other skills that are very useful in a changing world of work. The study program will start in winter semester 20/21. Information on the exact study contents and on application procedures is provided on our website.

**WITH THERESA LECHNER,  
SENIOR CRM MANAGER  
AT JOYN AND ALUMNA  
OF THE FACULTY OF BUSINESS**



**Ms. Lechner, you work as a senior manager in Customer Relationship Management at the streaming platform Joyn. Can you briefly describe your duties? What are the challenges in a digital media company?**

As the name suggests, customer relationship management (CRM) concerns the customer relationships of a company. In this context, we as a department organize interaction with customers in such a way that the specific customer group receives the information and offers relevant to it at the right time via the appropriate communication channel. To ensure this, we support our customers with communication along the individual customer life cycles and compose the suitable communication strategy for each phase. This includes a wide variety of emails (e.g. newsletters) for our users, which we comprehensively control. My duties include, for example, developing communication strategies based on extensive data analyses, implementing them and collating the results. Furthermore, I am responsible for conducting and processing different customer surveys. The dynamics of both the media industry and the field of CRM is a challenge, but also the attraction. Customer and consumption behavior, technical possibilities and also the industry itself are characterized by constant change. This requires flexibility, fast action and continuous further development.

**You successfully completed the International Management Bachelor program at Augsburg University of Applied Sciences in 2013. Why did you choose this study program? What subjects did you specialize in?**

During my school days, I had already decided that I was going to specialize in business and I enjoyed this subject. It was a given that I would choose a business-related course. Another criterion that was important to me was the international orientation of the study program and the option to easily integrate time abroad into the course of study. I found both these things at the Augsburg University of Applied Sciences with the International Management program. Both of my major subjects were in the extended marketing field. During my time abroad in France, I studied the subject "International Marketing Communication Strategy". I studied my second major "Corporate Communication and Business Profiling" in Augsburg, where I also wrote my Bachelor thesis on the subject of brand communication.

**After your Bachelor, you decided to complete a Double Master in European Management at the University of Tübingen and the Strasbourg Business School. To what extent does internationality play a part in your working day?**

The topic of internationality actually does play a part in my working day at the moment, because colleagues of about 25 different nationalities are employed at Joyn. We generally communicate in English, which absolutely reminds me of my studies. Cooperation in intercultural teams was regularly on the agenda in a large number of projects, especially during my Double Master in Tübingen and Strasbourg. Because the aspect of "interculturality" played an important role in the choice of both my study programs, it is all the nicer for me to experience this again in my every-day work.

**Can you still remember your first day at the Augsburg University of Applied Sciences? What comes to mind? And, looking back on your studies, what advice would you give to new students?**

I remember my first day at the Augsburg University of Applied Sciences well. At the time, the Faculty of Business was still in Schillstraße, so that the lecture hall I was looking for – expecting a room in a building – had been relocated to a container. It was an interesting surprise on my first day, and I'm sure many of my classmates remember it too. I would advise all new students to look at a wide variety of departments and companies during their studies through internships and working student placements. It is enjoyable, and I believe it really helps you to find your own career path. However, above all, you should fully enjoy your student years. Aside from all the knowledge and skills gained, friendships are often cultivated which are sustained long after graduation, and this is a wonderful enrichment.

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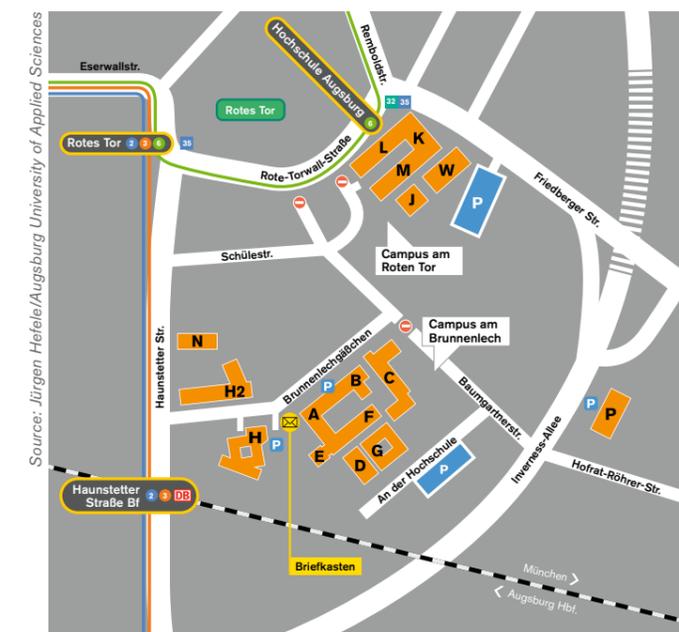
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