



**Hochschule
Augsburg** University of
Applied Sciences

gP

Winter 2017 / 18

BUSINESS

Sought-after personalities – Augsburg University
of Applied Sciences

RESEARCH
Eco-innovation

FACTS**Students**

at the Augsburg University of Applied Sciences: 6285

in the Faculty of Business
(incl. IWI and MVM): 1598

of which:

BA Business Administration (BW)	542
BA International Management (IM)	451
BEng International Management and Engineering (IWI)	289
MA International Business and Finance (IBF)	72
MA Human Resource Management (PMG)	78
MA Marketing/Sales/Media (MVM)	115
MA Tax and Accounting (MSR)	51

Advanced modules**in BA Business Administration in WS 2017/18**

- Change Management
- Controlling
- Entrepreneurship, Innovation and Technology Management
- Capital Markets, Financial Institutions and Investment Management
- Product Marketing and Sales Communication
- Auditing and Accounting

Advanced modules**in BA International Management in WS 2017/18**

- Corporate Communication and Business Profiling
- European Business Studies
- Supply Chain Management
- Management Accounting

Advanced modules**in BEng International Management and Engineering in WS 2017/18**

- Operations Management
- Entrepreneurship, Innovation and Technology Management

International exchange programmes

Students from foreign partner universities (incoming):	62
Students at foreign partner universities (outgoing):	98

Status: 4 October 2017

COVER

Oliver Kanus,
partner at Sonntag &
Partner, Augsburg



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

The “reputable businessperson” concept – a centuries-old tradition in European economic affairs and an essential condition of economic success for generations of businesspeople – seemed to have lost its significance during the decades of deregulated markets and a global economy driven by an Anglo-Saxon principle of legality. The reliable contract based on a handshake, which could be agreed upon with faith in the good behaviour of the market players, was replaced by contractual constructs of several hundred pages in which every conceivable eventuality had to be explicitly regulated. And whatever was legal according to the wording of laws and contracts was done, even if the action clearly contradicted the intention of the legislator or general social values.

However, the idea of a code of conduct in business is currently experiencing an unexpected renaissance in Germany: A significant sentence was inserted in the foreword to the new revision of the German Corporate Governance Code published on 17 February this year. After the existing note that the code “highlights the obligation of the Management and Supervisory Boards to ensure the continued existence of the company and its sustainable value creation in line with the principles of the social market economy (the company’s best interests)”, the following was added: “These principles not only require compliance with the law, but also ethically sound and responsible behaviour (the “reputable businessperson” concept, Leitbild des Ehrbaren Kaufmanns)”. At the annual workshop with the Cooperative Association of Bavaria in Grainau,

a group of students from our faculty had the opportunity to discuss reasons for and possible consequences of this philosophical change with Dr. Manfred Gentz, who was the chairperson of the Commission responsible for the new revision of the code. Dr. Gentz, who has a doctorate in law and has been a member of the board at Daimler for many years, did not mince his words. For example, with respect to the so-called “cum-ex business” scandal, he remarked that it should be abundantly clear that a tax which has been paid once cannot be refunded multiple times – even if this were legally possible due to a poorly worded law.

The new principles with which the merchants’ organisation VEEK (Versammlung eines Ehrbaren Kaufmanns zu Hamburg e. V.) summarises the model of the reputable business person are very similar to our guidelines for “sought-after personalities”. VEEK characterises a reputable business person as follows:

• **The reputable business person as an individual: Commits to upholding values**

1. Reputable businesspeople are open-minded and liberal.
2. Reputable businesspeople keep their word. Their handshake means something.
3. Reputable businesspeople develop good business judgement.



Prof. Dr. Michael Feucht, Dean

• **The reputable businessperson within a company: Creates conditions for honourable behaviour**

4. Reputable businesspeople lead by example with their behaviour.
5. Within their company, reputable businesspeople create the conditions for honourable behaviour.
6. Reputable businesspeople carry out their business activities in a forward-looking and sustainable manner.

• **The reputable businessperson in business and society: Understands and shapes the conditions for honourable behaviour**

7. Reputable businesspeople adhere to the principles of loyalty and trust.
8. Reputable businesspeople recognise and take on responsibility for the economic and social system.
9. Reputable businesspeople stand up for their values in international business also.

These principles can motivate us to place an even stronger emphasis on the value context of business activities in our teaching and research in the future. If this enables the reputable businessperson concept to be revived in our students’ minds, we will really make them into “sought-after personalities in business and society” – as intended as part of our mission for more than ten years.

I would like to sincerely thank you for your solidarity with our faculty. Our advertising customers deserve special thanks for their kind support.

Yours,

Prof. Dr. Michael Feucht, Dean

CHE RANKING: TOP MARKS

The Bachelor programmes Business Administration, International Management and Engineering and Computer Science in Economics received excellent assessments in the CHE ranking of the Centre for Higher Education Development and came in near the top. This makes the Augsburg University of Applied Sciences one of Bavaria's best rated universities of applied sciences in these disciplines. "The results of this important ranking show that the Augsburg University of Applied Sciences offers excellent conditions for studying", says the pleased President of the University, Prof. Dr. Gordon Thomas Rohrmair.

In the field of business studies, the Augsburg University of Applied Sciences is the top-rated university of applied sciences in Bavaria. The study programmes Business Administration and International Management received positive assessments: The Faculty of Business was able to place within the top group for the study situation in general, opportunities for work experience, range of courses and graduation within an appropriate time. In the detailed analysis, the Faculty of Business also received a better assessment on average than most universities of applied sciences throughout Germany. The students gave above-average assessments for support and feasibility of study, in particular. The respondents were also impressed by the breadth of the range of courses and the coordination of content between lectures and seminars. The Bachelor programme International Management and Engineering placed in the top group in three categories: opportunities for work experience, international orientation and support from educators. Only two other universities of applied sciences in Bavaria received this assessment. The students of the Bachelor in International Management and Engineering reported high satisfaction with relation to range of courses, educational support, periods abroad, the library and IT equipment. The international orientation, educational support and discussion of assignments and tests, in particular, received a significantly better assessment than the national average.

The CHE university ranking is the most comprehensive and detailed ranking in the German-speaking world. 300 universities and universities of applied sciences, more than 2,700 departments, over 10,000 study programmes, more than 30 subjects and the evaluations of their students were analysed.

Information: Prof. Dr. Feucht

SUMMER WORKSHOP: AACSB ACCREDITATION



Full concentration during "Tower of Power"

The Faculty of Business' 2017 summer workshop took place in the Parkhotel Schmidt in Adelsried in sunny conditions on the first weekend in July. In light of the excellent results in the CHE ranking, the main topic was the further development of the faculty into an internationally renowned Business School and the associated question of whether the very challenging AACSB accreditation process should be initiated. The workshop was moderated by Prof. Dr. Sarah Hatfield and Alisa Kasle-Henke. The aim of the event was not to come to a final decision on the question of AACSB

accreditation for the faculty; rather, the purpose was to create a shared basis of information and to exchange arguments on the advantages and disadvantages of this very ambitious project. The values of the faculty and its strengths, weaknesses, opportunities and risks were elaborated upon together within the group. Aside from the official part of the workshop, there were many opportunities to communicate during the breaks and in the evening.

Information: Prof. Dr. Feucht

NEW MASTER STUDENTS IN THE TEAM

After Sarah Maria Zerle and Matthias Bestle had already worked as research assistants in the HSAOps research group with great success, they both accepted the offer to begin the Master of Applied Research in October.

After her school leaving examination, **Sarah Maria Zerle** studied International Management at the Augsburg University of Applied Sciences. Here, she came into contact with the research group for optimised value creation at an early stage when she analysed the processes of this specialist area and pointed out new marketing approaches in the context



Sarah Maria Zerle



Matthias Bestle

of a business consultancy project. To acquire additional experience in the field of project management, she then supported the research group as a research assistant. During the further course of her studies, she focussed on supply chain and operations management in order to also expand upon her theory-based knowledge in logistics.

Matthias Bestle completed an apprenticeship in wholesale and export trade, for which he received the best results in Northern Swabia. After this, he was employed in the purchasing department for electrical wholesale trade at Sonepar Deutschland Region Süd GmbH, where he was responsible for material planning and order management for the central warehouse in

Langweid. However, he subsequently decided to return to education to take his school leaving examination and study International Management and Engineering at the Augsburg University of Applied Sciences. Here, he was able to obtain additional technical and business-related knowledge. During an internship semester, he expanded on his practical experience in production planning at the AudiHungaria engine plant. In the end, he specialised particularly in mechatronics and operations management.

INTERNATIONAL NETWORKS



During the summer semester, the Faculty of Business joined two important international

associations: the AACSB (Association to Advance Collegiate Schools of Business) and NIBS (Network of International Business Schools). This strengthens the network with excellent business schools and provides the faculty with the opportunity to present itself as one such school. The first chance to do so will be in May 2018 at the NIBS annual conference in Cluj, Romania. However, membership of the AACSB does not yet entail the highly regarded AACSB accredi-

tation, which is held in Germany by only very few universities and just one university of applied sciences (Pforzheim University of Applied Sciences) to date. However, the faculty does aim to achieve this accreditation in the medium term. For this purpose, Prof. Dr. Georg Erdmann, Prof. Dr. Sabine Joeris and Alisa Kasle-Henke will take part in an AACSB workshop in Malta.

Information: Prof. Dr. Feucht

CERTIFICATE COURSE: PROCESS DEVELOPER IN LOGISTICS

The diversity, complexity and dynamic nature of processes in logistics require employees to possess flexibility and autonomy paired with technical competence. The new certificate course Process Developer in Logistics addresses these requirements. The participants obtain sound knowledge on the contexts of logistics processes as well as learning about a broad range of methods for addressing specific problems. Furthermore, the practical side covers checking the use of technologies and IT systems, involving affected employees in changes at an early stage and including them in the development of processes, as well as checking legal boundary conditions. Against this backdrop, the participants also obtain an insight into the

IT, technology, employee management and legal aspects of logistics. To guarantee practical relevance, real processes are analysed, sector-typical IT tools are used, and alternative solutions are worked out based on real cases. The course narrows the gap between apprenticeships and studying in the field of logistics and process management. With consideration of the target group, the attendance sessions take place in the evenings and at weekends.

Information: Prof. Dr. Waibel
www.hs-augsburg.de/Wirtschaft/pe-l.html

ALUMNUS GIVES SIGNIFICANT BOOST TO ENERGY REVOLUTION



The GridX team: Dominik Ganswohl, Andreas Booke, David Feierabend and CEO David Balensiefen (l. to r.).

After **Dominik Ganswohl** had successfully completed his Bachelor in "International Management", he was able to start his career in the energy sector. He is currently working for the start-up energy company gridX, which has the aim of supplying producers and consumers with renewable energies and releasing them from their dependence on large corporations. With a shared digital platform for electricity producers and consumers, the young company is guiding its customers into the future of energy supply. The whole idea can be compared to a sort of Airbnb for the energy sector – but with

electricity producers and consumers instead of apartments. The gridBox, an intelligent control box and the most important core component, as well as the my.gridX app provide the users with all data on consumption and usage, thus giving them full control over their energy balance. This represents thoroughly future-oriented energy management. GridX has already been awarded several founder's prizes and supported by investors from the Silicon Valley.

Information: www.gridx.de

PUBLICATION FRAUEN INS MANAGEMENT – CHANCEN, STOLPERSTEINE UND ERFOLGSFAKTOREN

By Erika Regnet



Göttingen:
Hogrefe Verlag
165 pages
€ 24.95

In western industrial countries, equality between men and women has been subject to less and less critical discussion in the last 70 years. Girls have better school grades and school leaving qualifications. In 2014, for the first time, more young women than men took up third-level education. The economy without women is no longer conceivable, the question of choosing between career and family is no longer relevant for the majority of the German population, and 47% of the workforce is made up of women. However, in management, the proportion of women becomes smaller; in many companies, top management remains a woman-free zone. This German-language book focuses on what employers can and should do in order to guarantee equal opportunities and meet their requirements for skilled employees with the most suitable individuals of both genders. The book also includes a variety of tips for ambitious career women. It was published in October 2017 by Hogrefe-Verlag, Göttingen.

LIQUI MOLY: A SUCCESSFUL MARKETING AND SALES STORY

On 14 June, Sascha Jardel, Head of Export Marketing, opened up to students of the advanced module International Marketing Communication and provided an extensive insight into the global marketing practice of LIQUI MOLY, which is now active in over 120 countries. The motor oil specialist, which is based in Ulm and has a large production facility in Saarlouis, has been successfully competing with international corporations for over 60 years with its rapid decision-making processes and procedures over short distances as well as clever marketing. “On the market, we do not move slowly like a large tank, but swiftly like a speedboat. Every day, we readjust our course to our customers’ requirements”, says managing partner and company founder **Ernst Prost**, describing the main secret to his success. The company sells primarily to wholesalers, specialist retailers and garages. The company reaches its customers in the B2B sector in the core market of Germany and now around the world with the key promise of top quality “made in Germany”, with differentiated solutions in sales and communications tailored to each country. “With our sales partners abroad, we do not strictly monitor the use of our company colours. Rather, we actively give them comprehensive modules for the successful development of their own



Sascha Jardel, Export Marketing (2nd from l.) welcomes adjunct lecturer Ralf G. Bäuchl and his students in advanced module Int. Marketing communication at LIQUI MOLY headquarters in Ulm.

PROFILE-ORIENTED MARKETING: NEW RESEARCH RESULTS

The special approach of “profile-oriented marketing management” is taught at the Augsburg University of Applied Sciences. The academic foundations for this were laid at the University of Augsburg during Prof. Dr. Klaus habil. Kellner’s postdoctoral qualification in 2007. A focus was placed on deriving clear profiles that can be seen as main strategic directions for the development of companies, institutions and authori-

ties, to be decided upon based on company policies. This approach was supplemented by the doctoral thesis of Wolfgang Hergeth, “Profile Implementation Controlling”. The emphasis here is on the implementation of the defined profiles. At the beginning of August, the oral examination of the dissertation was conducted under the leadership of Prof. Dr. Klaus Kellner together with Prof. Dr. Gerd Peyke and Prof. Dr. Matthias

Information: Ralf G. Bäuchl

market-specific marketing activities with our systematically designed campaigns”, says Sascha Jardel, explaining the approach for export marketing, which is his area of responsibility. Together with an extensive in-house team made up of many PR and marketing communication specialists, he uses the methods that are suitable for the country in question and the distribution channel adopted there in a very unconventional manner. With an ideal communication mix worldwide, this in-house marketing factory places a special focus on participating in a large number of trade fairs and sport sponsorship deals with its own event modules, as well as sophisticated garage branding including personal sales support on location. This work is supported by a dedicated PR department with sales-promoting headlines for its own products, such as that which appeared in the Frankfurter Allgemeine newspaper not long ago: “Liqui Moly – Vitamins for your engine”. In the new media, the LIQUI MOLY oil guide is the star of useful content. The role as official sponsor of the 2017 IHF ice hockey world cup last May in Germany and France represented the latest coup in efficient sponsorship deals highly relevant to particular target groups with integrated event modules for a joint experience with customers and the company’s sales personnel. The presentation on the huge brand success achieved in just one company generation, which went on for over two hours and had a global orientation, provided the students of Prof. Dr. Manfred Uhl and his adjunct lecturer **Dipl.-Kfm. Ralf G. Bäuchl** with sound expert knowledge which has been systematically tried and tested in practice.

NETWORKING WITH THE REGION: DAY OF TRADES IN BAVARIA



Photo: Bavarian Day of Trades

Prof. Dr. habil. Klaus Kellner during his presentation

In its profile, the Augsburg University of Applied Sciences has stipulated that it wishes to be “an important driving force for the region”. Therefore, the Bavarian Minister of State for Business and Media, Energy and Technology, **Ilse Aigner**, and President of the Bavarian Day of Trades, **Franz Xaver Peteranderl**, invited Prof. Dr. Klaus habil. Kellner to give the presentation “Entrepreneurial pride – enthusiastic customers and employees” on the Day of Trades in June at the location in Munich. The invited representatives of the Bavarian Chamber of Trades and Crafts and from the trade and craft industry were impressed by how the Augsburg marketing perspective can help tradespeople to increase job satisfaction and revenue in their companies.

Information: Prof. Dr. habil. Kellner

Schmidt from the Faculty of Applied Computer Science at the University of Augsburg. The results will be published in the coming months and will also serve as a basis for teaching at the Augsburg University of Applied Sciences.

Information: Prof. Dr. habil. Kellner

LOGIPICS: PICTURE LANGUAGE TO COUNTERACT LABOUR SHORTAGE

What can be done to counteract the labour shortage in the logistics industry? The members of the project “LogiPICs – logistics processes in picture language” are currently addressing this question. Since April 2017, they have been working on developing visualisations that make the basic warehouse activities in the logistics industry easy to follow and interculturally understandable. The aim is precise and error-free training of new employees within a very short time using picture language. This guarantees, on the one hand, better quality and efficiency of company workflows. On the other hand, the employment of jobseekers that are difficult to place and the integration of refugees and migrants is facilitated, according to Michael Krupp, Professor of the HSAOps research group for optimised value creation at the Augsburg University of Applied Sciences. The project will be able to provide initial results after the conclusion of the identification and analysis phase. Following the acceptance of significant work processes at the partner companies in practice – **Andreas Schmid Logistik AG, Geis Industrie-**

POTENTIAL FOR AUTOMATISATION IN LOGISTICS

On 12 July, the research group for optimised value creation (HSAOps) at the Augsburg University of Applied Sciences in cooperation with the Logistik Cluster Schwaben held the theme day “Potential for automatisisation in logistics”. Around 50 representatives of companies, research institutes and associations met at Grenzebach Maschinenbau GmbH in Hamlar to give interesting presentations and honour the winners of an advanced student project in the field of logistics at the Augsburg University of Applied Sciences. On the theme day, modern automatisisation solutions and trends of well-known companies and research institutes were presented. The question of where the potential for automatisisation will lie in logistics in the future was central to the event. The theme afternoon was concluded with a presentation of the results of a student project by Prof. Dr. Michael Krupp from the Augsburg University of Applied Sciences. Last semester, students with the specialisation “Logistics & Supply Chain Management” analysed potential for the automatisisation of logistics processes at BMK Group, Günzburger Steigtechnik, MAN Diesel & Turbo and Rapunzel Naturkost. Products used included AGVs from Grenzebach. **Ronja Ege,**

Service GmbH, Gruber Logistik GmbH, Künzler GmbH & Co. and Wäschekrone GmbH & Co. KG – the data was analysed and is now being incorporated in the design of the picture language. Together with **Prof. Michael Stoll** – expert in information design at the Augsburg University of Applied Science’s Faculty of Design – a design system was developed on this basis which meets the requirements of an interculturally informative picture language. In addition to the service providers from the logistics industry, the practical partners **bfz Nürnberg gGmbH, Jäger & Jäger, LogistikCluster Schwaben (LCS) e. V., SocialBee gGmbH** and **trilogIQa** are supporting the project with their advice in a project support committee, which met for the second time in July 2017. As of September 2017, the first drafts of this picture language are being tested on a wide audience by colleagues from the **Fraunhofer Institute for Supply Chain Services SCS**, both in the open innovation laboratory JOSEPHS® in central Nuremberg and at the practical partner companies on location.

Information: Prof. Dr. Krupp, Prof. Dr. Richard and Prof. Dr. Waibel

Caroline Seiler, Julian Kohl and **Alexander Poclitaru** won the prize for the best concept. They evaluated the use of driverless Grenzebach tigger trains in the logistics centre of Rapunzel Naturkost. **Merve Altintop, Sandra Bürger** and **Jacqueline Trischler** received a special award for the most creative project. They examined the use of old tunnel systems from the second world war for the transport of goods at MAN Diesel & Turbo in Augsburg.

Information: Prof. Dr. Krupp, Prof. Dr. Richard and Prof. Dr. Waibel



Prof. Dr. Michael Krupp (l.) and Frédéric Erben (r.), Günzburger Steigtechnik, together with the winners of the student project.

EXCURSION TO GRENZEBACH

The Grenzebach group is an internationally active, family-run company. The GmbH was founded in 1960 with just seven employees in the small village of Hamlar, a few kilometres away from Donauwörth. Today, 1,500 employees in multiple manufacturing sites develop and produce systems and automation technology for the requirements of customers in different industries. On 5 May, students specialising in human resource management had the opportunity to get to know the company. They were welcomed by two graduates of the Faculty of Business: **Verena Geitner**, who started her career in the human resources department, and **Frédéric Erben**, who works in the Corporate Strategy & Communications department. After an initial introduction of the



The students with Frédéric Erben, Barbara Mayr (2nd and 3rd from r., back) and Prof. Dr. Erika Regnet (fr. l.).

company with a focus on strategic development, the factory of the future became the subject of discussion. Speaker **Michael Haller** explained that it will soon no longer be enough to produce and sell good machines. Rather, customers expect hybrid value creation systems and service support. The students received a real insight into the factory of the future during the subsequent guided tour: Usage and redesign in modern logistics systems or automated transport systems were discussed. The innovative technology, such as the specialised friction stir welding, also did not disappoint. “Industry 4.0 is not a product, but a capability that needs to be developed”, explained Haller. The changes in the working world 4.0 will affect all employees, and human resource specialists need to take a proactive part in shaping these changes and preparing employees for the different challenges. **Barbara Mayr**, who is responsible for personnel, organisation and management development, therefore described the Grenzebach competence profile and the procedure for training staff. Finally, Verena Geitner held a presentation describing apprenticeship marketing and the selection of dual students.

Information: Prof. Dr. Regnet

THE LION'S LECTURE HALL: THE THIRD

It was that time again on 30 June: Students at the Augsburg University of Applied Sciences presented their promising start-up business ideas to a top-class jury during the final of the third "season" of The Lion's Lecture Hall. Lecturer and provider of ideas for The Lion's Lecture Hall, **Martin Plöckl**, had once again assembled a high-calibre jury of prominent and experienced founders and investors: **Daniel and Denis Gibisch**, founders of LITTLE LUNCH, Stefan Rockinger, in-house consultant at CHECK24, **Kerstin von Diemar**, Founder of the Year 2004 and advisor to FORUM Media Group, **Thimo V. Schmitt-Lord**, member of the board of



The jury together with the students at the final of The Lion's Lecture Hall

DIGITALISATION: CONSTRUCTION SUPPLY CHAIN

A series of interviews by HSAOps of companies along the construction supply chain shows digitalisation gaps and areas of activity in the construction industry. Results of the survey will be published in winter semester 2017/18 as the 5th volume of the Augsburg Working Papers for Materials Management and Logistics. When it comes to digitalisation, the construction industry certainly needs to catch up as compared to other industries. However, the increasing significance of online trade for construction materials and the digital planning of buildings with BIM (Building Information Modelling) is also driving the topic forward in the world of architects, construction managers, bricklayers, tilers, brickmakers and specialist retailers. When an industry wants to use more digital tools and also wishes to network these tools, the current situation must first be assessed. A study by the research group

the Bayer Foundations, **Wolfgang Dengler**, representative of the venture capital company Bayern Kapital, and **Georg Achterling**, manager of "research and teaching" at CANCOM. They evaluated the business ideas and gave tips and feedback on implementation to the students interested in setting up their own company. Points were awarded for the idea and the presentation. A total of eight teams presented their concept. The event represents the highlight and the final examination of the seminar "Start-up Thinking", which is offered by Martin Plöckl. In this seminar, students are made more aware of the topic of founding a company and receive the necessary know-how.

Information: Martin Plöckl

for optimised value creation (HSAOps) detected significant digitalisation gaps here. For example, orders continue to be most commonly placed by telephone, which often results in errors, follow-up orders, inadequate documentation and disputes regarding invoices. Many players do not have the software required to change this. This means that digitally networked handling is almost impossible at this time. Returns, one of the largest cost drivers in distribution logistics, are usually not recorded digitally and tend to be handled in an informal manner. HSAOps wants to address this topic in a research project and work on more practicable solutions for the industry. The intended project will form part of a series of activities by HSAOps to improve processes in the construction supply chain, particularly by using digital tools.

Information: Prof. Dr. Krupp, Prof. Dr. Richard and Prof. Dr. Waibel

MOLA: INCREASING MOTIVATION FOR SPECIALISTS AND WORKERS IN WAREHOUSES

In the context of the research project "MoLa – Increasing motivation for specialists and workers in warehouses", a toolbox of methods is being developed which helps to establish non-monetary motivational measures for industrial workers in warehouses. The project is being implemented in cooperation with the Chair of Work and Organisational Psychology at the Friedrich-Alexander University in Nuremberg, the Fraunhofer working group for Supply

Chain Services, and the research group for optimised value creation, known as HSAOps, at the Augsburg University of Applied Sciences as leader of the group. Motivated employees are essential for effective and flexible logistics processes. At this time, incentives to increase motivation are usually purely monetary and, particularly in the low-wage sector, get used up rather quickly.

The aim of the project is to increase the motivation of employees in logistics processes in warehouses and thus also improve the quality and efficiency of warehouse processes and the innovativeness of small and medium-sized logistics service providers and shipping agents, in particular. Various non-monetary methods to increase motivation, for example respectful management behaviour in the form of employee and discussion skills or opportunities for development, are identified, described in an easy-to-understand way and evaluated. For this purpose, different motivational methods intended to be used by operative managers in warehouses are compiled in a catalogue and empirical investigation of their effectiveness is carried out. In this process, data on performance indicators is collected with a benchmarking approach and subjective direct assessments of motivation and health are provided by the employees and compared. The topic was also examined with students in the "Industrial personnel in logistics – management and motivation" project. To this end, the project group interviewed twelve companies in the region and researched which motivational methods are used in practice. The result of the research project also helps to increase awareness of this source of hazards and improve access to countermeasures also among industrial and unskilled employees.

Information: Prof. Dr. Krupp, Prof. Dr. Richard and Prof. Dr. Waibel

GÜNZBURGER STEIGTECHNIK: MATERIAL FLOW ANALYSIS

In a large-scale project, the research group for optimised value creation at the Augsburg University of Applied Sciences is examining and analysing the material flow at Günzburger Steigtechnik GmbH. The aim of the project is to optimise the logistics processes in material flow and place them on a sustainable basis. The research results of the logistics experts from the Augsburg University of Applied Sciences will also be incorporated in the design of plans for expanding the company premises by 40,000 square kilometres. "For companies, enormous potential for saving is offered in particular by internal logistics processes – that is, in transporting, providing and storing material, semi-finished products and finished products. However, these are also processes which must remain highly flexible. With our analysis, we generate a forward-looking concept for material flow which takes into consideration a wide variety of different development scenarios at Günzburger Steigtechnik", reports Prof. Dr. Michael Krupp of the HSAOps research group. First, the scientists make note of the processes in production. They identify the functional disciplines of the company and describe operative and administrative processes. A concept is developed on this basis which is intended to guarantee a lean, target-oriented and sustainable material flow which can be implemented in future growth scenarios of Günzburger Steigtechnik GmbH.

Information: Prof. Dr. Krupp, Dr. Richard and Dr. Waibel

HUMAN RESOURCE PROJECT ON EMPLOYER ATTRACTIVENESS

What kind of starting salary can the graduates expect and how long will they want to work for this salary? Working environment, money, duties, security, location – what provides the greatest motivation? What priorities are set by engineers as compared to computer scientists or economists? Outside the large metropolitan areas, what can employers do to attract and keep young staff? And how do students see the current trends? The students of the Employer Attractiveness project under the leadership of Prof. Dr. Erika Regnet asked themselves these questions. For this reason, in summer semester 2017, students in their final semester at the Augsburg University of Applied Sciences were asked which criteria are of particular importance to them in choosing

XXL MOBILE HOME: MARKET ANALYSIS FOR THE ZIEGLER MOGHOME



The project team together with Prof. Dr. Hariet Köstner, Ziegler Sr. (l.) and Ziegler Jr. (r.) in front of the company building.

A mobile home on a Unimog – a very unusual idea for the participants in the Business Research project at the start of the semester. And they're not alone: the market for so-called adventure mobile homes (i.e. mobile homes that are largely autonomous and all-terrain) can currently be referred to as a niche market. The company Ziegler wants to play an important role in this market in the medium term with its product, the Moghome. For this reason, it was necessary to carry out a detailed market analysis to discern competitors and potential sales markets. The project was initiated by Prof. Dr. Hariet Köstner together with **Josef Ziegler**, head of sales and junior manager of the company of the same name. Until recently, he himself was a student at the Augsburg University of Applied Sciences, which made the project idea particularly attractive. After an entire

semester's research, it was possible to make detailed recommendations to the client with respect to future global market cultivation and regarding suitable trade fairs for presenting the Moghome. An original Excel tool with which the Moghome can be compared to competing products and the strengths and weaknesses of the products can be identified at the click of a mouse was developed for analysing and improving the website. From the students' perspective, the highlight of the project was the visit to the manufacturing facility in Daugavpils, Latvia. The tour of the production halls was very interesting, particularly because there was a Moghome under construction at the end of the production hall which could be admired and discussed.

Information: Prof. Dr. Köstner

an employer. 548 students from twelve Bachelor and eleven Master programmes in five different faculties participated. By far the most important criteria for selecting an employer are interesting duties and a good working environment. These two criteria placed at the top for all students. At place three was the desire for a good work/life balance. It should be noted here that work/life balance has greatly increased in importance once again since 2013, jumping from sixth place to third place. This is equally true for both men and women and for business and engineering students. It follows that the willingness to do overtime has decreased in all faculties as compared to 2013. The limit is 44 hours per week; only 10% of respondents want to invest more

time in their career. The results reflect changed values and the favourable job market situation for graduates. The results of the study were presented on 29 June. In addition to interested company representatives, interested parties from the Augsburg University of Applied Sciences also took advantage of the valuable opportunity to listen to the presentation of the results and then enter into an informative exchange of opinions.

*Information: Prof. Dr. Regnet
www.hs-augsburg.de/~eregnet/veroeffentlichungen.html*

KNOWLEDGE TRANSFER: MARKETING PHILOSOPHY ANSWERS AN EXISTENTIAL QUESTION

At the invitation of The German Association for Small and Medium-sized Businesses e.V. and **Maximilian C. Mayer**, Head of Corporate Communication at the MR Plan Group in Donauwörth, Prof. Dr. habil. Klaus Kellner gave a keynote speech in front of about 80 company representatives and guests in the Zeughaus in Donauwörth at the end of July. He identified how companies can answer their existential questions using marketing philosophy and thus work more effectively. The core of the company is defined according to company policy in clearly formulated profiles. Afterwards, **Manfred Lehnerl**, alumnus of the Augsburg University of Applied Sciences, described in an interesting and illustrative manner how such profiles can be used in professional communication. **Claus R. Mayer**, also an alumnus of the University, was impressed by the scientific cooperation.

Information: Prof. Dr. habil. Kellner



Maximilian C. Mayer, Claus R. Mayer, MR Plan Group, Donauwörth, Michael Heilig, German Association for Small and Medium-sized Businesses with Prof. Dr. habil. Klaus Kellner and Manfred Lehnerl, Concret Werbeagentur, Augsburg (fr. l.).

Photo: Michael Heilig

Life-long learning is key for every one of us. The aim of the Augsburg University of Applied Sciences is to educate sought-after personalities – and sought-after personalities continue to learn throughout their lives. Further training is one of the most important factors for employer attractiveness in order to attract young workers, hold on to specialist staff, and retain competitiveness.

Company seminars

The Faculty of Business offers several opportunities for part-time continuing education after graduation. These include compact seminars that are conducted at the TCW, the university-at-institute in Nördlingen. It is possible for such seminars to be conducted as in-house company seminars oriented to specific requirements. The seminars can also be held in English.

Certificate courses

The new certificate course **Marketing, Sales, Customer Management** will start on 16/17 November 2017 with the first class, Profile-oriented Customer Management, under the leadership of Prof. Dr. habil. Klaus Kellner. The class Basics of Marketing and Consumer Behaviour with Prof. Dr. Uhl will follow on 11/12 December. The certificate course is aimed at specialist and management staff from sales and marketing, corporate

communication, product management, and research and development. The course includes 16 seminar days and will go on until July 2018. The modules can also be booked individually.

The new course series International Management Skills will start in March 2018. It is targeted at specialist and management staff who work internationally and wish to improve their know-how with respect to demeanour, understanding of other cultures and cooperation. The first seminar "Powerful Presentations in English" from 21 to 23 March 2018 will use many practical exercises to convey information on business presentations, demeanour in international meetings, intercultural differences, formulation of key messages and correct wording. The seminar will be conducted by Alisa Kastle-Henke, M.A. "Managing intercultural teams", led by Prof. Dr. Winkler, will follow. Intercultural understanding of leadership and management as well as efficient and successful design of communication in teams that are composed of international members or globally distributed will be covered in an interactive workshop format. Exercises and reflections will aid understanding and faster identification of the basic assumptions on the topic of management and leadership as well as their consequences.

Find information and sign up at www.tcw-donau-ries.de.

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You can find more detailed information on the range of continuing education courses offered by the faculty here (in German): www.hs-augsburg.de/Wirtschaft/Inhouse-Firmenseminare.html



BREAKING CONVENTIONS AND RETHINKING THE FUTURE

Once again last semester, the Faculty of Business was visited by high-calibre guests at the invitation of Prof. Dr. Marcus Labbé. The first such visitor was convention breaker and C-level coach **Dr. Stefan Kaduk** with his lecture "Breaking conventions: Modern leadership expertly discards traditional tools – Main issues win out due to lean approach". Dr. Kaduk has been dealing with an intelligent form of leadership for a decade. He is interested in those who break with conventions. These are people and organisations who have recognised that a different kind of attitude is needed and who succeed in recreating leadership. Convention breakers are highly successful in their own way. Why? Because they do not waste their valuable energy optimising key figures down to the third decimal place. They mainly work on the system and not in the system. They create secondary competitive advantages through bold experiments. The old project logic has had its day – or do we really believe that checking off milestones can create a culture of passion? Dr. Stefan Kaduk is the founder and CEO of Musterbrecher Managementberater. In his guest lecture, he addressed key points and inspired spirit and passion in his audience with a number of brilliant examples.

The visionary and forecaster **Matthias Horx** accepted the invitation of Prof. Dr. Labbé at the end of June with his guest lecture "Rethinking the future: The future principle – how technology, innovation and society work together!". Matthias Horx is considered the most influential trend researcher



Matthias Horx



Dr. Stefan Kaduk

and futurologist in the German-speaking world. After his career as a journalist for publications including DIE ZEIT, MERIAN and TEMP, he founded the "Zukunftsinstitut", referred to as unique by many think tanks around the world. Today, the institute advises a large number of companies and institutions. Matthias Horx' lifelong project is the further development of the "futurology" of the 60s and 70s into a consulting discipline for companies, society and politics. His methodological work focuses on the development of a new composition prognosis – a combination of system, social, cognitive and evolutionary sciences. As an enthusiastic European, Matthias Horx travels between London, Frankfurt am Main and Vienna. As a passionate visionary and forecaster, he shakes the foundations of traditional patterns of behaviour and vividly conveys a very exciting insight into the world of tomorrow that is both emotional and rational. It's science, not fiction.

Information: Prof. Dr. Labbé

SALES: SCIENTIFIC, APPLIED, INTERNATIONAL

Sales personnel have an important responsibility. They ensure that customers buy – that is, that business transactions actually take place. In the second semester of Business Administration, a significant focus is placed on this major company role with four semester periods per week. The academic basis was conveyed by experienced adjunct lecturer **Matthias Nolting** and Prof. Dr. habil. Klaus Kellner. These lessons were supplemented by useful guest lectures. In line with the prevailing mentality and methodology at the Augsburg University of Applied Sciences, three alumni reported on findings and experiences from the company practice for which they are responsible: **Tim Földner**, CEO of Butzbach GmbH Industrietore in Kellmünz, **Dr. Marc-Manuel Matz**, head of the department for drive seals at Federal Mogul in Friedberg, and **Bernd Hochstädter**, Head of Sales Cosmetics at the Hartmann Group in Sontheim. An international aspect was provided by **Andrea Rössler**, speaker for intercultural understanding, with her exciting talk on the topic of "Inside views of Africa". In a very authentic manner, she placed the market environment factors at the focus of her explanations. Over a period of just two years, she travelled to thirty African countries and experienced them first hand. Our students were impressed by all four presentations and were interested in conversing personally with the speakers.

Information: Prof. Dr. habil. Kellner

DIDACTICAL WORKING GROUP: SYNERGY FORUM ON HUMAN RESOURCE MANAGEMENT

The Bavarian human resource professors meet regularly to exchange experiences. On 8 and 9 May, the Augsburg professors Dr. Mahena Stief and Dr. Erika Regnet organised the annual working group, which took place in Augsburg this year. Ten female professors and two male professors from seven different universities of applied sciences took part; human resource management is becoming more of a female-dominated field at universities also.

In terms of content, the working group dealt with topics such as part-time, so-called

consecutive continuing education Master programmes in business psychology which are in planning at two universities of applied sciences, experiences and success factors in the use of e-learning in study programmes, big data analyses and people analytics in the HR field and the methodological criticism of statements based on such analyses or on algorithms, the myths and realities of human resource policies, and cooperation between universities of applied sciences and universities using the example of Regensburg.

Information: Prof. Dr. Regnet



The participants in the didactical working group in front of the Augsburg University of Applied Sciences

SUPPLY CHAIN MANAGEMENT: DECISION MAKING

Behind almost every product that surrounds us are internationally active supply chains that assemble and provide the necessary components and preliminary products. In the summer semester of 2017, **Prof. Mahesh Srinivasan** PhD from the University of Akron, Ohio, USA, taught us about how decisions are made to ensure that these supply chains are run efficiently.

An expert in logistics from India, who lives and works in Ohio, teaching Chinese, British, Dutch and German students in Augsburg - this course is as international as it gets. The course content was also very international: relevant decisions in global supply chains and the informative basis and mathematical tools used to make these decisions were the core topics of Prof. Srinivasan's lecture, which already took place for the second time at Augsburg University of Applied Sciences. The advantage of having an international lecturer was particularly evident in the vivid examples taken from the Indian, American and German world that Srinivasan incorporated into his lectures. A consumer goods supply chain can be structured in many different ways, depending on whether supply for a whole month is being bought in the retail sector on greenfield land, and loaded into a DODGE pickup truck, or whether a daily supply is being bought in the city centre and carried home

CULTURE MATCHER: CORPORATE CULTURE MADE MEASURABLE

Stefan Reiser, personnel officer for employer branding & HR marketing, corporate culture and change, HR controlling including recruitment analytics at Lechwerke AG was a guest in the Human Resource Management advanced module on 24 March. In addition to being assigned interesting tasks, applicants wish for a positive working environment at their potential workplace, nice colleagues, a fair and open-minded manager, as well as fun at work. But what exactly does fun mean, and when does a work environment start to weigh people down? How can a company, first of all, recognise its



Prof. Mahesh Srinivasan (2nd fr. l. at the back) with the participants of the tour of MAN Diesel und Turbo in Augsburg.

by tram. These small but significant differences are the key to internationalisation and create a feel for various behaviours and views. Srinivasan had to laugh when he heard our German students refer to the journey from Munich to Hamburg as a "long journey". Prof. Srinivasan will hopefully enrich

culture and then successfully convey it to third parties? Many companies opt for videos and employees to promote their culture. Lechwerke, however, took a different approach. To reduce the problem of meaningless platitudes, which is an important issue for all candidates, to introduce a reliable measurement tool and to increase the "cultural fit" of new employees, the company worked on the development of a "culture matcher". This is an online test created by CYQUEST GmbH and allows you to predict the cultural suitability of applicants. First, around 20 percent of applicants state how they perceive a number of criteria in the organisation. This aims to gain an overview of the current situation: This is how we cooperate at Lechwerke AG. The test is integrated with the specific profile of the organisational unit in the job advertisement. Candidates complete the test as a self-assessment that can also be done on a smartphone and then receive

the Faculty of Business as a committed and highly-competent guest lecturer next summer semester again.

Information: Prof. Dr. Krupp, Dr. Richard and Dr. Waibel

an automatic evaluation showing them how their own expectations of working with the organization correspond to reality. The company also has employer branding with a focus on culture, a test on the career website and advertisement campaigns on Facebook, for example. Previous analyses show that applicants and visitors to the fair reacted extremely positively to the "culture matcher": 80 percent of respondents rated the culture matcher as "good" or "very good", while 68 percent would recommend the tool to others. Applicants mention the test and their personal suitability in their cover letters saying that they are applying as they are culturally suited to the company.

Information: Prof. Dr. Regnet

HSAOPS DISCUSSION 2017

On 1 June, the research group for optimised value creation invited around 35 representatives from companies, research institutes and organisations to the HSAOps discussions, which took place for the fourth time already at Augsburg University of Applied Sciences. Logistics employees were at the core of this event.

Prof. Dr. Helia Hollman kicked off the series of lectures. She showed the significance of security concepts for networked production plants. Recent attacks on IT systems have shown that humans are often the weakest link when it comes to security. The new Master programme in Industrial Security (MIS) deals with all of these issues. It teaches students how to develop security concepts and to implement them in companies. The subsequent presentation held by Prof. Dr. Krupp and **Marjan Isakovic** focused on the motivation and health of industrial employees working in warehouses. These topics are currently being researched in connection with productivity in a research

14TH AUGSBURG HR DAY: THE CHALLENGE OF WORKING WORLD 4.0

Automatisation and digitalisation, and the use of big data that goes hand in hand with this, will bring about significant change in the working world in the coming years. Collaborative forms of work as well as more flexible and mobile working models, required by clients and employees alike, also contribute to these changes.

In his introductory presentation, Prof. Dr. Florian Waibel, Augsburg University of Applied Sciences, explained the idea of self-organised production, which makes batch size 1 possible in production. On the one hand, he highlighted that the availability of new techniques allows for completely new business models, while on the other hand, qualified workers can now be replaced. Prof. Dr. Erika Regnet gave concrete examples of digitalisation opportunities in the field of HR and Prof. Dr. Mahena Stief critically



Kai Göttmann at 14th Augsburg HR Day

project entitled "MoLa - Increasing motivation for specialists and workers in warehouses". This research project aims to increase the efficiency of core logistics processes by developing strategies to motivate employees, while at the same time reducing physical strain. The interim results of a survey conducted by the Chair of Work and Organizational Psychology at the University of Erlangen-Nuremberg and evaluations made by the Fraunhofer SCS, the two research partners involved in the project, show that employees who identify with their company work more productively.

They also investigated how to increase the per capita income in the logistics sector. **Wilfried Zarembo** and the course participants discussed the control levers in companies that lead to success. He highlighted the synergy effect between managers and employees, in particular. Coming to the conclusion that only a motivated boss can motivate his employees, he gave real-life examples emphasising that motivation starts at the management level. The fulfilment of both the short-term and long-term wishes

analysed the opportunities and risks employees face in this "nice new working world", and how HR has contributed to this change so far.

Kai Göttmann, member of the senior management of All for One Steeb AG, presented the new open office concept as a real-life example and explained that modern working techniques are vital for mobile working. He mentioned web conferences, the Microsoft Surface Hub, the SAP Digital Boardroom and HoloLens as examples of "mixed reality". **Prof. Dr. Simon Werther**, Stuttgart Media University, gave a second real-life example: flexible feedback tools which employees can autonomously choose from. **Barbara Willeitner** from TecAlliance GmbH highlighted that this aims to strengthen the culture of feedback and not to monitor employees, adding that the success of this tool requires a change of mindset.

This year's HR day was well attended again with approximately 60 personnel managers from local companies accepting the invitation. The 15th HR day will take place on 7 February 2018 based on the topic of agility.

Information: Prof. Dr. Regnet



Prof. Dr. Florian Waibel at his lecture.

of employees is essential for improving the work environment, he added.

The research group for optimised value creation, HSAOps, at the Faculty of Business at Augsburg University of Applied Sciences consists of three full-time professors and eight research assistants. Since 2010, the HSAOps has been addressing economic issues at a regional and trans-regional level.

Information: Prof. Dr. Krupp, Dr. Richard and Dr. Waibel

PAYBACK: SUSTAINABLE WORK IN ONLINE RESEARCH

The Marketing specialisation module gave students an interesting insight into research possibilities using an online panel. Prof. Dr. Harriet Köstner invited **Carolin Rammner** and **Michael Schiller** from PAYBACK to give a lecture on customer analyses of PAYBACK cardholders. They gave an illustrative overview of the progression from the corner shop of the past to the modern-day customer card. An online panel is a large data pool from which random samples are used for specific research questions. A study was used to make the students in the auditorium aware of the effect of apparently unimportant details such as the day of the week on which invitation e-mails are sent. The students learned the importance of small things for the quality of data, such as giving an appropriate reward to those who participate in the panel. They also learned that PAYBACK plays a significant role in the market research world.

Information: Prof. Dr. Köstner

MASTER HUMAN RESOURCE MANAGEMENT

This year too, there was great demand for the Human Resource Management Master programme, which has been offered in cooperation with the universities of applied sciences in Landshut and Munich for several years now. 240 applications were received before the application deadline, mainly from German-speaking countries. Most applications came from Bavaria and Baden Wuerttemberg, although graduates from other federal states and Austria also applied.

The majority of applicants – almost 90 percent – were young women. To put this in perspective, in winter semester 2016/17, women accounted for two thirds of all students at the Faculty of Business at Augsburg University of Applied Sciences. The number of female Business Administration students is also on the rise, in particular in the subject Human Resources, which primarily interests women.



Around 110 prospective HR experts were invited to an interview as part of the selection process at the end of July. The candidates had to present and answer questions on a HR topic of their choice as well as questions relating to their interest in HR and their goals.

Students' first degrees vary greatly, which is in line with the diverse qualifications of HR experts. Most applicants had specialised in business administration, economics, international management or national economics at universities of applied sciences or universities. We also received applications from (economic) psychologists, (commercial) lawyers, graduates of business education and business informatics, media managers and health scientists, for example.

Information: Prof. Dr. Regnet

THE REPUTABLE BUSINESSPERSON: DR. MANFRED GENTZ AT A WEEKEND WORKSHOP IN GRAINAU



Prof. Dr. Michael Feucht (dean), Dr. Manfred Gentz, Rainer Schaidnagel (Vice President of the Genossenschaftsverband Bayern), Prof. Dr. Wolfgang Hauke (Dean of Kempten University of Applied Sciences) fr. l.

For the eleventh time now, the Genossenschaftsverband Bayern e. V. (Cooperative Association of Bavaria) invited selected students to participate in a two-day weekend seminar in Grainau. The event took place in the Hotel am Badersee, a 4-star hotel at a wonderful location right at the foot of the Zugspitze mountain. The participants had the opportunity to listen to specialised lectures from managers and to discuss relevant topics with them. On the first day, they focused on current economic developments in the interest sector with guest speaker **Franz-Josef Benedikt**, the President of the Bundesbank in Bavaria. The participants then discussed legal regulations and the social responsibility of managers with **Dr. Manfred Gentz**, former member of the executive board of DaimlerBenz AG and head of the governing commission of Deutscher Corporate Governance Kodex (German Corporate Governance Code) until the start of the year. Dr. Gentz gave a

detailed account of why he fought for the inclusion of the “reputable businessperson” character in the code. Discussions on the second day revolved around the topic of financial markets. **Andreas Hecht**, alumnus of the International Business and Finance Master programme, and currently a PhD student at the University of Hohenheim, outlined his scientific analyses on the hedging of exchange rate risks, and **Andreas Mense**, member of the executive board of eFonds AG, gave an exciting insight into the world of closed investment funds as well as the digitalisation associated with FinTech. The students particularly enjoyed the fact that they had the opportunity to speak to managers from the fields of economics and finance in person, to learn about their career paths and gain a first-hand insight into the world of work.

Information: Profs. Dr. Feucht and Dr. Erdmann

PYRAMID 2017

On 24 May 2017, the 27th Pyramid careers fair took place at the Rotes Tor campus. Just like in previous years, over 170 companies came to the university to acquire “sought-after personalities” from all faculties. The discussions with the company representatives clearly showed how satisfied they were with the excellent support provided and the quality of the placement process. With a huge round of applause and a heartfelt thank you, the students said farewell to **Prof. Dr. Wilhelm Liebhart** on his retirement. He has supported the Pyramid fair for many years together with Prof. Dr. habil. Klaus Kellner.

Information: Prof. Dr. habil. Kellner



The Pyramid team with guests of honour Prof. Dr. Wilhelm Liebhart (front row, right) and Prof. Dr. habil. Klaus Kellner (back row, middle)

ALUMNI MEETING: MEET YOUR PROF



Under the motto “Meet your Prof”, the Faculty of Business was happy to be reunited with former students at the second alumni meeting at the end of June.

MOUNTAINS R4 BIKING & HIKING



Participants of the 23rd Mountains R4 biking & hiking event were rewarded with great weather while they marked the end of the summer semester with tours in Neukirchen am Großvenediger, accompanied by professors Dr. Wolfram Schönfelder and Dr. Felicitas Maunz.

MASTER OF APPLIED RESEARCH: MASTER THESES

IDENTIFYING TALENT IN LOGISTICS

Ideas and values in the economy are currently undergoing change. It is no longer the capacity of a company that defines its true value, but the knowledge, creativity and learning ability of its employees. Demographic and socio-political change, globalisation and new technologies are only some of the challenges that companies face nowadays. This means that talent management is increasingly gaining significance. It is becoming more and more important to have new and sophisticated methods of personnel management, in particular in the logistics service provider sector. The quality and competences of the employees determines which companies are and remain competitive. Although the principle of keeping high-performing employees with the company is not a new concept, many companies do not take a structured approach to this. It is becoming increasingly difficult to fill key positions, thus making it more important to raise awareness of the competences necessary for ensuring competitiveness.

As part of his Master thesis, **Marjan Isaković** investigated the field of competence-oriented talent management at logistics service providers to find out what these companies require of their employees, and how exactly they implement methods and instruments in this area. Based on his analyses, he then drew up recommendations for companies

DO UNICORNS POSE A THREAT TO THE GERMAN ECONOMY?

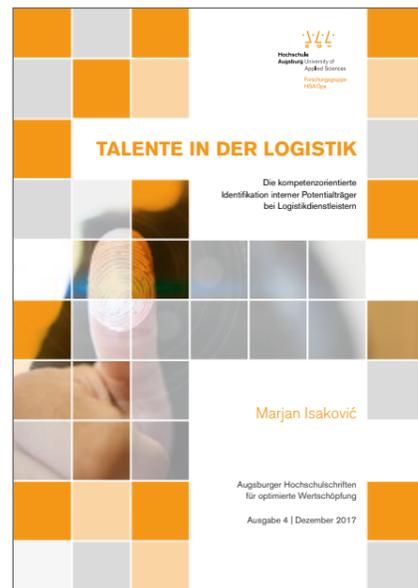
While Germany's established companies are still paving the way for digitalisation, investors have valued start-up companies that have only recently been founded, such as the well-known platforms Uber and Airbnb, at more than one billion US dollars. With fully digitalised business models, these so-called "unicorn start-ups", are in a league of their own and are beginning to pose a real threat to existing companies not only in the hotel and taxi industries.

But what type of business model do these unicorn start-ups actually have and which groups of similar start-ups can pose a threat to certain established companies? By carrying out a comprehensive study of more than 150 unicorn start-ups from all over the world, **Stefan Rockinger**, gave a complete overview of the business model and value-added dimensions these companies are based on. This led to unprecedented insights into the legend of the unicorn. The comparison between unicorn business models and traditional companies, the risk potential of start-ups, and how specialists and managers can prepare for this development in the fields of customer orientation, returns mechanics, technology and management, were of particular interest.

ANALYSIS PROCEDURE FOR AUTONOMOUS COMPLEXITY

Increasing globalisation accompanied by tougher competition, shorter product and technology life cycles, and rapidly changing customer requirements are leading to more instable and uncontrollable external factors for companies. This increasing complexity may lead to greater efforts when managing material and information flows, for example. Reduced flexibility and the long response times and insecurities about the impact of certain measures that go hand in hand with this, as well as an inability to act, result in an excessive level of complexity for companies. However, this complexity that companies face is not only due to external factors but is often "home-made". It emerges completely independently of the company environment due to structural and organisational circumstances within a company that are often not in line with external requirements. There is great potential for companies to reduce this complexity when structuring these autonomous influencing factors.

This study carried out by **Anna Pfefferle** provides a compact overview of internal complexity drivers, while also describing an evaluation methodology which can be used to create transparency about internal causes of complexity and the effects it has on a company.



Master theses are available at SHAKER Verlag in the volume of Augsburger Hochschulschriften für optimierte Wertschöpfung (Augsburg University of Applied Sciences Papers for Optimised Value Creation). www.shaker.de/de/content/catalogue/index.asp?ID=7&AID=8466&SHV=yes

EXPERT GROUP FOR ECONOMICS AND GENERAL BUSINESS ADMINISTRATION

Prof. Dr. Maria Lehner, Prof. Dr. Jens Horbach, Prof. Dr. Anton Frantzke, Prof. Dr. Arnold Krumm (fr.l.).

Which professors are members of the expert group and what professional experience do they have?

Prof. Dr. Anton Frantzke has been a professor at Augsburg University of Applied Sciences since 1995. Previous to this, he spent 14 years working at DaimlerBenz Holding in the areas of economics, corporate planning and international financial strategies. He also represented the company in a number of expert groups.

Prof. Dr. Jens Horbach came to Augsburg University of Applied Sciences in 2010 to teach economics. Before this he was employed at the Halle Institute for Economic Research and was also a professor at Anhalt University of Applied Sciences. He was responsible for intensive research collaborations with the Institute for Employment Research in Nuremberg and the Centre for European Economic Research in Mannheim.

Prof. Dr. Maria Lehner's professional background includes various positions in the field of project financing for renewable energies from banks and equity providers. Her most recent position was Vice President Project Finance EMEA at BayernLB. She has been a professor at the Faculty of Business since 2014.

Prof. Dr. Arnold Krumm has been a professor at Augsburg University of Applied Sciences specialising in general business administration and informatics since 1990. He held several managerial positions in the fields of corporate planning and accounting at the insurance provider Thuringia in Munich.

Do the professors have focus areas and specific areas of expertise?

Prof. Dr. Anton Frantzke specialises in topics relating to microeconomics and macroeconomics, financial economics, competition policy and pensions. Prof. Dr. Jens Horbach is an expert in environmental, innovation and labour market economics. He carries out research on an international basis in many fields including those mentioned above, and carries out empirical analyses of environmental innovations. Prof. Dr. Maria Lehner teaches the subjects Microeconomics, European Business Studies and Empirical Methods and focuses on the topics of renewable energies, microfinance and project financing. Professor Dr. Arnold Krumm specialises in general business administration and computer sciences. He also focuses on the quality control of third-level education.

To what extent is the expert group internationally oriented?

The expert group collaborates with research groups from universities in Nice, Bordeaux, Ferrera and the Grenoble Ecole de Management. There are also research projects on offer in cooperation with partner universities and foreign companies. Teacher exchange programmes play a significant role too. Members from the expert group are also invited to teach as guest professors at partner universities abroad and international lecturers from partner organisations such as Peter Cashel Cordo from the University of Southern Indiana Evansville USA teach in this subject area at the Faculty of Business.

The team is present in all degree programmes at the faculty. Which competences and skills are transferred to the students?

After acquiring the basic knowledge required for teamwork, academic work and empirical research, general business administration and computer science are taught. Students focus on economic models and ways of thinking, while applying these to current issues. The professors also present financial correlations to the students and illustrate them using examples.

THE UNKNOWN FINNISH MIDLANDS: BUSINESS RESEARCH PROJECT FOR THE SAIMAA REGION



The student team together with Pauli Lindström, Tuula Pihkala and Prof. Dr. Hariet Köstner (from fr. l.).

Finland? Cold! Helsinki! Lapland! Expensive! These are the things that spring to mind when we think of this Nordic country. This business research project, under the joint leadership of **Pauli Lindström** from our partner university HaagaHelia in Helsinki and Prof. Dr. Hariet Köstner, undertook to counteract these prejudices and set up a communication strategy for holidays in the Saimaa region. First, they had to find out about everything this region has to offer and to investigate the preferences of potential holiday makers. An empirical study was carried out and relevant secondary sources were analysed to find out the most suitable channels for the various target groups. During the presentation given to **Tuula Pihkala**, a representative from the client "VisitSaimaa", it became clear how valuable the information in relation to social media activities is for the management there. A lively discussion about ideas and opportunities that arose from social media marketing rounded off this exciting trip to Helsinki during which participants concluded that Finland is well worth a visit during the summer.

Information: Prof. Dr. Köstner

GOING FOR A BURGER AT THE AMERICAN CONSULATE GENERAL



Elizabeth Walsh, Commercial Specialist, Michelle Hett from the SRH University Heidelberg, Ulrike Riegler, U.S. Commercial Service and Diana Wong from Augsburg University of Applied Sciences (fr. l.).

Diana Wong, responsible for international affairs at the Faculty of Business, was one of the distinguished guests at the National Day Barbeque hosted by the American General Consulate. Representatives from various sectors were invited, including **Michelle Hett**, team leader of the International Office at the Faculty of Business at the SRH University Heidelberg. Other guests included **Ulrike Riegler** from the U.S. Commercial Service, who reported that there have been no noticeable changes at the General Consulate since the inauguration of the new President of the United States. Of course, there was no shortage of typical American food during the discussions: Hamburgers with cheese were served fresh from the barbeque.

Information: Diana Wong

SHORT NOTICES

Guest Residency

Prof. Dr. Peter Cashel-Cordo from the University of Southern Indiana in Evansville/IN, USA has already supported the Faculty of Business on a number of occasions in the past. In the summer semester of 2017, he returned to Augsburg University of Applied Sciences as a guest lecturer teaching "International Economics" for the International Management degree programme.



Incontro Pratico

On 20 May 2017, Dott.sse Laura Marini and Francesca Angrisano, with the support of the Faculty of Business and the Center for Languages and Intercultural Communication, hosted a seminar on teaching methods for Italian called "Incontro Pratico". Around 80 participants from Belgium, Germany and Switzerland attended the event, which was hosted in cooperation with the University of Barcelona in Spain and the Università Ca' Foscari in Venice, Italy. The renowned language publishing company Klett-Difusión provided financial support for the event.



ICP Network Meeting

Prof. Dr. Wolfram Schönfelder, Prof. Dr. Anton Frantzke and Diana Wong at the ICP network meeting of the European partner institutes at the Luzern University of Applied Sciences and Arts. Prof. Schönfelder took the opportunity to take over the presidency of the network from his colleague Pius Muff of Luzern University of Applied Sciences and Arts.



PROF. HORBACH KEYNOTE SPEAKER IN NICE

In July 2017, Prof. Dr. Jens Horbach held a keynote speech on "Determinants of ecoinnovation: Theoretical approaches and recent empirical analyses" during the renowned "Centre National de Recherche Scientifique" summer school at the University of Nice. This annual summer school in Nice was held for the sixth time from the 2-8 July 2017 based on the overall topic of "Knowledge Dynamics, Industrial Evolution, Economic Development". This event is hosted as part of the EURKIND network

Photo: Jackie Kraif



(European Network on Knowledge, Innovation, Development). This network combines the research of economists, social scientists, mathematicians and scientists of other disciplines in the field of innovation and development research. Prof. Horbach gave the participants of this year's summer school a comprehensive overview of the current status of environmental innovation research. Environmental innovations are new processes or products that aim to reduce environmental damage and risks, or to reduce energy consumption. They, therefore, play a significant role in finding a solution to climate and resource problems. As many environmental innovations do not automatically lead to economic success or market opportunities, laws and regulations relating to the environment and energy consumption, such as the renewable energies law, are important for triggering environmental innovations. A number of econometric analyses also prove this. In addition to environmental legislation, motivation from cost savings, resource prices, the improvement of the company's reputation or the introduction of environmental management systems have also proven to be significant factors. Over the past few years, the data situation for analysing environmental innovations according to individual fields of technology has greatly improved as a specialised module for environmental inno-

ventions was included in the Community Innovation Survey (CIS), the most important innovation survey in Europe. Prof. Horbach was involved in the development of this module and has also been working on the econometric evaluation of the data obtained for many years now. In a current research project, which he also presented in Nice, he is investigating the determinants of innovations in the field of renewable energies in companies. Although environmental policies play an important role in this field, regional factors may also be of importance. Econometric analyses show that companies in regions that have a population with an above-average environmental awareness are more active when it comes to developing and introducing renewable energies. The portfolio of renewable energies already being generated in a region, in particular solar and biomass, leads to regional companies replacing more and more fossil fuels with renewable energy resources as part of their innovation activities.

Information: Prof. Dr. Horbach

NEW PARTNER UNIVERSITIES IN MEXICO: U-ERRE AND TEC DE MONTERREY

At the end of May, Prof. Dr. Michael Freiboth, Prof. Dr. Michael Feucht and Prof. Dr.-Ing. Franz Raps, Dean of the Faculty of Electrical Engineering, travelled to Monterrey in the north of Mexico to discuss a possible cooperation with the Tec de Monterrey, one of the best universities in Mexico. This was preceded by discussions with representatives from the Mexican company QUIMMCO, one of the main sponsors of the private Tec de Monterrey, with whom the Faculty of Business had carried out a very successful student project last year under the leadership of adjunct lecturer **Christoph Traidl**. The people responsible at QUIMMCO were so impressed with the students' work that they passed on their contact details to the management of the Tec. They had some friendly and open discussions with the dean of the Business School and School of Engineering there. A cooperation agreement with the Business School will soon be drawn up. Augsburg University of Applied Sciences will join a German university consortium,

DHIK (German University Consortium for International Cooperations) and enter into a consortium agreement for the cooperation



The three professors from Augsburg University of Applied Sciences with Benjamin Schellinger in Mexico.

with the School of Engineering at the Tec de Monterrey, which is important for the International Management and Engineering students, in particular.

During their stay in Mexico, the three professors also used the opportunity to meet **Benjamin Schellinger**, a student of the International Business and Finance Master programme, who was spending time at the Universidad Regiomontana UERRE in Monterrey as a free mover as part of his studies. This meeting led to an impromptu cooperation discussion with the foreign relations officers of the UERRE, which in turn led to another cooperation contract. This contract is now ready to be signed, meaning that the faculties can already send the first students to UERRE free of charge next season.

Information: Profs. Dr. Freiboth, Dr. Feucht, Dr. Raps

TORONTO AND SYDNEY CALLING

At the end of May 2017, Diana Wong and Prof. Dr. Anton Frantzke attended an important American conference on “Higher Education” in Los Angeles in order to maintain and enhance the university’s already existing global partnerships, and to create new opportunities for students of Augsburg University of Applied Sciences. Over 75 partner universities all over the world make it possible for students to spend a semester or year abroad at the far side of the world. It is only possible for double-degree students to spend a full year abroad. Over the course of several days, they put their heads together with representatives from about 20 foreign universities to make sure that business students of Augsburg University of Applied Sciences have the most valuable experience possible during their studies abroad. The results are impressive: Diana Wong and Prof. Dr. Anton Frantzke managed to negotiate two university places at both the Canadian UOIT (University of Ontario - Institute of Technology) near Toronto and the Western Sydney University, without any tuition fees. The processes for both of these agreements are almost complete and the contracts now just have to be signed by both partner universities. In the USA and Canada, students generally have to pay tuition fees of around 12,000 US dollars. It’s no surprise that these university places are particularly popular among our students.

Another positive outcome of attending this conference is the plan to hold a summer school at the Faculty of Business in the summer of 2018. This means that a small group of students accompanied by two professors of a partner university will come to Augsburg University of Applied Sciences for two to three weeks. The UOIT, Canada and the Presbyterian College, USA have already expressed interest in this programme. The

Hongkong University of Science and Technology, HKUST, is also very eager to participate in this kind of programme. This university was ranked an impressive 37th in the current table of one of the most renowned global rankings, the Shanghai Ranking.

Information: Prof. Dr. Frantzke, Diana Wong



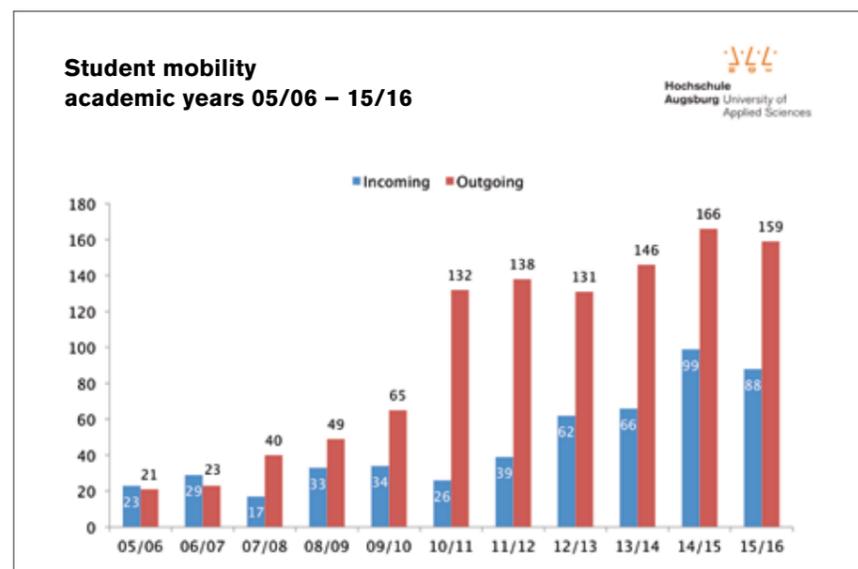
Prof. Dr. Anton Frantzke with Rita Ribeiro, Associate Dean of the Catolica Porto Business School, Portugal and Diana Wong at the NAFSA.

STUDENT EXCHANGE OF THE HIGHEST STANDARDS

The number of cross-border student exchanges has been on the rise over the past ten years – both to and from Germany.

Business students from Augsburg University of Applied Sciences, in particular, are increasingly interested in gaining international experience at a foreign university. Augsburg University of Applied Sciences is also becoming more and more attractive for foreign students. The figures in the graphic on the left give an overview of this impressive trend. It is also remarkable that Augsburg University of Applied Sciences performed very well for its size in relation to semesters abroad and partner universities. The number of students studying abroad and the number of guest students from other universities was the fourth highest of all large universities of applied sciences (figures from 2015). This analysis of exchanges in the Erasmus area was initiated by the DAAD, the Alexander von Humboldt Foundation and the German Rectors’ Conference.

Information: Prof. Dr. Frantzke, Diana Wong



MARKETING IN LUGANO

Prof. Dr. habil. Klaus Kellner and Prof. Dr. Harriet Köstner together with students specialising in International Business Profiling accepted the invitation of **Michela Ornati** of the University of Applied Sciences

of Southern Switzerland (SUPSI) to go on a study trip to Lugano. During this excursion, the professors and students visited the “LAC Lugano Arte e Cultura” centre for arts and culture and the Cornèr Bank AG. They were given tours by senior executives from the marketing department. Having the

opportunity to see how their theoretical knowledge about product profiling is implemented in practice, and discussing this knowledge was an enriching experience for all participants.

Information Prof. Dr. Köstner



The “Lugano” marketing team

INTERNATIONAL WEEK 2017



From 22 to 24 May, guests from partner universities from all over the world met at the Faculty of Business for the 2017 International Week. They held guest lectures, discussed current issues with expert colleagues, planned exchange projects and made a significant contribution to bringing the family of Augsburg partner universities closer together.

**OLIVER KANUS,
PARTNER AT THE
SONNTAG & PARTNER
LAW FIRM IN AUGSBURG
AND ALUMNUS
OF THE FACULTY
OF BUSINESS**



Mr. Kanus, you are a partner at the Sonntag & Partner law firm. Describe your everyday work life at this corporate law firm.

To put it simply, there is always something going on and it never gets boring. This probably has something to do with the size of our law firm – we have almost 270 employees and partners at five different locations. This means that we have a wide variety of tasks and clients. Our tasks range from preparing income tax declarations to providing legal and tax advisory services, and auditing publicly listed companies. In my role as an auditor, I often spend the first few months of a year at the client's company with my team. In addition to checking the company figures, we also seek potential for improvement in the organisational structures. Furthermore, we try to find out from shareholders, managing directors or members of the executive board where the current and future challenges for the company lie, and in what areas I or the partners and colleagues from other legal areas of our firm can support them. As we provide services for many different sectors, we are always learning new things in diverse fields. In addition to the specialist functions in relation to the advisory services we provide for our clients, there are also a number of meetings to attend in our firm not only with clients, but also with colleagues and employees. And, of course, I also have to read and reply to e-mails and make phone calls. At the latest before I go home, I tidy up my desk. I do this not only to have a tidy desk, but also for myself and for my work. It allows me to start my work efficiently the next day.

You studied Business Administration at the Augsburg University of Applied Sciences and successfully graduated with a “Diplom” degree in 1999. Did your studies prepare you for professional life?

I first have to mention that I had already completed vocational training as a bank clerk before starting my studies. This gave me the opportunity to gain some practical experience before my studies. This degree provided me with further professional development and opened up new opportunities. The basic knowledge and understanding gained at university are indispensable to my career. With this foundation, the learning continues on the job. This includes learning how to deal with clients and colleagues, and continuous professional development in the field. You also have to complete the relevant professional examinations to become a tax advisor or auditor. So yes, my studies did prepare me for the start of my career. Of course, my professors at the time, in particular Prof. Dr. Hans Herrler who lectured in tax law, and the practically-oriented content of the lectures made a significant contribution to this preparation.

Many students ask themselves what areas they should specialise in. Did you always know that you wanted to be a tax advisor and auditor?

Even during my vocational training to become a bank clerk, I knew that I wanted to spend my future career providing guidance and advice to people and companies. In this respect, I already had the goal of becoming a tax advisor at the start of my studies. It was during my studies that I considered venturing into auditing. However, at the time, this specialisation was not as well-developed as it is today. Internships and working-student

jobs are very important for gaining an insight into your future career as otherwise you will never know what awaits you behind the scenes.

Teamwork is a very important skill for a career in auditing. Under time pressure, you have to deal with complex tax and accounting issues, while working in close cooperation with your colleagues over long periods of time. If you are not inquisitive, you are in the wrong place. Variety is the “spice” of getting to know a wide range of sectors and companies. Even after 17 years, there is always something new.

You stayed loyal to Augsburg University of Applied Sciences as an adjunct lecturer. What do you enjoy most about this teaching position?

Without a doubt, it is the discussions I have with the students. Our university system is undergoing constant change and this keeps me up to date. On the other hand, I also try to give students an insight into working in a medium-sized corporate law firm during my lectures to prepare them for their professional careers.

Looking back to when you started your studies, what career advice would you give to our students now?

Enjoy your studies and use the time you invest sensibly. It is really important to gain a broad range of experience in addition to what is on the curriculum.

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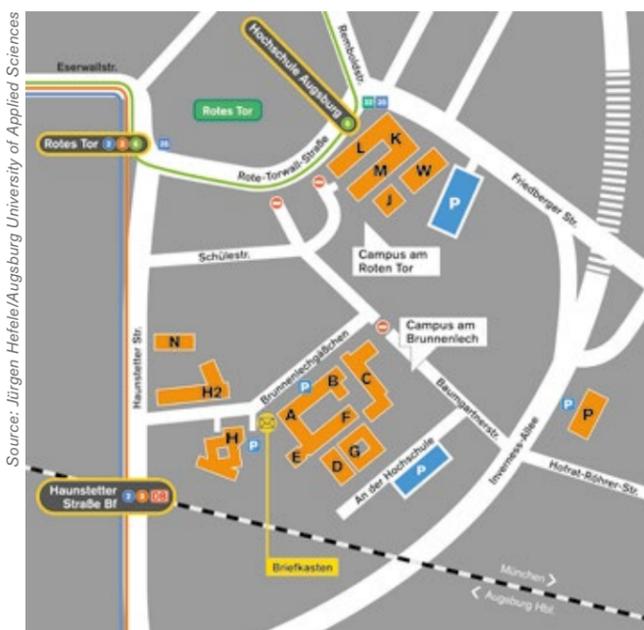
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