



# **SOL Insights Q2 2012**

**Department of Strategy, Organisation & Leadership**

Professor Ansgar Richter, PhD

**Dear Friends, Colleagues, Alumni, and Cooperation Partners,**



As in nature, Spring at EBS brought with it a number of new developments. Several new additions to our academic team contribute their experiences and perspectives in the area of research; newly acquired accreditation recognizes our past efforts while facilitating future interactions within an even broader international network; and new roles and challenges taken on by members of the department – all help keep things here innovative and interesting.

This quarter we have also had the good fortune to be both guests at and hosts of a variety of inspiring events at EBS

and elsewhere. Participants from our own department will report on these in this quarter's report.

We hope you are inspired as we are by the many signs of this season's renewal and, as always, we look forward to exchange ideas with you, so please do stay in contact!

*Prof. Ansgar Richter, PhD  
Department of Strategy, Organisation & Leadership*

## **EQUIS Accreditation of EBS Business School**



As only the third German university to receive accreditation, EBS Business School was recently awarded the EQUIS hallmark of quality. EQUIS accreditation is granted to business schools that meet the highest international standards of management education.

The EQUIS accreditation validates the reputation of our Business School as one of the leading business and management faculties in Germany. To date, fewer than 140 business schools in 38 countries

worldwide have received EQUIS accreditation; in Germany these include the WHU and the University Mannheim Business School. Together with EBS, the Faculty of Management, Economics & Social Sciences at the University of Cologne also received EQUIS accreditation.

## EQUIS Accreditation of EBS Business School (cont'd.)

Key factors for accreditation of EBS Business School were its excellence in teaching and research and the international scope of the School's programmes. The Awarding Body also praised the comprehensive programme portfolio and spectrum of executive education activities. In a number of categories, EBS Business School not only fulfilled, but even exceeded the stringent requirements of EQUIS. These categories include, in particular, the Business School's strong practical orientation through excellent links to the corporate world, as well as the outstanding support of and extensive range of offerings to students in the area of personal development and coaching.

The SOL Department plays an important role in all of these areas and in the external representation of EBS. The significant participation of department members, adjunct professors, and representatives of cooperation partners in the discussions with the accreditation committee attest to this. To name a few, Prof. Ansgar Richter, PhD and Prof. Klaus Uhlenbruck, PhD represented the area of research, Prof. Dr. Ulrich Grimm participated in the discussions around executive education, Mr. Andreas Ostermayr (Danone) and Mr. Stefan Kölbl (DEKRA e.V.) took part as representatives of important cooperate partners; Thomas Saller, Head of Leadership Development, represented the area of personality development and coaching, and Prof. Dr. Karin Kreutzer, Prof. Dr. Max Urchs, Prof. Dr. Julia Wolf, Prof. Dr. Andreas Heinecke, Prof. Dr. Sascha Schmidt, Prof. Amit Karna, PhD, Prof. Dr. Christian Landau, Prof. Marjo-Riitta Parzefall, and Prof. Dr. Richard Raatzsch represented the faculty.

As an endorsement of the quality of our institution, the EQUIS hallmark enhances our appeal to students and faculty from overseas, as well as to German and international corporate partners.

## Welcome to Our New Cooperation Partner *Emc<sup>2</sup>*

We welcome *Emc<sup>2</sup>* (Excellence in Management Consulting and Coaching) to the EBS team. This professional service firm, founded by McKinsey partners, focuses on the provision of strategic advice to board members and senior management. With its aspiration to excellence and dedication to coaching, *Emc<sup>2</sup>* helps clients become industry leaders, increase their competitive advantage, and achieve market dominance. The *Emc<sup>2</sup>* client base comprises DAX, MDAX, SDAX, and private equity enterprises, as well as major owner-managed companies. *Emc<sup>2</sup>* supports clients in matters of Strategy, M&A, Organization, Marketing/Sales, and Operations both at home and abroad. We are privileged that *Emc<sup>2</sup>* has chosen EBS as a partner. Welcome *Emc<sup>2</sup>*!

## DFB and ISBS – Soccer Research at EBS



The German Football Association (DFB) and the Institute of Sports, Business and Society (ISBS) initiate the first research project on the role of the German football team.

On behalf of the German Football Association (DFB), the ISBS will undertake a comprehensive study of the role of the German football team. Coinciding with the European Football Championship, an initial research project was set

up, exploring the influence and sportive development of the national football team on society and business.

The DFB and ISBS have launched the study "The development of the German football team 2000-2012", for which the research team working with

Prof. Sascha L. Schmidt will conduct numerous interviews with current and former national team players as well as with coaches and members of management. The interviews will be supplemented by expert discussions on the future development of the German team, the analysis of archival datup, exploring the influence and sportive development of the national football team on society and business.



## Eberhard Riesenkampff at University of California, Berkeley

Eberhard Riesenkampff, doctoral student of Professor Ansgar Richter, is currently a visiting scholar at the Haas School of Business at the University of California, Berkeley. Further developing his doctoral work on the role of the

environment in the dynamic capabilities - performance relationship, he has had the opportunity to present his work to faculty sponsor Professor David Teece, one of the leaders in dynamic capabilities research. Prof. Teece's team have helped Eberhard enhance the contribution of his research and "discussions with experienced scholars from Haas are highly inspiring to my research. I am also benefitting from feedback the scholars of the science departments at UC Berkeley offer, which helps me reflect upon my empirical data from a non-business perspective."

Eberhard's visting scholarship at UC Berkeley ends in June - we look forward to hearing more about it!



## Mastercard and ISBS examine Fans without Borders

In celebration of the UEFA Champions League final, the Institute for Sports, Business & Society (ISBS) and official sponsor MasterCard have revealed their discovery of a new breed of football fan. In Europe alone, these spend a staggering €35bn collectively, each season, supporting clubs from other countries.

In a press conference, just prior to this year's UEFA Champions League final in Munich, Hany Fam, President Strategic Partnerships and Market Development MasterCard, David Taylor, CEO UEFA Events, and our own Prof. Sascha L. Schmidt, released results based on an explorative study.



Overall, a Eurosport panel of 1246 people from the five core European markets (France, Germany, Italy, Spain and UK) participated in the online survey. Twenty-five further qualitative interviews with members of foreign fan clubs and fan associations were conducted over the last three months.

To date, more than 300 online, print, and broadcast articles have been sighted across Europe, largely positive in tone. Social activity originating from the U.S. and U.K. via #fanswithoutborders generated over 180 tweets, with Facebook posts reaching an audience of over 300,000 Twitter handles since launch.





## The Age as an Asset Conference, April 25 and 26th

After opening words from Ramin Khabirpour (General Manager of Danone Central Europe, the event's main sponsor), as well as from the President of EBS, Prof. Dr. Rolf Cremer, and EBS Social Business Chair Prof. Dr. Andreas Heinecke (organizer of the event), the 150 conference participants were ready to gain and share insights, generate new ideas, and 'think socially'.



Prof. Dr. Andreas Kruse, Director of the Institute for Gerontology and Chairman of the Federal Commission for Aging, defined the many opportunities, possibilities, and challenges of aging; underlining the social imperative of tapping into the great resource of older citizens' knowledge and experience.

Discussing methods and best practice examples of 'deploying' the capabilities of older citizens, a subsequent podium discussion, moderated by Rainer Höll, Deputy Director of Ashoka Deutschland GmbH, featured Ralf Sange (Founder 50Plus), Christiane Richter (Senior Partner in School), and Roland Krüger (Generali Future Fund).



Entrepreneur Patrick Cheung of Hong Kong introduced strategies for providing elderly care that overcomes the limitations of social services. Citing the example of Japanese elderly care, his innovative proposal focused on the conversion of a welfare issue into a self-sustaining, economically independent social enterprise.

Rounding out the picture, Prof. Dr. Hans Hauner, nutrition expert and Director of the Else-Kröner-Fresenius-Zentrum for Dietary Medicine, spoke about "Aging and Diet". Cal Halvorsen, Project Director for Research and Development at Civic Ventures (Washington DC) provided clear insight into the Social Business Model of retirees pursuing "Encore Careers" by successfully establishing small businesses. Halvorsen addressed the subject of continued education and the pursuit of a new professional direction; an opportunity for retirees to combine personal gratification and income generation with social sustainability.



*Clockwise from top:*

Prof. Dr. Andreas Heinecke

Rainer Höll, Ralf Sange, Christiane Richter,  
Roland Krüger

Prof. Dr. Rolf Cremer

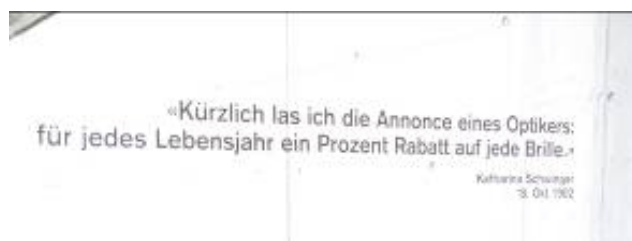
Patrick Cheung

## The Age as an Asset Conference, April 25 and 26<sup>th</sup> (continued)

Former Federal Minister Prof. Dr. Ursula Lehr stressed the necessity of legislative flexibility in recognizing and engaging the resources of aging society members.



Dieter Hackler, Director of Elderly, Social Service, and Welfare (Ministry for Family, Seniors, Women, and Youth) spoke of society's new culture and images of aging. He, subsequently, exchanged ideas with Helmut Müller (Mayor of Wiesbaden) and Andreas Ostermayr (CEO Danone Germany and Switzerland) on "The Future of Aging," moderated by Stefan Schröder (Wiesbadener Kurier).



A visual highlight of the conference was the "Happy at a Hundred" exhibit by photographer Karsten Thormaehlen; whose poignant portrayal of one hundred year olds and their thoughts on growing old was flanked by the interactive displays of Rheingau Generations Kompass and Initiative Lebensherbst Rheingau.

Participants divided into two breakout groups to discuss the topics "Innovative Services and Products" and "Careers in (Non)Retirement," with panel guests. The former featured Birgid Eberhardt from Verband der Elektrotechnik (VDE), Prof. Dr. Daniel Biber from the iso-Institut Saarbrücken, Cornelia Horsch, Universal Design

specialist at the International Design Center in Berlin (IDZ), and Gil Omer, exhibit curator for *Dialogue with Time* and Israel Children's Museum Director.

Panelists emphasized the importance of intergenerational dialogue and the necessity of product and service modifications that allow aging citizens to negotiate this new chapter of their lives with dignity and independence. The ensuing discussions on timeframe, implementation, and cost structure were befittingly intergenerational.

## The Age as an Asset Conference, April 25 and 26<sup>th</sup> (continued)

The latter group discussed the 'Encore Career' experiences of Alfred Korte, Udo Pohl, Henning von Vieregge, and Dr. Marcus Kreikebaum.

On behalf of Danone, the event's main sponsor, Andreas Ostermayr, (CEO Danone Germany and Switzerland) expressed to Dieter Hackler and the Federal Ministry for

Family, Seniors, Women, and Youth and Federal Minister Schröder, his appreciation of their patronage and support as well as individual contributions made to the event's success. He also thanked sponsors Generali Holding AG and Generali Zukunftsfonds, as well as Communications agency RAW.DOG for the design of program brochures and posters as well as generous support. Press coverage by the Wiesbadener Kurier and the concerted organizational efforts of the students, faculty, and staff at EBS Universität für Wirtschaft und Recht were also gratefully acknowledged.



*Latin music by EBS student  
Michael Wurche's band*



*Translators:  
Astrid Brandt and Norom Bou*



*Lunch in the Wine Cellar, Day 1*



## “I Did It My Way”: Walter Droege Visits EBS

Legendary Manager Walter Droege is one of few self-made-billionaires in Germany and his company, Droege International Group, is viewed as the forerunner of the restructuring and turnaround advisory services field.

On March 29, Walter Droege appeared at EBS University to talk about his career, allowing students, faculty, and administrative staff to gain an idea of what it takes to become successful.



Surely, his clear-cut character, drive, and ambition are among the most important factors determining his early career success. However, Walter Droege also emphasized the importance of creativity, the capacity to take on risks, and the need to sense market developments to ensure enduring success. Walter Droege’s talk at EBS was defined by his compelling nature and a unique ability to put things straight. A truly inspiring personality!

## EBS @ Vision Summit



This year, the Vision Summit, an annual meeting of the German Social Innovation and Social Entrepreneurship community of around 1100 members, took place May 17th-19th in Potsdam, near Berlin. Naturally, the EBS Business School was represented and involved in a variety of ways!

EBS Center for Social Innovation and Social Entrepreneurship (SISE) took this opportunity to collect data and present their Social

Innovation platform [www.oursocialinnovation.org](http://www.oursocialinnovation.org), part of their two year BMBF project “Social Innovations in Germany” carried out jointly with World Vision. Prof. Dr. Peter Russo was also on a panel addressing the relationship between CSR and Social Innovations. Dr. Hartmut Kopf, head of the World Vision Institute and co-founder of SISE, also participated in a workshop regarding the use of Social Innovation and Social Entrepreneurship by Non-Profit-Organizations.

The Danone Endowed Chair of Social Business was represented at the Summit by Prof. Dr. Karin Kreutzer, who spoke of areas of study in regard to social innovation, social entrepreneurship, and social business; and Prof. Dr. Andreas Heinecke, who shared his insights on social business projects in Germany with his lecture on how involving the elderly in volunteering activities. In his address, Ramin Khabirpour, CEO Danone Dairy Europe and Chair of the Social Innovation Counsel spoke of his appreciation for the excellent working relationship between EBS Business School and Danone.

## First “Future Workshop for Social Innovations” at EBS Business School

As part of the BMBF project “Social Innovations in Germany” World Vision and the EBS Center for Social Innovation and Social Entrepreneurship held the first “Future Workshop for Social Innovations” at EBS Campus Schloß on May 24th and 25th.

The workshop, attended by 16 representatives from organizations of diverse backgrounds, was designed for profit and non profit organizations and specifically targeted people working either as executives or members of Innovation, CSR, and Business Development departments.

After an introductory presentation on the specifics and scope of social innovations, a discussion of the significance of social innovations in the daily work of the participants took place, before the first day was concluded with a presentation of best practices by Generali Zukunftsfonds and World Vision. The second day was dedicated to Design Thinking and participants formed into small groups to learn a method for developing new approaches in tackling the major challenges to society.



*2nd Day: Design Thinking*

## Consulting Field Study - SOL Students at DEKRA

In the Spring 2012 Consulting Field Study course, students became acquainted with the roles of consultants and other professionals whose aim is to initiate, implement, manage, and/or accompany strategic and organizational change processes in firms.



This term, we developed a Development Center as a tool to better integrate companies acquired by DEKRA. After 12 weeks of hard work, the students successfully presented their findings to a group of senior managers at the DEKRA Headquarters in Stuttgart. Among them was the senior executive responsible for Mergers & Acquisitions, Mark Thomä.

## DANONE Consulting Field Study

During Spring Term 2012, EBS conducted its first field study in cooperation with Danone. For almost three and a half months, 16 international students from the Masters program worked together on the project with our team – which included Prof. Richter, Prof. Heinecke, Prof. Kreutzer, and Stephanie Mankel.

The task Danone set for the student group was to develop social business ideas that would cater to the needs of senior citizens in Germany. During the first phase of the project, students looked at the topic of demographic change in Germany by conducting surveys among elderly people as well as individuals and institutions active in the field of gerontology. The students went on to analyze the available information and identified four main areas of change in aged people: social network and living conditions, nutrition, physical and mental health, and financial situation.

In the interim presentation to Dr. Andreas Knaut and Martina Reitmeier from Danone, the students unveiled their initial social business ideas addressing the needs of senior citizens in Germany; refining the most promising ones, with the help of our client and our team, during the second phase.

The final presentation was held at the conference, “Age as an Asset”, in front of an audience that was particularly interested and knowledgeable in the field - including Andreas Ostermayr, Ramin Khabirpour, Dr. Andreas Knaut, and Friedrich von Heyl of Danone.



Thanks to the students' dedication and close co-operation with Danone, the project was a success. We would like to express our appreciation to all who were involved and look forward to the implementation of some of the students' ideas to improve the quality of seniors' lives in Germany.

## EURAM Annual Conference 2012 in Rotterdam

This year, the 12th annual conference of the European Academy of Management (EURAM) was held at the Rotterdam School of Management, Erasmus University, from June 6th to 8th. Entitled “Social Innovation for Competitiveness, Organizational Performance, and Human Excellence,” over 1,500 international academics contributed presentations, plenary discussions, and workshops.

Stephanie Mankel, from our department, participated and presented her joint paper with Dr. Stefan Hilger and Prof. Ansgar Richter, PhD “Disciplining for a Purpose? The Use and Effectiveness of Top Executive Dismissal” in a corporate governance competitive paper session. The conference program was organized according to interest groups in topic areas such as international management, public management, entrepreneurship, knowledge & learning, and innovation. Several plenary sessions with both scholars and practitioners took place, e.g., on social innovation and change, complementing the presentation of papers.

In the evenings, conference participants were presented an opportunity to get acquainted with each other and the city of Rotterdam with a boat trip past the gigantic ports of the river Maas. A gala dinner at Laurenskerk, a gothic protestant church in the centre of the city, nicely rounded off the social part of the program. Overall, the conference was well organized and participants enjoyed very interesting conversations.

## Alexander Sixt Speaks at EBS Business School

On April 11, 2012, Alexander Sixt, Head of Corporate Development and Strategy at Sixt Group, one of the leading rental car companies worldwide, spoke with EBS Bachelor program students. In discussing aspects of strategy development at Sixt Group with them, he illustrated some of the strategic challenges and opportunities facing a global mobility-related services company.



Among others, he addressed the topics of e-mobility, new car sharing concepts, and target market selection. Following the formal part of the talk and ensuing

discussion, groups of students stayed on for a long time to continue the conversation informally.

This was a wonderful opportunity for EBS students to learn from a global industry professional and we look forward to continued interaction with Alexander Sixt and the Sixt Group!





## Doctoral Workshop in St. Gallen

This year's doctoral offsite workshop took place at the University of St. Gallen (HSG) with around 15 participants from SOL Department and HSG's Institute of Management from May 23 to 25. The group from SOL consisted of doctoral students, and faculty members who enjoyed two days of academic presen-



tations, excellent discussions, and some sightseeing in picturesque St. Gallen. The presentations covered topics in the fields of social entrepreneurship (Stefanie Mauksch), organization design (Anna Littmann), corporate governance (Stephanie Mankel), corporate finance (Katinka Wölfer), innovation (Thomas Mack), and corporate social responsibility (Patrik Eisenhauer). The students received valuable comments from everybody. Amongst others, Prof. Tomi Laamanen, who is associate editor and a member of the editorial board of the Strategic Management Journal, gave his personal hints for academic publishing. Since the HSG campus is not only known for excellence in management education, but also for renowned architecture and artwork, Markus Kreutzer showed the SOL team around. In order to also get to know St. Gallen a little better, the leisure program included a guided tour of the baroque cathedral, a walk through the historic city center, and an Italian dinner together with Roger Moser, close to Lake Constance. The SOL team would like to thank everyone involved in the workshop organization on HSG side and Bärbel Spors from EBS!

## Singapore Management University students visit EBS



This past May, Professor Ansgar Richter taught a class on Corporate Governance to students visiting from Singapore Management University.

The university, founded in 2000, was modelled after the Wharton School in the US. It is located in central Singapore and has nurtured a dynamic exchange program, which includes partnership with EBS.

Visiting Germany as part of their tour of Europe, it was a pleasure to welcome this group of bright students here at EBS Business School and we look forward to future exchanges.

## New Members of the Department



**Dr. Susan Müller** is a senior researcher at the Center for Social Innovation and Social Entrepreneurship at the EBS Business School. Before that Susan worked at the Swiss Research Institute of Small Business and Entrepreneurship at the University of St. Gallen. Her research interests are social entrepreneurship, social innovation, business models, and entrepreneurship education.

Susan holds an MBA from the University of Pittsburgh and a Bachelor degree in Business and Computer Sciences from the University of Cooperative Education in Karlsruhe. Between 2001 and 2007 she worked as a business consultant with a focus on strategic marketing and organization.



**Florian Buening** joined the ISBS team in February after earning a degree in Media und Communication Science (concentration: political communications and journalism) from Passau University and a Master's degree from the Department of Sports Media and Communication Science (major: Sports Marketing & Communications and Brand Management) at the German Sport University in Cologne. Since at EBS, he has conducted research on the value of strategic sponsorships in

sports and branding.

Presently, he is working on a project that evaluates the economic and social value of a professional sport club on the local economy.



**Jan von Heynitz** studied Economics in Kiel and Würzburg. Following completion of his diploma, he joined SOL as a research assistant on Prof. Peter Russo's team. He is involved in both the research and practice oriented projects of CTM and SISE. Currently, he is working on a study on business transformation.

## New Members in the Department (cont'd)



**Magdalena Kloibhofer** joined the Danone Chair of Social Business as Research Assistant in May 2012. She holds a degree in Economic Geography from Munich University (LMU) and will soon complete a postgraduate programme on Adult Education at the Munich School of Philosophy.

Prior to joining EBS, Magdalena gained several years of practical experience in corporate sustainability and social business. She supported African social entrepreneurs with business consulting and strategy workshops; served as Sustainability Manager for a renowned social enterprise in Egypt; and worked at rating and management consulting companies on corporate responsibility.



**Zelal Aldemir** joined the Strategy and Organization Professorship as Research Assistant in March 2012. After completing a bachelor's degree in Economics at Istanbul University and a Master of Science in Management at London School of Economics, she was a project management consultant in Brand Marketing Communication for Shell and Coca-Cola corporations. Returning to academia from the other side of the

desk, Zelal taught 1st and 2nd year Business Administration and International Trade Bachelor candidates at private universities in Istanbul for two years before completing a Masters Degree in Philosophy (or Master of Research) in Entrepreneurship and Management at Universitat Autònoma de Barcelona.



**Andreas Bergmann** joined ISBS in April with a doctoral study focus on the area of "Social Change through Sports." Previously, he received his MBA from the University of Regensburg. His studies abroad in USA, Canada, China and Australia gave rise to his focus on Strategic and International Management.

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