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# Activity Report

## 01/09/2015 - 31/08/2016

Kühne Foundation Chair of Logistics and Services Management  
The Kühne Institut for Logistics Management  
[www.whu.edu/lsm](http://www.whu.edu/lsm)

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## FOREWORD

The Kühne Foundation Chair of Logistics and Services Management has now been present in at the Düsseldorf Campus for a little over two years, and this time has been very successful.

Looking back, the academic year 2015-2016 was marked by several highlights that stood out during the “normal” course of day-to-day-activities

After the start of the chair’s lecture season in early September, the first extraordinary event was the Logistics Management 2015 Conference in Braunschweig. Together with four of my doctoral researchers I visited this biennial conference, which brings together the whole logistics research community from Germany, Switzerland, and Austria.

The second highlight, shortly thereafter in October was the WHU Logistics Symposium with the members of the WHU-Logistics Panel ([www.whu-logistikpanel.de](http://www.whu-logistikpanel.de)). This initiative facilitates our traditionally close collaboration with the logistics industry.

May and June was the “conference” season for the chair. Most notably, I co-chaired the CSCMP European Research Seminar in cooperation with the Journal of Business Logistics. This time the seminar was held at Vienna University of Economics and Business (Austria).

End of June 2016, I was elected as Chairman of the Scientific Committee Logistics in the Verband der Hochschullehrer für Betriebswirtschaft. A representation of WHU in this traditional association is both vital for WHU. I will serve in this role for the next two years.

The summer months 2016 were especially research intensive and closed on a high note, when the entire Supply Chain Management group of WHU for the second time in a row was ranked within the Top 10 among all universities worldwide and as the best in Europe in terms of journal publication output in leading global SCM journals.

In addition, the summer was marked by the preparation of the Kühne Logistics Day, which will be held in Düsseldorf together with the Kühne Foundation. This will be the first major highlight of the next academic year.

It is clear that the activities of my Chair are a team effort. With outstanding initiative and commitment, each individual member played an important role in the achievements of the past year. For that I am very thankful!

I and my whole team are deeply indebted to Prof. Dr. h.c. Klaus-Michael Kühne for his dedication to WHU and to his personal foundation for the very generous financing of my Chair. In today’s turbulent world where only change seems certain, a long-term anchor to rely on provides the basis for continuously excelling in research, teaching, and transfer into practice. Continuing to do so also in the future is our foremost objective!

Düsseldorf, September 2016



Prof. Dr. Carl Marcus Wallenburg



# 1. TEAM



**Professor Dr. Carl Marcus Wallenburg**  
Chairholder

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Carl Marcus Wallenburg is Professor of Logistics, holds the Kühne-Foundation Chair of Logistics and Services Management, and is Executive Director of the Kühne Institute for Logistics Management at WHU – Otto Beisheim School of Management. He is the co-founder and academic director of WHU's Campus for Supply Chain Management. Prior to joining WHU, Prof. Wallenburg was the Kühne-Foundation Chair of International Logistics Networks at Berlin Institute of Technology (Germany) and a visiting scholar at the Ohio State University (USA).

He is the European Editor of the Journal of Business Logistics and serves as Co-Chair of the European Research Seminar on Logistics and SCM. He serves as the Chairman of the Scientific Commission Logistics of the Association of Management Professors (Verband der Hochschullehrer für Betriebswirtschaftslehre – VHB).

His research covers a broad field of logistics and SCM with a special focus on logistics services and 3PL, different supply chain matters (e.g., risk management, market entry, logistics innovation) and how there are influences by vertical and horizontal relationships in the supply chain.



**Tatjana Schneider**  
Personal Assistant

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Tatjana Schneider started at the Chair of Logistics and Services Management in August 2014 as Personal Assistant to Professor Dr. Wallenburg.

Before joining WHU, Mrs. Schneider gained experience in different roles. In her latest position Mrs. Schneider worked as the assistant to the Executive Manager of a sales organization of an international special fabrics producer and additionally worked in the field of B2B sales-support.



**Torsten Steinbach, M. Eng**  
Research Assistant

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Torsten Steinbach joined the Chair of Logistics and Services Management in February 2014. His Doctoral research focuses on logistics outsourcing relationships and the application of performance-based contracts for effective service provider management. Torsten is currently visiting the Cambridge Service Alliance under the supervision of Dr. Veronica Martinez and Dr. Florian Urmetzer.

Torsten holds a Master of Engineering degree in Engineering Management from Cornell University and a Bachelor of Science degree in Industrial Engineering and Business Management from Nordakademie.

Prior to his doctoral studies, Torsten worked as management consultant for the Deloitte Strategy and Operations practice in Germany and conducted several internships in the automotive industry in Germany and India.



**Florian Sander, M. Sc.**  
Research Assistant

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Florian Sander joined the Chair of Logistics and Services Management in 2014. He obtained both his BSc and MSc at WHU – Otto Beisheim School of Management and completed semesters abroad in Vancouver, Canada and Boston, USA.

After his graduation, he joined The Boston Consulting Group and worked mainly on projects in the Industrial Goods sector.



**Lukas Einmahl, M. Sc.**  
Research Assistant

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Lukas Einmahl joined the Chair of Logistics and Services Management in 2014. He obtained his Bachelor degree in Industrial Engineering in cooperation with the Daimler group. After graduating he was working for the same company as a market manager, being responsible for spare parts revenues in eastern/central Germany.

He started his MSc in Business at HHL in Leipzig next to his full time job. A stay abroad in Spain, an internship at Porsche consulting and a semester abroad in Colombia further accompanied his Master studies.



**Andras Siman, M. Sc.**  
Research Assistant

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Andras Siman joined the Chair of Logistics and Services Management in August 2016. After finishing his high school education in Hungary he studied Economics and Business Administration (B. Sc.) at the Goethe-University in Frankfurt. He completed a Master in Business Administration at University of Cologne.

During his bachelor studies and in his gap semester Andras was an intern at Ceros in Frankfurt and at Audi in Neckarsulm. He gained further work experience in the field of operations and supply chain management as an intern at Bayer, where he supported first the Bayer Technology Services in Leverkusen and then the Bayer Animal Health GmbH in Monheim.

## EXTERNAL DOCTORAL CANDIDATES



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## 2. PARTNERS

Research, teaching, and practice transfer benefit from close cooperation with people and groups who contribute different perspectives and knowledge. Therefore, an essential part of our successful work is the result of the Chair's network with national and in-ternational partners in research and practice.

### 2.1 SUPPLY CHAIN MANAGEMENT GROUP OF WHU

The Chair is part of WHU's Supply Chain Management Group. The Group is very engaged in all fields of activity.

This year, its supply chain research has again been ranked as Top 10 worldwide among all universities and Top 1 in Europe in terms of journal publication output. In teaching, the Group facilitates that logistics and supply chain management is taught in all WHU programs, and in transfer from and into practice it engages in a wide range of activities from journal editorships to industry excellence awards.

### 2.2 THE KÜHNE FOUNDATION NETWORK

The Chair is actively engaged in the network of the Kühne Foundation funded institutions.

Initiated 2013, the work group "Financial impact of Supply Chain Management" continued its activities. In the field of research, WHU and KLU are jointly active in the project "Performance outcomes of SCM involvement in strategic decision making", which is conducted by Professor Wallenburg, Professor Hoberg and Niels Patschke, who is pursuing his doctoral degree at WHU, while working closely with different researchers at WHU and KLU.



In the field of transfer, a joint Executive Education Program "Supply Chain Leadership" was developed by Professor Wallenburg and Dr. Winkelmann

from WHU and Professor Franklin and Mr. Berger from KLU. It will start in November 2016.

### 2.3 INTERNATIONAL UNIVERSITIES

A further pillar is the cooperation with other renowned international universities. Most notable is the longstanding cooperation with The Ohio State University (Columbus, USA).

Other joint activities include "LOTT – the Logistics Outsourcing Think Tank" together with Lancaster University (UK), John Carroll University (USA), Michigan State University (USA), University of Arkansas (USA), and The Ohio State University, the project "IT capabilities of logistics service providers" together with the University of Arkansas, the project "Tension in Organizational Implantation" together with the Michigan State University, the project "Performance-based contracting for Logistics Services" together with the University of Cambridge (UK) and Lancaster University and the project "Behavioral Supply Chain Management" together with Copenhagen Business School (Denmark).

### 2.4 ENTREPRENEURIAL PRACTICE/ COOPERATION

The last, but not least important aspect is the Chair's cooperation with practitioners. Considering the practical focus of teaching and research, we work closely together with various national and international companies in different industries. One example is the joint insight project on digitalization in SCM together with the consulting company A.T. Kearney. A special focus lies on the cooperation with logistics service providers in the field of contract logistics and alliance management. Here, the chair hosts two institutional arrangements, the "Fokusgruppe Kontraklogistik", which includes the large LSPs in Germany, and the "Logistik Panel", which was initiated in 2014 and has more than 120, mainly small and medium LSPs as members.

In addition we cultivate close contacts to national and international logistics associations, for example, the Council for Supply Chain Management Professionals (CSCMP) for which Professor Wallenburg served on their Academic Strategies Committee.

## 3. RESEARCH

The research conducted at the Chair is driven by the idea of focusing on issues and problems that practice is currently facing or will face in the future when operating in modern supply chains.

In order to generate state-of-the-art findings, we cooperate with leading companies and international institutions. Depending on the respective addressee, our research findings are communicated via scientific journals as well as industry-oriented publications, in lectures, and in conference and company presentations.

### 3.1 AWARDS AND DISTINCTIONS

In April 2016, Professor Wallenburg received the Outstanding Paper award for his paper "The role of customer relations for innovativeness and customer satisfaction: a comparison of service industries", co-authored with Silvia Bellingrodt and published in *The International Journal of Logistics Management*.

The second prize issued by the publisher Emerald was awarded for a paper from the doctoral dissertation of Jan-Simon Raue, who was supervised by Prof. Wallenburg.

Mid 2016, the entire Supply Chain Management of WHU was ranked Top 10 worldwide among all universities and Top 1 in Europe in terms of journal publication output in leading global SCM journals.

### 3.2 OUR THREE CORE FIELDS OF RESEARCH

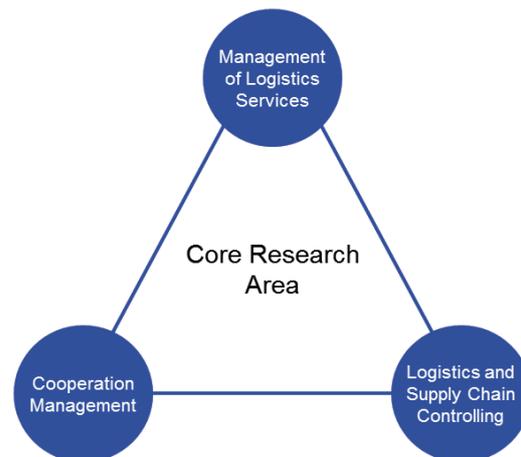
The Chair focuses its research activities on three areas: Management of logistics services and logistics service providers, cooperation management, and logistics and supply chain controlling.

#### Management of Logistics Services

It is clear that logistics companies are of imminent importance in globally integrated economic systems. As the complexity of the corresponding logistics systems has risen, their challenges have grown considerably far

beyond the traditional fields of transportation management.

Against this background new strategies and approaches have been developed continually by the Chair in order to optimize the management of logistics companies. Here, we mainly focus on a variety of fields, especially on innovation management and information technology, as well as on strategic alliances and other forms of cooperation among logistics service providers (LSPs). Additionally, our research aims at providing insights into how LSPs' customers, like industry and retailing companies, or internet start-ups should contract with their LSP and can best implement and continuously improve the external logistics services provided by them.



The research stream „Ko-LDL“ deals with the management of horizontal alliances among logistics service providers. It currently focuses on two areas: First, on how such alliances create value in their post-formation phase. Based on qualitative case study research this project sheds light into understanding two specific elements of alliance value creation that have been largely neglected in extant research (1) the role of the alliance head office and different ways how it creates alliance value and (2) the process how strategic alliances in general and logistics alliances in particular make strategic decisions. The corresponding dissertation by Sebastian Fabel was completed end of 2015.

A second stream of research is analyzing interdependencies that arise from a portfolio multiple alliances. Based on survey research, the aim of this project is threefold: (1) identifying complementary and substitutive effects (i.e. portfolio effects) of different levels of portfolio diversity on the logistics service provider's competitiveness; (2) identifying moderating effects of different contingencies like firm strategy or environmental uncertainty and (3) identifying performance implications from LSP engagement in one or more alliances.

The research aims at contributing towards the theoretical understanding of the portfolio effect arising from horizontal alliances. On the practitioner side it aims at showing how logistics service providers can achieve higher levels of competitiveness by making use of the portfolio effect and by configuring its portfolio of alliances in a way that fits their strategy.

The project "IT Capabilities of LSPs", builds on the acclaimed notion of the "logistics IT gap". The first element was to develop a conceptual model to structure and outline different elements of the increasing importance that information has within the value creation process by LSPs. The second element, which is carried out in cooperation with the University of Arkansas (USA), is to identify the key IT capabilities of LSPs and to evaluate their role within logistics outsourcing processes and their impact on company performance. For this empirical data has been collected from over 200 LSPs. In the third element it is—based on the existing data set—empirically shown how IT capabilities and slack resources help attain a higher firm performance by driving the innovativeness of LSPs. Presently the corresponding research model has been tested; the results are currently summarized in order to be published.

The research project "Online Retail Logistics" examines important success factors regarding the fulfillment activities of online retailers. During the last 10 years the number of start-up companies in the field of e-commerce has increased substantially. One of the largest challenges for young online retailers is to es-

ablish a good outbound logistics structure as fulfillment is part of the product in online retailing and the delivery is an essential part of customers' shopping experience. The research questions of this project are based on the life cycle of online retailers. First the foundation phase is considered to analyze how logistics structures of online retailers are planned. The focus is set on the role of business planning and the founders' previous knowledge and experience for establishing good logistics structures. Second it is analyzed how young internet retailers modify their logistics structure due to growth or even crisis. Planning processes for changes regarding the logistics structure and outsourcing decisions are particularly examined. An interesting aspect is our focus on the founders' cooperation with logistics service providers.

The research project "Performance-based contracting for Logistics Services" focusses on contract management from the LSP and the customer perspective. In performance-based contracts, customers tie the payment of their suppliers or service providers to the achievement of certain customer-related goals (e.g., service levels). This facilitates the alignment of interests in the supply chain and provides potential for win-win situations. While the concept proved successful in other industry and service settings, within logistics services the application is scarce and results are mixed.

This project sets out to analyze antecedents for the successful design and implementation of performance-based contracts. The research focuses in particular on the role of incentive intensity on the success of the business relationship between shippers and LSPs. Data has been collected via a large scale survey among German LSPs. Results were presented during the Logistics Management Conference 2015 in Braunschweig and are currently processed for publication. The research project is undertaken in cooperation with researchers from the University of Cambridge and Lancaster University (both UK) where Torsten Steinbach spent a research visit of five months in 2016.

Within LOTT, the Logistics Outsourcing Think Tank involving six international universities, we are currently working on one research project. The project "Tension in Organizational Implantation" investigates the placement of service provider employees at client locations and strives to identify success factors for both companies involved. Placing an employee in the midst of two organizations creates tension on this person as he/she may identify with both organizations and may be torn in his/her efforts towards potentially conflicting objectives. This research puts special emphasis on the reasons for such tension as well as on the effects on individual employee behavior and draws on behavioral and organizational theories. The research will encompass a case study approach; first results will be available by the end of 2016.

### **Cooperation management**

Referring to this research area, it is our concern to address problems that might arise in internal and external cooperation across companies, but also among company departments.

Regarding cooperation within companies, our focus lies on the cooperation of logistics, production, and sales. Regarding external relationships, our research focuses on cooperations both along the value chain (vertical cooperation) and across the value chain (lateral und horizontal cooperation). Many projects from the field of "logistics services and logistics service providers" entail a strong focus on cooperation management (especially with respect to vertical cooperation), but are listed in the above section.

The research project "The influence of Supply Chain functions on strategic decision making" aims to identify how different corporate functions should be involved with respect to key strategic corporate decisions that impact multiple functions of the firm. In particular the research focuses on the questions in which strategic decisions the Supply Chain function should be involved to what extent. It is carried out in cooperation with the Kühne Logistics University (Professor Hoberg).

The data was collected using a large scale

survey of Supply Chain Management professionals in late 2015. First research papers will be submitted to selected journals beginning of 2017.

The research project "Behavioral Supply Chain Management" (BSCM) was launched in 2014. In order contribute to the development of this nascent but important research domain, the first undertaking was to map out the current state of BSCM research and to introduce a meta-theory of behavioral phenomena in the supply chain. These results have been summarized in a research paper that recently has been accepted for publication in the International Journal of Physical Distribution and Logistics Management. This accounts for the success of this research project and encourages the team to move on with the project by filling the most prevailing research gaps in this important field. Now, the current focus lies on the effect of big data and predictive analytics techniques in the supply chain. Without arguing against the latest euphoria in this regard, the project critically assesses the consequences of confronting human actors in collaborative supply chain planning processes with an increasing usage of these techniques.

### **Logistics and Supply Chain Controlling**

This research area covers the concepts and usage of methods relevant in performance measurement and controlling of logistics activities. Here, besides controlling processes our research focuses on selected instruments and performance measurement systems. In order to meet the increasing challenges cross-company supply chain management has to deal with, controlling in cooperations is also analyzed.

The research project "goal conflicts and collaboration among logistics, production and sales" deals with the relationships at the interfaces of logistics, production, and sales departments in manufacturing companies. In doing so, it builds on earlier work at the Kühne-Center for Logistics Management at WHU. Existing goal conflicts among the three departments are already known and transparent in the literature, but it

is unclear how effective working relationships can be best facilitated in spite of conflicting goals. Here, this research project aims to identify influencing factors that ease the effects of objective goal conflicts and facilitates effective management by objectives. As a basis for this case study interviews with managers from manufacturing companies have been completed and are currently analyzed and prepared for publication. A management report for the participating companies in this study has been sent out in spring 2016.

### Other research

Besides the engagement into our three research fields, we published a study together with the management consulting company A.T. Kearney. In cooperation with this partner we developed a questionnaire which addressed leading practitioners working in the Supply Chain Management area across different industries. The study dealt with the increasing digitalization within Supply Chains and identified changes in comparison to the last three years and recognized trends for the near future. The results reveal that supply chain managers of leading European companies expect the most important digitalization levers in the next three years to be rather traditional topics such as IT integration, more comprehensive use of data



and paperless processes. Interestingly, newer technological advances such as 3D printing, robots, and smart labels are expected to be less relevant over the short term. A summary of the results was additionally published in "Logistik heute".

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## 3.3 CONFERENCES

This reporting period saw a conference engagement of the chair at different occasions and in different roles - both as participants and presenters of our research and as organizers.

### Logistics Management Conference, September 2015, TU Braunschweig

During this three-day scientific conference in Braunschweig, Professor Wallenburg and his doctoral students Bastian Bölts, Lukas Einmahl, Florian Sander and Torsten Steinbach presented their research results to a wide audience of logistics and supply chain academics. Furthermore, Professor Wallenburg acted as session chair and participated in a well-attended panel discussion on the publication process of high impact logistics research.



### European Research Seminar (ERS), May 2016, Vienna (Austria)

The annual European Research Seminar on logistics and supply chain management took place on May 12th and 13th in its eleventh edition. Professor Wallenburg served as Co-Chair of the conference as in the previous years.

The conference was conducted in cooperation with the Journal of Business Logistics and the Council of Supply Chain Management Professionals (CSCMP). More than 50 renowned researchers from Europe and North America discussed forward thinking research projects in the field of supply chain management with a focus on conceptual and empirical studies.

The participants emphasized the high quality of discussions and the seamless organization of the conference.



#### **78. VHB Jahrestagung, May 2016, Munich**

Professor Wallenburg attended this conference in his roles as Chairman of the Scientific Committee Logistics and member of the scientific advisory board of the VHB.

This traditional conference brings together around 500 business professors from Germany, Austria and Switzerland to focus topics of overarching interest to business – from both a research and a practical perspective. The core topic was “The Role of Entrepreneurs, Corporations and Technology in Innovation”, which sparked intense discussions among all participants.



#### **Sommertagung of the WK Logistik, June 2016, Hamburg**

Professor Wallenburg attended this conference in his role as chairperson of the committee.

He served as host to the community of logistics professors in the German-speaking countries. The conference was characterized by a broad mix of topics ranging from transportation to supply management and involving both empirical and mathematical approaches.

#### **The European Operations Management (EurOMA) Conference, June 2016, Trondheim (Norway)**

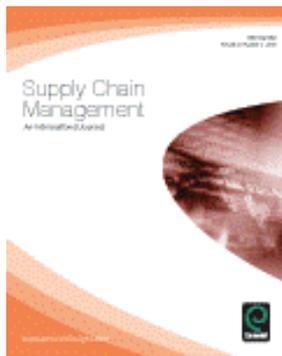
The EurOMA Conference belongs to the most important conferences in the area of Operations and Supply Chain Management. Timm Schorsch attended this conference, particularly in the context of the ongoing research project on behavioral supply chain management. The conference represented an ideal platform to meet and connect to various researchers from the behavioral research community. Timm Schorsch also presented the paper “On the interface between automated predictive demand planning techniques and humans in collaborative planning processes” authored by him, Professor Wallenburg and Asst. Professor Wieland from the Copenhagen Business School. For attending the conference, he received a scholarship of the Deutscher Akademischer Austauschdienst (DAAD).

### 3.4 SCIENTIFIC PUBLICATIONS IN ACADEMIC JOURNALS

The chair strives to turn its research results into impactful research publications. One cornerstone in this process are publications in peer-reviewed academic journals.

**Bühler, Andreas; Wallenburg, Carl Marcus; Wieland, Andreas** (accepted for publication in 2016): *Accounting for external turbulence of logistics organizations via performance measurement systems*, Supply Chain Management: An International Journal, 21(6).

This article aims to investigate the role of upper management in designing performance measurement systems (PMS) that account for



external turbulence of the organization and to show how this PMS design for turbulence impacts organizational resilience and distribution service performance. Hypotheses are developed by integrating management accounting and strategic management perspectives into supply chain management and subsequently tested based on data from 431 logistics organizations (i.e. both logistics companies and internal logistics departments of manufacturing and retailing companies).

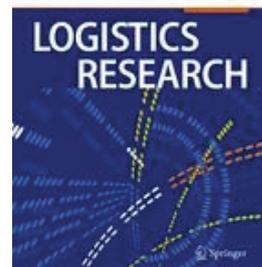
The results show that attention focusing usage type of the PMS by the upper management fosters incorporating the element of risk into the PMS of the company. Further, PMS design for turbulence enhances organizational resilience, and, indirectly, this also leads to improved distribution service performance. This article is the first to introduce the concept of PMS design for turbulence to the literature and to show that it is relevant for supply chain risk management by fostering the capabilities and the performance of logistics organizations. Further, it is shown that a seemingly detached

issue such as the general PMS use focus of the upper management does impact the supply chain risk management.

**Wallenburg, Carl Marcus; Schäffler, Thorsten** (2016): *Performance measurement in horizontal LSP cooperation as field of conflict: the preventive role of collaborative processes*, Logistics Research, 9(7).

Engaging in horizontal cooperation is a prevalent strategy of logistics service providers (LSPs) to deal with the challenges they are confronted with by today's supply chain environment (e.g., complex and global supply chains, increased competition). These horizontal LSP alliances, for example, for providing a national less-than-truck-load network, are complex in nature and characterized by cooperation.

This situation provides a fertile soil for conflict. The literature outlines that conflict, the experience that goals or interests are in opposition, emerges in areas of essential activities and that performance measurement is such an area. Yet, when these differences meet, they also become apparent and can potentially be eased. Against this background, we develop a theoretical model and test it with survey data from 193 horizontal LSP alliances. The results show that, in general, applying collaborative processes in the performance measurement reduces overall conflict in horizontal LSP cooperations. Further, based on resource dependency theory and social contract theory, this research identifies the power structure of the alliance as a relevant contingency factor and shows that joint action in PM is effective in reducing conflict in symmetrical power cooperations, while information sharing as less intense form of collaboration is effective in reducing conflict in asymmetrical power cooperations.



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### 3.5 ACADEMIC COMMISSION LOGISTICS

In summer 2016 Professor Wallenburg was elected Chairman of the Academic Commission Logistics of the Association of professors in business administration (Verband der Hochschul-lehrer für Betriebswirtschaftslehre). Together with his deputy chairperson Professor Fischer (Hamburg University of Technology) he steers this academic commission and is cooperating with the executive board of the overarching association.

### 3.6 EDITORSHIP

Since 2011 Professor Wallenburg has been European Editor of the Journal of Business Logistics (JBL).

The Journal of Business Logistics is a scientific journal that has been published for more than 35 years. It is considered one of the most prestigious journals in the field of "Logistics and Supply Chain Management" and has the second highest impact in this field. JBL has an interdisciplinary focus on the further development of the management of value creation processes and networks. It publishes contributions from the leading researchers in the fields of supply chain management, operations management, logistics and procurement.

As part of this commitment Professor Wallenburg, is acting as co-chair of the European Research Seminar organized together with CSCMP in cooperation with the JBL. This year's seminar was held in May at Vienna University of Economics and Business (Austria). Together with Professor Gammelgaard of Copenhagen Business School he leads the program committee and serves as joint Editors-in-Chief for all submissions to the Research Seminar.

### 3.7 EDITORIAL BOARDS

Since long Professor Wallenburg has been a member of the Editorial Review Board of the Journal of Supply Chain Management, the Editorial Advisory Board of the International Journal of Physical Distribution & Logistics Management and the Editorial Board of the Journal of Management Control. Further, he served on the program committee of the 9th scientific symposium of the BME.

### 3.8 REVIEW ACTIVITIES

Professor Wallenburg served as reviewer for the following journals:

Journal of Management Studies, Logistics Research, Transportation Journal, Transportation Research Part E, Business Research, International Journal of Production Economics, Journal of Supply Chain Management, Journal of Business Logistics.

Additionally, Professor Wallenburg reviewed papers for the ERS 2016 conference, the NO-FOMA 2016 conference and the 8th scientific symposium of the BME. He also served on the CSCMP Doctoral Dissertation Award committee and the review board of the Hans-Löwel-Wissenschaftspreis.

## 4. TEACHING

The Chair takes an active part in WHU's teaching activities and offers several lectures and seminars for students in all different programs. The main focus lies on foundational and advanced elements of logistics and supply chain management.

All of our courses combine a profound theoretical foundation with a practical approach, including case studies and guest lectures. Next to a solid introduction to scientific methodology, the discussion of the applied concepts with our students forms an essential part of our teaching activities. Our goal is to not only provide our students with the knowledge to pass their exams, but to enable them to sustainably comprehend the use as well as the interrelation of differing concepts and levers relevant in a supply chain context.

During the reporting period the Chair offered courses in the BSc, MSc, Full-Time MBA, part-time MBA, and Doctoral program of WHU.

### 4.1 BACHELOR OF SCIENCE PROGRAM

The lecture „Logistics and Supply Chain Management“ addressed the 3rd semester BSc students.

The lecture is compulsory to all bachelor students, ensuring that WHU students are familiar with the basic concepts and levers of logistics and supply chain management.

The course gives an overview over relevant (future) topics and basic concepts in supply chain management. Thus, how to efficiently design a supply chain and a distribution network was taught as well as different concepts of choosing inventory and transportation strategies. A special focus lies on future challenges that logistics increasingly will have to cope with: starting with increased customer focus and localization of products, as well as shorter product life cycles and growing vulnerability of supply chains, up to a stronger consideration of sustainability aspects. To further support the application to hands-on management issues, two guest speakers (Dr.

Torsten Rudolph, CEO, from Rudolph Logistik Gruppe and Michael Anspach, COO, from Outfittery) provided insights on how logistics works in practice and how an online fashion retailer copes with its daily challenges.

The course „Applied Supply Chain Management“ was offered in both the fall and spring semester to 4th and 5th semester bachelor students. The aim of this course is to bridge the gap between conceptual models and frameworks on the one hand, and the complexity and detail of the real world on the other hand. For this reason, the students were turned from case users into case producers: in groups, they were required to find partner companies and work on a practical problem these companies were faced with in their different business fields of purchasing and logistics. The groups were responsible for the collection of all necessary data and information from the partner companies and received intense topic-related and methodological support from the Chair to prepare their first teaching case study and corresponding teaching material. In addition to the application of theoretical concepts to real-life managerial problems, the course offers an opportunity to interact closely and independently with a partner company. In both semesters, this course received particularly positive student evaluations.

## 4.2 MASTER OF SCIENCE PROGRAM

As part of the Master of Science Programs the course “Service Excellence” was held for the third time. The course encourages students in understanding key challenges of service companies and enables them to designing solutions and truly excellent services. Participating students obtained a profound knowledge in aspects of new service development from a product and process perspective, managing the service encounter to achieve customer satisfaction and the vital role of information technology to enhance the firm’s competitiveness. To achieve the intended objectives, the course consisted of several case studies, a final exam and, in order to balance theory and the practical application of the material, an interactive lean services game as well as an extensive field study of contemporary service businesses. Here the students had to analyze a local service company and provide in-depth suggestions for improvements.

## 4.3 FULL-TIME MBA PROGRAM

The WHU Full-Time MBA Program aims at qualifying participants for strategic leadership positions. Part of this qualification is the lecture “Logistics and Supply Chain Management” in the second year of the program. Students are demonstrated that logistics goes far beyond a pure functional character focusing on transportation and warehousing. In modern supply chains, logistics is an enabler of global value networks. In this regard, stock levels and inventory allocation along the supply chain play a key role.

First, students are introduced to the basic concepts of logistics and supply chain management and provided with insights to successfully develop an appropriate logistics strategy. Subsequently, students are taught in principles of inventory management. All theoretical concepts are applied to practical problems by means of several case studies and in class discussions. Further practical reference is provided by an excursion to Amazon’s fulfillment center in Rheinberg.



#### 4.4 PART-TIME MBA PROGRAM

The WHU Part-Time MBA Program aims at qualifying participants for strategic leadership positions, while in parallel being active in their job. Part of this qualification is the lecture “Logistics and Supply Chain Management” in the second year of the program. As in the full-time MBA course, students are demonstrated that logistics goes far beyond a pure functional character focusing on transportation and warehousing. In modern supply chains, logistics is an enabler of global value networks. In this regard, stock levels and inventory allocation along the supply chain play a key role.

During three presence days at the WHU Düsseldorf Campus the following modules were discussed: role of logistics and supply chain management for value creation, fundamental SCM concepts and inventory management principles, supply chain strategy and design, and LSPs and logistics outsourcing.

#### 4.5 DOCTORAL PROGRAM

As part of the WHU PhD program, the seminar „Theories in Relationship and Supply Chain Management” was offered by Professor Wallenburg. The course presents and facilitates discussion of theoretical concepts relevant in relationship- and supply chain-related research. Next to the introduction to several relevant theories, their application in different research designs was an essential part of this seminar.

A further important element in the education of doctoral students is the monthly doctoral colloquium of the Chair, in which all internal and external doctoral students of the Chair at WHU took part. It offers the opportunity to present and discuss potential new research areas as well as concrete problems and results related to ongoing research projects.

One of the colloquia is always held in an off-campus setting to complement intense discussions on research projects with joint teambuilding activities as a vital component to maintain the already existing culture of close cooperation and open communication at the Chair and extend it to the new doctoral students.

## 5. THESES

### 5.1 BSc PROGRAM

The Chair was supervisor for the below listed three bachelor theses at WHU. Here Professor Wallenburg served as first supervisor and the Chair's research associates as second supervisor.

Tim Bajors:  
"Same day delivery concepts in Germany: An assessment from the customer perspective"

Enise Arslan:  
"Shared Economy Business Models in the German Logistics Industry"

Jacob Sadoun:  
"The impact of new digital players on medium sized logistics companies"

### 5.2 DOCTORAL PROGRAM

During the reporting period Professor Wallenburg was advisor to the following ten doctoral students at WHU in their research projects:

Bastian Bölts:  
Managing alliance portfolios of logistics service providers: A contingency perspective

Simon Braun:  
Information technology capabilities of logistics service providers: A conceptual development and analysis of antecedents and consequences

Lukas Einmahl:  
Preventive Returns Management

Nik Frodermann:  
Target conflicts between production, logistics and sales

Niels Patschke:  
The Financial Impact of Supply Chain Management

Florian Sander:  
Tension in Organizational Implantation: Origins and Effects on Implant Behavior and Implantation Outcomes

Timm Schorsch:  
Behavioral Supply Chain Management

Andras Siman:  
Topic to be finalized

Maurizio Singh:  
The logistics organization of young Internet retailers – an examination of its development in the early stages of the company

Torsten Steinbach:  
Performance-based contracting for complex logistics services: Conceptual foundation and empirical

Furthermore Professor Wallenburg is co-advisor of the following seven doctoral students at WHU in their research projects of which one was completed:

Stefan Grunwald-Delitz (Institute of Management Accounting and Control):  
Interorganizational routines – the role of agency in distributed routines

Daniel Jeschonowski (Institute of Management Accounting and Control):  
Ausgestaltung des Kostenmanagements im organisationsübergreifenden Kontext: Eine empirische Analyse

Alexander König (Kühne-Foundation Chair of Logistics Management):  
Supply Chain Risk Management of Logistics Service Providers

Silke Malina (Kühne-Foundation Chair of Logistics Management):  
Management of Supply Chain Complexity: A Study in the Drive & Control Industry

Christian Rudolf (Kühne-Foundation Chair of Logistics Management):  
Supply Chain Risk Management in Large Scale Projects

Sebastian Schmidt (Institute of Management Accounting and Control):  
Influence of top managements' characteristics on the design and use of management control systems

Barbara Wichmann (Chair of International Business & Supply Management):  
Determinants of cross-functional commitment for environmental projects within a social network context (Disputation in October 2015)



## 6. EXECUTIVE EDUCATION & CORPORATE CONNECTIONS

### 6.1 WHU LOGISTICS PANEL

Since 2014, the Chair has been running the WHU Logistics Panel in order to connect even closer with practitioners in the field of logistics and transportation services. The Panel targets Managing Directors of transportation and logistics service providers with at least 10 employees or € 1M in revenues in Germany. It serves as a platform for logistics service providers and promotes an active exchange with one another as well as with the Chair.



As part of the Panel, members participate in biannual surveys to collect logistics-specific KPIs and benchmarks and to discuss current trends and topics. The results of the surveys are made available to members in a comprehensive management report. Furthermore, the Chair hosts an annual symposium for all Panel members to present and discuss survey results, hold workshops on current topics, and provide a platform for active networking. Finally, all members benefit from a junior management workshop, where a promising employee participates in a daylong event with presentations, workshops and networking opportunities tailored to young talents.

While members benefit from up-to-date benchmarks and market insights as well as networking events, the Chair gains valuable insights into current logistics-related topics and trends, connects closely with practitioners and builds long-term partnerships with logistics service providers.

As of August 2016, the Logistics Panel had a member base of more than 120 companies. Comprehensive information about the Panel can be found at [www.logistikpanel.de](http://www.logistikpanel.de) (German language only).

### 6.2 EDUCATION

#### Academic Strategies Committee of CSCMP

Professor Wallenburg is serving for a three year term on the Academic Strategies Committee of the Council of Supply Chain Management Professionals (CSCMP). This Committee headed by Professor Stanley Griffis is responsible for devising the academic and educational strategy of this globally active association and additionally organizes the academic sessions at CSCMP's annual conference.

#### Logistik-Nachwuchsführungskräfte-Workshop

This year the workshop for high potentials from the logistics industry took place for the second time at the WHU university campus in Düsseldorf. The concept of the workshop is to engage partner companies who cooperate with WHU for various research topics (such as the Logistik-Panel members) and offer them a compelling one-day training for young professionals with promising career ambitions.

All participants worked for at least two years at their current employer and either successfully completed an apprenticeship or relevant studies in the broader field of management and logistics.

The young professionals were trained not only in relevant core logistics principles but

also engaged in an active workshops broaching the issue of digitalization in the logistics industry. They also successfully participated in the training “communication and selling of own ideas” which enhanced their personal skills. Bastian Bölts, one of our doctoral students, provided first insights into a so far unpublished study about cooperations with other logistic service providers. The workshop was a great success and is planned to be conducted in a similar format over the next years at WHU in Düsseldorf.



## 6.3 EVENTS

### **Campus for Supply Chain Management**

Professor Wallenburg is the Academic Director of Campus for Supply Chain Management, which is organized by WHU students and is aimed at both students and practitioners. On March 11th and 12th 2016 the congress took place for the 13th time on the WHU Campus in Vallendar.

“Supply Chain 4.0 – Where does digitization lead us?” – this year’s two day congress concentrated on possible future developments in the Supply Chain Management. In this context well known corporate and academic speakers gave valuable insights in their approaches and practices to handle the upcoming challenges. The congress provided an exciting variety of presentations by practitioners and researchers, panel discussions and interactive workshops. As part of the congress the chairs of the Kühne foundation organized corporate workshops which not only allowed the participants to get new insights into supply chain management but also gave them the opportunity to interact with other experts from academia and practice.

The organizers were very pleased with the high attendance and the participants used the opportunities to learn and to network very intensely.



### Focus Group

The focus group „Contract logistics of the future“, co-founded by Professor Wallenburg 12 years ago and now managed solely by him, has been significantly expanded in the last years. Today it consists of about 30 representatives of logistics companies ranging from medium sized (e.g. Zufall, LGI and Hüttemann) to large companies (e.g. Kuehne + Nagel, DB Schenker, Schnellecke). The group meets twice a year in order to discuss contemporary topics in the field of contract logistics.

The meeting in November 2015 was hosted by Zufall Logistics in Göttingen. Focus of the meeting was the ramp-up phase of projects and related pitfalls and best practices. As part of the meeting, five logistics operations of different size and level of automation were visited.

In April 2016, members of the focus group met at Kuehne + Nagel in Duisburg, following the invitation of Volker Sauerborn. Topic of the meeting was key account management for contract logistics. External speakers from specialized firms as well as members of the focus group presented cutting-edge insights on how to organize the key account management and focus on customer needs as well as leveraging proven sales and negotiation techniques.

The next focus group meeting will take place in November 2016 in Osnabrück at Hellmann Worldwide Logistics.

### WHU Logistik Symposium

This year's WHU Logistik Symposium took place on October 1st at the university campus in Düsseldorf. The event was organized in two parts: in the morning participants heard two stimulating presentations before actively engaging in workshop sessions in the afternoon.

Professor Wallenburg and Torsten Steinbach presented the results of this year's Herbststudie focusing on customer loyalty and performance-based contracting in the logistics industry. Next, Dr. Müller discussed how to establish strong customer relationships focusing on various legal implications.

During the second half of the day, the participants could choose between two workshop tracks and three different workshops: recruiting during times of skilled worker shortage, contract design follow-up workshop, and opportunities and challenges of the digital supply chain. All three workshops benefited from the active engagement of the participants.

Overall, feedback of the participants was very positive and Professor Wallenburg highlighted the open and interactive character of the Symposium.



## 7. COMPLETE PUBLICATION LIST

**Bühler, A.; Wallenburg, C. M.; Wieland, A.**  
(accepted):  
Accounting for external turbulence of logistics organizations via performance measurement systems. Supply Chain Management: An International Journal.

**Wallenburg, C. M.; Schäffler, T.** (2016): Performance measurement in horizontal LSP cooperation as a field of conflict - the preventive role of collaborative processes. Logistics Research. 1, 9.

**Wallenburg, C. M.; Steinbach, T.; Sander, F.**  
(2015):  
Auf Augenhöhe kommunizieren - Subunternehmer sind häufig unzufrieden mit ihren Auftraggebern - ohne dass diese es wissen. Deutsche Verkehrs-Zeitung : DVZ (Special Issue Logistik). 1, 13

Schmidt, B.; Rutkowsky, S.; Petersen, I.; Klötze, F.; **Wallenburg, C. M.; Einmahl, L. J.**  
(2015):  
Digital supply chains - increasingly critical for competitive edge ; European supply chain managers expect major improvements to result from high digital investments. 1-18

**In bold letters:**

Current or former members of the Kühne-Foundation Chair of Logistics and Services Management

## 8. REPORTING ON SUSTAINABILITY

In our daily work, the Chair aims to reduce the use of natural resources in many ways, for example, by minimizing printing volume. Further, our teaching activities are designed to develop a socially responsible and resource-conscious behavior of the students, which in turn drives sustainability as the students will become socially and environmentally responsible managers in the future.

In addition, we conduct research with the aim to foster economic, environmental, and social sustainability. For example, the research project “Performance-based contracting for Logistics Services” focusses on sustainable logistics partnerships between industry customers and LSPs, the research “Tension in Organizational Implantation” focuses on sustainability both in outsourcing relationships and in the employer-employee relationship, and the research project “Preventive returns management” aims at increasing sustainability in online retailing by reducing product return rates and with that avoiding many unnecessary shipments.





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