

# **GNAM GLOBAL NETWORK WEEK FOR EXECUTIVE MBA STUDENTS**

**ESMT European School of Management and Technology,  
Berlin**

**June 08 - 12, 2020**

## **Syllabus**

**Made in Germany: Hidden Champions, Global Players &  
Sustainability Pioneer**

**ESMT Berlin**  
European School of Management  
and Technology GmbH

Schlossplatz 1  
10178 Berlin  
Germany

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# BRIEF DESCRIPTION

## Overview

“Made in Germany” represents the highest precision, trust and innovation and is one of the decisive purchase arguments for many consumers since 1891. Business leaders from all over the world can look to Germany for finding answers to challenges businesses face today – be it the ever-increasing competition in global markets or the worldwide sustainability movement demanding companies to do business more ethically and sustainably.

In this module, we will focus on the specifics of Germany as inspiration for your business or organization. After taking a short look back into the history and the political landscape we will concentrate on some of the success factors that are unique to the current economic situation of Germany. Hence, we will introduce the concept of “Hidden Champions” as the backbone of German economy and afterwards dive into the counter strategies of German manufacturers to stay competitive on the global markets. Finally, yet importantly, we will have a closer look at the sustainability expertise “made in Germany”. After demystifying sustainability and circular economy using the latest examples from business, we look into the energy transition (Energiewende) in Germany with the focus on business model innovation, their prospects and challenges.

## Topics to be addressed in the module will include:

- Germany and its economy: An introduction to Germany's history and political and economic situation.
- Hidden Champions: Analysis of success factors of Hidden Champions and fundamental performance culture difference to large firms
- Counter strategies of German manufacturers in global markets and the challenges of innovative business models
- Demystifying circular economy: Why is sustainability not only a topic for the CRS departments? Design and operationalize circular economy in your business
- Business model innovation in global energy transition: New market segments and business opportunities in the radical transformation of the global energy sector, their prospects and challenges.

## Module format

The module will consist of a mix of interactive classroom sessions, networking events, site visits to innovative businesses, project work within groups and cultural experiences. In addition, students work on group projects and present the final results in class.

## Project Work

The students will be allocated to projects groups. The assignment will be to develop solutions and strategic recommendations for real-life cases closely tied to the content of the week. Students will develop solutions on different levels of specification throughout the week and the group work results are going to be presented to the ESMT jury on the last day. Students will have dedicated time slots to work in groups on the project.

**- There is no mandatory pre-modular assignment -**

## Assessment

Students will be assessed by the ESMT jury on bases of the presentation of their project work. The presentation will take place at the end of the week in front of the fellow students and the ESMT jury.

The assessment will be determined by the following criteria:

Project idea	<b>Value creation potential</b> → For customers: Will the idea create value for our customers? → For companies: How would the team create value when implementing this idea (e.g., increase revenues, improve market reputation)?
	<b>Recommendation &amp; implementation</b> → Is the recommendation clear? Do we understand what to do next?
Presentation	<b>Story-line</b> → Was the presentation comprehensive and easy to follow?
	<b>Style of presentation</b> → Was the way of prototyping appealing and convincing? → Did the group present themselves as a team?

## PROGRAM DIRECTOR

Nan Guo



Before joining ESMT, Nan Guo has held various manager positions in German corporates, medium and small-sized companies and recently a start-up based in Berlin. She has worked in China and Germany and played a key role in bringing German products and services to the Chinese market. She has rich experience in building high-performance multi-cultural teams and preparing organizations for market expansion.

At ESMT, she is in charge of the conception and delivery of ESMT's open enrollment and customized executive education programs on negotiations, leadership, and internationalization. Her recent projects include executive education programs on mastering negotiations, organizational readiness for market expansion and global leadership development delivered for clients from China, Germany, Ireland, etc.

Her focus is to help executives develop a global perspective, build and lead multicultural teams and succeed in international markets.

## FACULTY IN ALPHABETICAL ORDER (AMONGST OTHERS)

Prof. Tamer Boyaci



Tamer is the Dean of Faculty, Professor of Management Science and the first holder of the Michael Diekmann Chair in Management Science. He joined ESMT Berlin in 2015 and served as the director of research between January 2017 and August 2019. Tamer also directed the Center for Sustainable Business and Leadership since its founding in 2019. Previously, Tamer was a professor of operations management and a Desautels Faculty Scholar at McGill University in Quebec, Canada. Tamer received his PhD, MPhil, and MSc from Columbia University, New York, USA.

Tamer teaches on operations management, supply chain management, and sustainable operations; some of his research focus includes behavioral decision making, business and environment, consumer behavior, contracting, decision making, distribution channels, industrial management, mergers & acquisitions (M&A), operations research, outsourcing, pricing policy, retail sector, revenue/yield management, risk management, service delivery systems, supply chain management, sustainability.

Tamer has published in international renowned journals such as European Journal of Operational Research, Management Science, Production and International Journal of Production Economics.

## Christoph Burger



Christoph Burger is a senior lecturer at ESMT Berlin. Before joining ESMT, he worked five years in industry at Otto Versand and as vice president at the Bertelsmann Buch AG, five years at consulting practice Arthur D. Little, and five years as independent consultant focusing on private equity financing of SMEs.

His research focus is in the energy sector/ innovation/ blockchain and decision making/ negotiation. He is co-author of the dena/ ESMT study on “blockchain in the energy transition”, the “ESMT Innovation Index – Electricity Supply Industry” and the book “The Decentralized Energy Revolution – Business Strategies for a New Paradigm”. Christoph directs and teaches in open enrolment programs decision making, blockchain, innovation as a corporate model, customized programs in the energy, banking industry as well as programs for international senior executives such as the Yale Global Executive Leadership Program, CKGSB CEO/ EMBA program or the supervisory board program for Deutsche Telekom. He is a speaker in conferences of dena, eco-summit, energinet, IAEE, KAPSARC, OMIE, a member of the jury of the GreenTec Awards and the Dena Startup Energy Transition Award as well as mentor at accelerators such as the startupbootcamp, GTEC or Axel Springer Plug and Play. Christoph studied business administration at the University of Saarbrücken (Germany), the Hochschule St. Gallen (Switzerland), and economics at the University of Michigan, Ann Arbor (USA).

## Prof. Olaf Plötner



Olaf Plötner is a professor at ESMT Berlin. He joined ESMT as one of the first faculty members and managing director of ESMT Customized Solutions GmbH in 2002. From 2008 to 2017, he was the dean of executive education at ESMT and developed the school to a top-ten institution in this field, based on the global ranking of Financial Times.

Olaf's current research and teaching focus on strategic management, industrial market management, and sales management in global B2B markets. His work is reflected in his most recent book *Counter Strategies in Global Markets*, published by Palgrave Macmillan, Springer, and SDX Shanghai. His research has been portrayed in journals such as *Industrial Marketing Management* and *Journal of Business and Industrial Marketing* as well as in leading international media such as CNN, Wall Street Journal, Times of India, Frankfurter Allgemeine Zeitung, China Daily Europe, and Financial Times.

Olaf is a visiting professor at Darden School of Business, Shanghai Jiao Tong University and CELAP Shanghai.

Olaf also worked as a consultant at the Boston Consulting Group in Frankfurt and as a director at Siemens AG in Boston.

## Bianca Schmitz



Bianca Schmitz is the founding director of the Hidden Champions Institute (HCI) and a program director at ESMT Berlin.

She is responsible for establishing new international alliances with other business schools, institutions and networks, such as the Global Network for Advanced Management (GNAM).

Her focus lies on agile innovation processes, especially of so-called Hidden Champions. She has been trained in Design Thinking by Hasso Plattner Institute and is a certified SCRUM Product Owner.

She studied Regional Sciences of Latin America at the University of Cologne and finished with a diploma. Her focus was on economics and the Spanish language.

Bianca worked for three years at the International Association for Sports and Leisure Facilities (IAKS), a non-profit organization based in Cologne, Germany, with branches throughout the world.

Bianca's international profile is supplemented by two-years of work experience in Spain.



## Jens Weinmann



Before joining ESMT Berlin, Jens Weinmann was project manager of the Market Model Electric Mobility, a research project financed by the German environmental ministry (BMU). From 2007 to 2009, he worked as manager at the economic consultancy ESMT Competition Analysis. Further consulting experience includes projects with the Energy Markets Group at London Business School, Omega Partners London, and the World Energy Council. He has taught master classes in environmental and resource economics at the HTW Berlin, statistics in the bachelor programs of the HWR Berlin School of Economics and Law, and was guest lecturer at Cambridge University and European Business School, London. He graduated in energy engineering (Dipl.-Ing.) at the TU Berlin and received his PhD from London Business School in Decision Sciences.

Jens Weinmann's research focus lies in the analysis of decision-making in regulation, competition policy, and innovation, with a special interest in energy and transport. His academic experience includes fellowships at the Kennedy School of Government, Harvard University, and the Florence School of Regulation, European University Institute. He has published in leading journals such as *Energiespektrum*, *Oxford Energy Forum*, *EEnergy Informer* and the *European Business Review*, amongst others.

## The Executive MBA Team

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