



Alumni of the Chair of International Management and Strategic Management

Dr. Frederic Altfeld

Dr. Monika Dammer-Henselmann

Dr. Matthias Daub

Prof. Dr. Tobias Dauth

Dr. Ruben Dost

Dr. Lars Dzedek

Dr. Philipp Grosche

Dr. Swantje Hartmann

Dr. Katharina Hefter (née Kretschmer)

Prof. Dr. Thomas Kotulla

Dr. Andrea Luber (née Daniel)

Dr. Mario Machulik

Dr. Julia Maurer

Dr. Stephan Schulze

Dr. Dennis Wurster

In the following, you can find detailed information on the Alumni of the Chair.



Dr. Frederic Altfeld

Alumnus

Phone +49-30-3 20 07-137 (Secretariat)

Fax +49-30-3 20 07-107 (Secretariat)



Education:

2007-2010

Studies of Business Administration at University of Münster (Bachelor)

2008

Studies at XLRI Xavier School of Management, Jamshedpur, India

2010-2013

Studies of Business Administration at University of Münster (Master)

2011

Studies at EMLYON Business School, Lyon, France

09/2013-09/2016

Ph.D. Programme at ESCP Europe Campus Berlin

Work Experience:

06/2013-05/2017

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

03/2018-01/2019

Associate at A.T. Kearney

Since 02/2019

Associate at hy

Internships at Roland Berger Strategy Consultants, Horváth & Partners Management Consultants, Vodafone D2, Socio Economic and Education Development Society (India), E.ON Ruhrgas



Research Interests:

Upper Echelons Research
 Compensation of Top Managers
 Corporate Governance
 Strategies of International Firms

Presentations on International Conferences:

5th EIASM Workshop on Top Management Teams and Business Strategy, Valencia, Spain, 2014
 13th EIASM Workshop on Corporate Governance, Milan, Italy, 2016
 42nd EIBA Conference, Vienna, Austria, 2016
 AIB 2017 Annual Meeting, Dubai, UAE, 2017
 14th Vaasa Conference on International Business, Vaasa, Finland, 2017

Publications:

Altfeld, Frederic/Liesenkötter, Bernd/Schewe, Gerhard (2013): Technologiewettbewerb unter Unsicherheit. In: *ZfAW – Zeitschrift für die gesamte Wertschöpfungskette Automobilwirtschaft*, Vol. 16, No. 3, pp. 55-64.

Schmid, Stefan/Altfeld, Frederic (2017): Airbus – Managing the Legacy of a Complex International Merger. In: *Technologie, Strategie und Organisation. Festschrift für Alexander Gerybadze*, edited by W. Burr, M. Stephan, Springer Gabler, Wiesbaden, 2017, pp. 287-308.

Schmid, Stefan/Altfeld, Frederic/Dauth, Tobias (2017): Der Dokortitel unter Vorstands- und Aufsichtsratsmitgliedern der DAX-30-Unternehmen – Immer noch weit verbreitet und von hoher Bedeutung?. In: *Zeitschrift für Corporate Governance*, Vol. 12, No. 4, 2018, pp. 152-158.

Schmid, Stefan/Altfeld, Frederic (2018): Airbus: Managing the Legacy of a Complex International Merger, in: Schmid, Stefan (ed., 2018): *Internationalization of Business. Cases on Strategy Formulation and Implementation*, Springer International Publishing, Cham, 2018, pp. 63-80.

Schmid, Stefan/Altfeld, Frederic/Dauth, Tobias (2018): Americanization as a driver of CEO pay in Europe: The moderating role of CEO power. In: *Journal of World Business*, Vol. 53, No. 4, 2018, pp. 433-451.

Schmid, Stefan/Altfeld, Frederic/Dauth, Tobias (2018): Neuberufungen von DAX-30-Vorständen und –Aufsichtsräten: Wie reagiert der Aktienmarkt auf den Dokortitel von Topmanagern?. In: *Corporate Finance*, No. 09-10, 2018, pp. 276-282.

Schmid, Stefan/Altfeld, Frederic (2018): International Work Experience and Compensation: Is More always Better for CFOs?. In: *European Management Journal*, Vol. 36, No. 4, 2018, pp. 530-543.



Dr. Monika Dammer-Henselmann

Alumna

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Education:

2000 – 2002

Basic Business Studies at Universität des Saarlandes, Saarbrücken

2002 – 2003

Business Studies at Ecole Supérieure de Commerce de Rouen, France

2003 – 2005

Advanced Business Studies at Universität des Saarlandes, Saarbrücken

09/2005 – 09/2008

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

08/2005 – 03/2009

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

2005 – 2007

MEB Programme Manager

2009 – 2010

Consultant Price Optimization Market/Bulk Sales, TOTAL Deutschland, Berlin, Germany

02/2011-01/2013

Global Cost Manager, Bayer Holding Ltd., Osaka, Japan

03/2013-08/2018

Global Cost Manager, Bayer Business Services, Leverkusen, Germany

Since 09/2018

Global Controlling Business Partner, Bayer, Leverkusen, Germany

Internships at Robert Bosch, ATOFINA (TOTAL), L'Oréal Germany; Collaboration in the Student Organisation AIESEC



Awards:

Best Doctoral Dissertation Proposal Award 2007 at the 9th Vaasa IB Conference for the article: „Importance of Internationality on the Consumer Decision in Business Education“

Research Interests:

Market entry strategies and marketing strategies
Internationalisation strategies of universities
Internationalisation processes

Presentations:

9th Vaasa Conference on International Business, Vaasa/Finland, 2007

Publications:

Dammer, Monika (2005): Möglichkeiten der Behebung und Verwertung von innerstädtischen Leerständen im Handel in Deutschland. Seminar paper. Deutsches Seminar für Städtebau und Wirtschaft, DSSW-Materialien, Berlin, 2005, URL: <http://www.dssw.de/2005-leerstand.html?PHPSESSID=f5fa67d36759557b1278cba598dcca4e>

Dammer-Henselmann, Monika (2010): Kundenorientierte Internationalität in MBA-Programmen. Ergebnisse von Latent-Class-Conjoint-Analysen. Verlag Dr. Kovac, Hamburg, 2010, 360 pages.

Schmid, Stefan/Wilken, Robert/Dammer-Henselmann, Monika (2013): Was bedeutet Internationalität in der Managementweiterbildung? Eine nachfrageorientierte Studie auf Basis von Latent-Class-Conjoint-Analysen. In: Zeitschrift für betriebswirtschaftliche Forschung, Vol. 65, No. 3, 2013, pp. 249-273.



Dr. Matthias Daub

Alumnus

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Education:

1997 – 2001

Business Studies at European Business School (ebs), Oestrich-Winkel

1999

Universidad de San Andres, Buenos Aires

2000

Thunderbird Graduate School of International Management, Phoenix, Arizona

09/2004 – 09/2007

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

1999 – 2001

Founder and Affiliate of e-con IT Beratung, Oestrich-Winkel

2004 – 2006

Affiliate research assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

2002-2019

Management Consultant at McKinsey & Company in Berlin

Since 2019

Senior Partner, Leader Public Sector and Leader Corporate Business Functions EMEA at McKinsey & Company in Berlin

Internships at ABB (Germany), Bayer (Argentina), Allianz (Chile), General Motors (USA), McKinsey (USA)



Scholarships and Awards:

Second Winner of the junior competition at the 6th BMBF Services Conference
Award Winner of the Theodor-Fontane-Preis for social commitment of the German National Academic Foundation
Scholarships of the German National Academic Foundation and Konrad-Adenauer-Stiftung

Research Interests:

Service Offshoring
Relationships between headquarters and subsidiaries
Subsidiary typologies

Presentations:

8th Vaasa Conference on International Business, Vaasa/Finland, 2005
St. Mary's Outsourcing Conference, San Antonio/USA, 2005
32nd EIBA Annual Conference, Fribourg/Switzerland, 2006

Publications:

Schmid, Stefan/Daub, Matthias (2005): Service Offshoring Subsidiaries – Towards a Typology. Working Paper No. 12, ESCP-EAP Europäische Wirtschaftshochschule Berlin, November 2005.

Daub, Matthias (2006): Die Koordination von Service-Offshoring-Zentren in multinationalen Unternehmen, in: Streich, Deryk/Wahl, Dorothee (ed., 2006): Moderne Dienstleistungen – Impulse für Innovation, Wachstum und Beschäftigung, Beiträge der 6. Dienstleistungstagung des BMBF, Campus, Frankfurt/New York, 2006, pp. 57-64.

Schmid, Stefan/Daub, Matthias (2007): Embeddedness in International Business Research – The Concept and Its Operationalization. Working Paper No. 23, ESCP-EAP Europäische Wirtschaftshochschule Berlin, January 2007.

Daub, Matthias (2009): Coordination of Service Offshoring Subsidiaries in Multinational Corporations. Gabler, Wiesbaden, 2009 (mir-Edition), 436 pages.



Prof. Dr. Tobias Dauth

Alumnus



Education:

2002–2006

Business Studies at Hochschule Pforzheim

2003–2004

Certificate Programme "Public Relations and Specialist Journalism" at Hochschule Pforzheim

2004–2005

Exchange Student at Indiana University, Kelley School of Business, USA

2008–2011

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

2006–2008

Senior Consultant at BBDO Consulting GmbH, Munich

2008–2012

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

2008–2011

Project Manager Company Consultancy Projects at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

10/2012

Postdoc at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

2013-2018

Alfried Krupp von Bohlen und Halbach Junior Professor for International Management, HHL Leipzig Graduate School of Management

Since 11/2018

Full Professor for International Management, HHL Leipzig Graduate School of Management

Internships at Robert Bosch, SAP, Porsche, Roland Berger Strategy Consultants



Research Interests:

Corporate governance and internationalization of management boards and supervisory boards

Conference Presentations:

36th EIBA Conference, Porto, Portugal, 2010

37th EIBA Conference, Bucharest, Romania, 2011

Jahrestagung der Wissenschaftlichen Kommission Internationales Management im VHB, 2012

3rd EIASM Workshop on Top Management Teams & Business Strategy Research, Milan, Italy, 2012

38th EIBA Conference, Brighton, UK, 2012

Publications:

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2009): Die Internationalisierung von Aldi und Lidl – Möglichkeiten und Grenzen bei der Übertragung von im Inland erfolgreichen Geschäftsmodellen auf das Ausland, *Working Paper No. 46, ESCP-EAP Europäische Wirtschaftshochschule Berlin*, 2009, 35 pages.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2010): Aldi and Lidl: International Expansion of Two German Grocery Discounters. In: Ghauri, Pervez/Cateora, Philip (eds.): *International Marketing*, 3rd European Edition, McGraw-Hill, Maidenhead, 2010, pp. 566-571.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2010): Teaching Notes for the Case "Aldi and Lidl: International Expansion of Two German Grocery Discounters". In: Ghauri, Pervez/Cateora, Philip (eds.): *International Marketing*, 3rd European Edition, McGraw-Hill, Maidenhead, 2010, 9 pages.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2011): Suggestions for Completing the Assignments of the Case Study: The Acquisition of Reebok by Adidas. In: Zentes, Joachim/Swoboda, Bernhard/Morschett, Dirk (eds.): *Fallstudien zum Internationalen Management. Lösungen*. Websites of Gabler, Wiesbaden, 2011, 14 pages.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2011): The Acquisition of Reebok by Adidas. In: Zentes, Joachim/Swoboda, Bernhard/Morschett, Dirk (ed.): *Fallstudien zum Internationalen Management. Grundlagen – Praxiserfahrungen – Perspektiven*. 4th Edition, Gabler, Wiesbaden, 2011, pp. 713-731.

Dauth, Tobias (2012): Die Internationalität von Top-Managern. Aktienkursreaktionen auf die Benennung internationaler Vorstände und Aufsichtsräte. Springer Gabler, Wiesbaden, 2012 (mir-Edition), 308 pages.



Schmid, Stefan/Dauth, Tobias (2012): Internationale Diversität im Top-Management – Eine empirische Analyse der DAX-30-Unternehmen, in: Zeitschrift für betriebswirtschaftliche Forschung, Vol. 64, No. 7, 2012, pp. 772-802.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Schulze, Stephan (2013): Porsche Holding: Automobile für Europa aus dem Salzburger Land. In: Schmid, Stefan (ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. 3rd revised and updated edition, Oldenbourg, München, 2013, pp. 161-173.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2013): Aldi und Lidl. Zwei deutsche Discounter auf Expansionskurs. In: Schmid, Stefan (Hrsg.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. 3. updated and revised edition, Oldenbourg, München, 2013, pp. 533-579.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Schulze, Stephan (2013): Ruhrgas und Gazprom. Keine Sonderrechte - trotz langjähriger Importbeziehungen und existierender Minderheitsbeteiligung. In: Schmid, Stefan (Hrsg.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. 3. updated and revised edition, Oldenbourg, München, 2013, pp. 175-191.

Schmid, Stefan/Dauth, Tobias (2014): Does Internationalization Make a Difference? Stock Market Reaction to Announcements of International Top Executive Appointments, in: Journal of World Business, Vol. 49, No. 1, 2014, pp. 63-77.

Schmid, Stefan/Wurster, Dennis J./Dauth, Tobias (2015): Internationalisation of Upper Echelons in Different Institutional Contexts: Top Managers in Germany and the UK, in: European Journal of International Management, Vol. 9, No. 4, 2015, pp. 510-535.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Orban, Fabienne (2016): Aldi and Lidl - From Germany to the Rest of the World?, Working Paper No. 65, ESCP Europe Wirtschaftshochschule Berlin, July 2016, 20 pages.

Schmid, Stefan/Altfeld, Frederic/Dauth, Tobias (2017): Der Dokortitel unter Vorstands- und Aufsichtsratsmitgliedern der DAX-30-Unternehmen – Immer noch weit verbreitet und von hoher Bedeutung?. In: Zeitschrift für Corporate Governance, Vol. 12, No. 4, 2018, pp. 152-158.

Dauth, Tobias/Pronobis, Paul/Schmid, Stefan (2017): Exploring the Link between Internationalization of Top Management and Accounting Quality: The CFO's International Experience Matters, in: International Business Review, Vol. 26, No. 1, 2017, pp. 71-88.

Schmid, Stefan/Altfeld, Frederic/Dauth, Tobias (2018): Neuberufungen von DAX-30-Vorständen und –Aufsichtsräten: Wie reagiert der Aktienmarkt auf den Dokortitel von Topmanagern?. In: Corporate Finance, No. 09-10, 2018, pp. 276-282.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Leding, Philipp (2018): Adidas and Reebok: Is Acquiring Easier than Integrating?, in: Schmid, Stefan (ed., 2018): *Internationalization of Business. Cases on Strategy Formulation and Implementation*, Springer International Publishing, Cham, 2018, pp. 27-61.



Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Orban, Fabienne (2018): Aldi and Lidl: From Germany to the Rest of the World, in: Schmid, Stefan (ed., 2018): *Internationalization of Business. Cases on Strategy Formulation and Implementation*, Springer International Publishing, Cham, 2018, pp. 81-98.

On April 1, 2013, Tobias Dauth was appointed Alfried Krupp von Bohlen und Halbach Junior Professor for International Management at HHL Leipzig Graduate School of Management. Since November 2018, he is Full Professor for International Management at HHL Leipzig Graduate School of Management.



Dr. Ruben Dost

Alumnus

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Education:

2001–2004

Business Studies at European College of Business and Management, London, UK

2004–2005

Business Studies at Oxford Brookes University, Oxford, UK

2005–2007

Business Studies at Handelshochschule Leipzig (HHL), Germany

2006–2008

INCAE Business School, Alajuela, Costa Rica

09/2008-09/2011

Ph.D. Programme at ESCP Europe Campus Berlin

Work Experience:

1997–2000

Apprenticeship as an Industrial Business Management Assistant at Erdgas Südsachsen GmbH, Chemnitz, Germany

2000

HR Management Assistant at Erdgas Südsachsen GmbH, Chemnitz, Germany

10/2007-05/2011

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

since 05/2012

Consultant Corporate Strategy at N-ERGIE Aktiengesellschaft, Nürnberg, Germany

Internships at DZ Bank London Branch; BASF South East Asia Pte. Ltd., Singapore



Research Interests:

Internationalisation strategies
Impacts of cultural differences on the management of MNCs

Conference Presentations:

Joint Doctoral Seminar Cornell University (USA)/ESCP Europe Campus Berlin

Publications:

Schmid, Stefan/Dost, Ruben (2009): Management in unterschiedlichen Kulturen - zentrale Ergebnisse der GLOBE-Studie. In: WISU - Das Wirtschaftsstudium, Vol. 38, No. 11, 2009, pp. 1467-1472.

Schmid, Stefan/Dost, Ruben (2010): Export als zentrale Internationalisierungsstrategie - Der Fall des türkischen Unternehmens Arçelik, Working Paper No. 55, ESCP Europe Wirtschaftshochschule Berlin, 2010, 80 pages.

Schmid, Stefan/Dost, Ruben (2013): Arçelik: Durch Export zum "Weißen Riesen". In: Schmid, Stefan (ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. 3rd revised and updated edition, Oldenbourg, München, 2013, pp. 581-649.

Dost, Ruben (2014): Produktionsverlagerungen deutscher Unternehmen nach China - Eine neo-institutionalistische Perspektive. Josef Eul Verlag, Lohmar, 2014, 524 pages.



Dr. Lars Dzedek

Alumnus

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Education:

1999-2005

Business studies at Technische Universität Berlin

2003–2004

Studies in Internationalen Management at Syracuse University (Utica College), New York, USA

From 09/2009

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

2005-2006

Associate at Trommsdorff & Drüner, Marketing + Innovation Consultants

2006-2009

Senior Consultant at DHL Consulting, Bonn

2009-2012

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

2013-2014

Project Manager at DHL Consulting, Bonn

2014-2015

Associate Partner at DHL Consulting, Ft. Lauderdale

2015-2019

Vice President, Partner & Head of DHL Consulting Americas at DHL Consulting, Ft. Lauderdale

Since 2019

Vice President Global Sector Development Americas at DHL Supply Chain, Miami/Ft. Lauderdale area



Internships at Kienbaum Management Consultants, Procter & Gamble; Freelancer at DaimlerChrysler Services and Imperial Schrade Corp. New York

Scholarships and Awards:

Award for outstanding Diploma at Technische Universität Berlin; International Scholarship at Syracuse University (Utica College)

Research Interests:

Innovation Management and Entrepreneurship in MNCs

Conference Presentations:

11th Vaasa Conference on International Business, Vaasa, Finland, 2011

Publications:

Schmid, Stefan/Dzedek, Lars R. (2011): Subsidiary Initiatives in Multinational Corporations - What Do We Know about Them, Their Antecedents and Their Consequences?, Working Paper No. 59, ESCP Europe Wirtschaftshochschule Berlin, December 2011, 70 pages.

Schmid, Stefan/Dzedek, Lars/Lehrer, Mark (2014): From Rocking the Boat to Wagging the Dog: A Literature Review of Subsidiary Initiative Research and Integrative Framework, in: Journal of International Management, Vol. 20, No. 2, 2014, pp. 201-218.

Dzedek, Lars R. (2018): Initiatives by Subsidiaries of Multinational Corporations. An Empirical Study on the Influence of Subsidiary Role Context. Springer Gabler, Wiesbaden, 2018, 616 pages.



Dr. Philipp Grosche

Alumnus

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Education:

2001–2006

Business Studies at Ludwig-Maximilians-Universität Munich

2003

ESSEC Business School, Cergy-Pontoise, France

2005

Warwick Business School, Coventry, UK

09/2006-09/2009

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

10/2006-12/2010

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

2011-2019

Management Consultant/Strategy, Senior Manager & Practice Lead at Accenture, Munich area

Since 2019

Partner Transformation Competence Center at Roland Berger, Munich area

Internships at Arthur D. Little, Robert Bosch, Degussa (France) and Bausch & Lomb. Student Assistant at the Institute for Market-based Management (IMM) at LMU Munich

Research Interests:

Internationalisation decisions

Management of international value chains

Internationalization of corporations from emerging markets

**Presentations:**

AIB UK & Ireland Annual Conference, Glasgow, 2009
10th Vaasa Conference on International Business, Vaasa/Finland, 2009
35th EIBA Annual Conference, Valencia, Spanien, 2009

Publications:

Schmid, Stefan/Grosche, Philipp (2007): Lenovo. Ein neuer Global Player aus dem Reich der Mitte. In: Schmid, Stefan (2007, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. 2nd revised and extended edition, Oldenbourg, München, Wien, 2007, pp. 127-142 (3rd edition 2013: pp. 141-158).

Schmid, Stefan/Grosche, Philipp (2008): Management internationaler Wertschöpfung in der Automobilindustrie – Strategie, Struktur und Kultur. Bertelsmann Stiftung, Gütersloh, 2008, 159 pages.

Schmid, Stefan/Grosche, Philipp (2008): Managing the International Value Chain in the Automotive Industry – Strategy, Structure, and Culture. Bertelsmann Stiftung, Gütersloh, 2008, 159 pages.

Schmid, Stefan/Grosche, Philipp (2008): Globale Wertschöpfung im Volkswagen-Konzern – Auf dem Weg zu mehr Dezentralisierung bei Produktion und Entwicklung. Working Paper No. 41, ESCP-EAP Europäische Wirtschaftshochschule Berlin, November 2008, 44 pages.

Schmid, Stefan/Grosche, Philipp (2008): Dezentrale Zentralisierung – Rumänien im Zentrum der Wertschöpfung für Renaults Logan. Working Paper No. 42, ESCP-EAP Europäische Wirtschaftshochschule Berlin, November 2008, 46 pages.

Schmid, Stefan/Grosche, Philipp (2008): Vom Montagewerk zum Kompetenzzentrum – Der Aufstieg von Audis Tochtergesellschaft im ungarischen Győr. Working Paper No. 43, ESCP-EAP Europäische Wirtschaftshochschule Berlin, November 2008, 34 pages.

Schmid, Stefan/Grosche, Philipp (2009): Konfiguration und Koordination von Wertschöpfungsaktivitäten in internationalen Unternehmen – Ein kritischer Beitrag zum State-of-the Art, Working Paper No. 48, ESCP Europe Wirtschaftshochschule Berlin, 2009, 84 pages.

Schmid, Stefan/Grosche, Philipp/Bernhart, Wolfgang/Schott, Sebastian (2011): Focus on corporate culture and networks: How automotive companies successfully coordinate their activities across borders. A joint study conducted by ESCP Europe and Roland Berger, Berlin, Munich, April 2011, 32 pages.

For more information about this publication, please contact the Secretariat.

Grosche, Philipp (2012): Konfiguration und Koordination von Wertschöpfungsaktivitäten in internationalen Unternehmen. Eine empirische Untersuchung in der Automobilindustrie. Gabler, Wiesbaden, 2012 (mir-Edition), 367 pages.



Grosche, Philipp/Mayrhofer, Ulrike/Schmid, Stefan (2015): La configuration et la coordination internationales de la chaîne de valeur dans l'industrie automobile allemande, in: Finance Contrôle Stratégie, Vol. 18, No. 2, 2015, pp. 1-15.

Schmid, Stefan/Grosche, Philipp/Mayrhofer, Ulrike (2016): Configuration and Coordination of International Marketing Activities, in: International Business Review, Vol. 25, No. 2, 2016, pp. 535-547.



Dr. Swantje Hartmann

Alumna

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Education:

2000 – 2005

Business Studies at Ernst-Moritz-Arndt-Universität Greifswald

2004 – 2005

Universidad de Las Palmas de Gran Canaria, Spain

09/2006-09/2009

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

03/2006 – 02/2010

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

07/2010 – 06/2011

ThyssenKrupp AG, International Trainee (Support CEO)

Since 07/2011

ThyssenKrupp Aufzüge GmbH, Project Management

Internships at Siemens AG, Woodbridge Insurance Brokers (Cape Town, South Africa), DaimlerChrysler AG, Collaboration at AIESEC Greifswald

Research Interests:

External embeddedness of subsidiaries

Innovation in MNCs

International cooperations in the automotive industry



Presentations:

34th EIBA Annual Conference, Tallinn, Estonia, 2008
37th EIBA Conference, Bucharest, Romania, 2011

Publications:

Schmid, Stefan/Hartmann, Swantje (2006): Renault und Nissan. Eine französisch-japanische Partnerschaft ohne Probleme? In: Schmid, Stefan (2006, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 265-290 (2nd edition 2007: pp. 341-368; 3rd edition 2013: pp. 367-417).

Schmid, Stefan/Hartmann, Swantje (2011): Product Innovation Processes in Foreign Subsidiaries – The Influence of Local Stakeholders. In: Schmid, Stefan (2011, ed.): Internationale Unternehmungen und das Management ausländischer Tochtergesellschaften. Gabler, Wiesbaden, 2011 (mir-Edition), pp. 257-290.

Hartmann, Swantje (2011): External Embeddedness of Subsidiaries: Influences on Product Innovation in MNCs. Josef Eul Verlag, Lohmar, Cologne, 2011, 392 pages.



Dr. Katharina Hefter (née Kretschmer)

Alumna

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Education:

1998 – 2003

Business Studies at University of Passau

2000 – 2001

Universidad Complutense de Madrid, Spain

2002 – 2003

University of Maastricht, Netherlands

09/2003 – 09/2006

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

01/2004 – 06/2007

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

07/2007-07/2018

Management Consultant at Boston Consulting Group (BCG), Cologne

Since 08/2018

Managing Director & Partner at Boston Consulting Group (BCG), Berlin

Internships at Dresdner Bank, Kölla Valencia, Infineon Technologies, Dresdner Kleinwort Wasserstein and Mercer Management Consulting; Work on the board of directors and project work at INSTEAD e.V., Student management consulting, Tutor at the Chair of Organization and Human Resources at the University of Passau



Awards:

IHK award in 2003 for the thesis: „Unternehmenskommunikation: Ein Vergleich von Leitbildern in Deutschland und den USA“

EIBA Best Thesis Proposal Award 2005 for the article: „Performance Evaluation of Foreign Subsidiaries“

Neil Hood and Stephen Young Prize for the Most Original Work 2006 at the AIB UK for the article „Performance Evaluation of Foreign Subsidiaries“

Research Interests:

Corporate governance and internationalization of supervisory boards

Role typologies of foreign subsidiaries

Control and performance evaluation of foreign subsidiaries

Case study research

Presentations:

8th Vaasa Conference on International Business, Vaasa/Finland, 2005

31st EIBA Annual Conference, Oslo, 2005

33rd AIB UK Annual Conference, Manchester, 2006

32nd EIBA Annual Conference, Fribourg/Switzerland, 2006

34th AIB UK & Ireland Annual Conference, London, 2007

Publications:

Schmid, Stefan/Kretschmer, Katharina (2004): The German Corporate Governance System and the German "Mitbestimmung" – An Overview. Working Paper No. 8, ESCP-EAP Europäische Wirtschaftshochschule Berlin, November 2004.

Schmid, Stefan/Kretschmer, Katharina (2005): How International Are German Supervisory Boards? – An Exploratory Study. Working Paper No. 14, ESCP-EAP Europäische Wirtschaftshochschule Berlin, December 2005.

Schmid, Stefan/Kretschmer, Katharina (2006): Performance Evaluation of Foreign Subsidiaries – A Contingency Framework. Working Paper No. 18, ESCP-EAP Europäische Wirtschaftshochschule Berlin, June 2006.

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Schmid, Stefan/Kretschmer, Katharina (2006): Zara. Globale Mode zu lokalen Preisen. In: Schmid, Stefan (2006, Hrsg.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 169-178 (2nd edition 2007: pp. 207-218; 3rd edition 2013: pp. 229-243).



Schmid, Stefan/Kretschmer, Katharina (2006): Endesa. Mit (viel) Energie von der iberischen Halbinsel nach Südamerika. In: Schmid, Stefan (2006, Hrsg.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 207-226 (2nd edition 2007: pp. 283-302; 3rd edition 2013: pp. 313-335).

Schmid, Stefan/Kretschmer, Katharina (2006): IKEA. Aus Schweden in die Welt. In: Schmid, Stefan (2006, Hrsg.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 229-245 (2nd edition 2007: pp. 305-321; 3rd edition 2013: pp. 337-360).

Schmid, Stefan/Kretschmer, Katharina (2006): Procter & Gamble und Wella. Nach einem Übernahmemarathon endlich am Ziel. In: Schmid, Stefan (2006, Hrsg.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 247-262 (2nd edition 2007: pp. 323-339; 3rd edition 2013: pp. 363-385).

Kretschmer, Katharina (2009): Performance Evaluation of Foreign Subsidiaries. Gabler, Wiesbaden, 2009 (mir-Edition) 363 pages.

Schmid, Stefan/Kretschmer, Katharina (2010): Performance Evaluation of Foreign Subsidiaries - A Review of the Literature and a Contingency Framework. In: International Journal of Management Reviews, Vol. 12, 2010, pp. 219-258.

Schmid, Stefan/Hefter, Katharina (2014): Evaluating the Performance of Foreign Subsidiaries: An Extension of Gupta/Govindarajan's Role Typology, in: Laaksonen, Martti/Arslan, Ahmad/Kontkanen, Minnie (2014, Eds.): Contributions to International Business. Essays in Honour of Professor Jorma Larimo. Acta Wasaensia 303, University of Vaasa, Vaasa/Finland, 2014, pp. 1-30.

Schmid, Stefan/Hefter, Katharina (2016): How Do MNC Subsidiaries Differ in Terms of Performance Evaluation? A Case Study based on Bartlett/Ghoshal's Role Typology, in: Eckert, Stefan/Trautnitz, Georg (2016, Eds.): Internationales Management und die Grundlagen des globalisierten Kapitalismus. Festschrift zum 65. Geburtstag von Johann Engelhard. Springer Gabler, Wiesbaden, 2016, pp. 123-157.

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Education:

2012

Ph.D. in International Management at ESCP Europe, Berlin

2007-2010

Ph.D. Studies in International Management at ESCP Europe, Berlin

2003-2004

Studies in Economics at Harvard University, Cambridge, USA

2002-2006

Studies in Business Administration at BiTS Entrepreneurial University, Iserlohn

Professional Experience:

Since 2017

Professor of Corporate Management and Finance at University of Applied Sciences Europe, Berlin

2017

Marketing Director at PE Automotive (BPW Group), Wuppertal

2015-2017

Managing Director at Stiftung Bildung.Werte.Leben, Berlin

2014-2015

Assistant to the Board of Directors at Stiftung Bildung.Werte.Leben, Berlin

2014-2015

Strategic Partner at Wertikale, Berlin

Since 2012

Lecturer and Research Fellow at ESCP Europe, Berlin



2012-2013

Strategy Consultant at Wertikale, Berlin

2006-2012

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe, Berlin

2006-2008

Manager Company Consultancy Projects at ESCP Europe, Berlin

2000-2006

Managing Partner at far-out.communication, Breckerfeld

2000-2006

Internships at Porsche, Bosch Automotive (South Africa), Kraft Foods/Milka, Batten & Company (BBDO Consulting), TBWA

Teaching and Research Focus:

Strategic Management

International Management

International Marketing

Corporate Finance

Awards and Scholarships:

Best International Marketing Paper Award at the 38th Conference of the European International Business Academy (EIBA) for the paper "To What Degree Should Firms Standardize or Adapt Their Product Strategies Across Countries? New Empirical Results Based on the Strategic-Fit Approach" (with Stefan Schmid), 2012

Best International Marketing Paper Award at the 61st Conference of the Academy of International Business (AIB) for the paper "To What Degree Should Firms Standardize or Adapt Their Product Mix Across Countries? New Empirical Results Based on the Strategic-Fit Approach" (with Stefan Schmid), 2012

Temple/AIB Best Paper Award Finalist at the 61st Conference of the Academy of International Business (AIB) for the paper "To What Degree Should Firms Standardize or Adapt Their Product Mix Across Countries? New Empirical Results Based on the Strategic-Fit Approach" (with Stefan Schmid), 2012



Best Paper Award at the 18th Conference of the Consortium for International Marketing Research (CIMaR) for the paper "International Standardization and Adaptation of Product Strategies - A New Approach to a 50-Year-Old Debate in International Marketing and Management" (with Stefan Schmid), 2010

Best Paper Award at the International Doctoral Tutorial of the 10th Vaasa Conference on International Business for the paper "International Standardization and Adaptation of Product Strategies - Towards a Profit-Theoretical Contingency Framework", 2009

University Scholarship, BiTS Entrepreneurial University, Iserlohn, 2003-2006

Conference Presentations:

38th EIBA Conference, Brighton, UK, 2012

61st AIB Conference, Washington D.C., USA, 2012

35th Conference of the IM Division within the VHB, Saarbrücken, 2011

36th EIBA Conference, Porto, Portugal, 2010

30th SMS Conference, Rome, Italy, 2010

18th CIMaR Conference, Oslo, Norway, 2010

35th EIBA Conference, Valencia, Spain, 2009

10th Vaasa Conference on International Business, Vaasa, Finland, 2009

Publications:

Books:

Kotulla, Thomas (2012): *Strategien der internationalen Produktstandardisierung und -differenzierung*. MIR-Edition, Springer Gabler, Wiesbaden, also Dissertation ESCP Europe, Berlin, 2012.

Journal Articles:

Kotulla, Thomas/Schmid, Stefan (2016): International Standardization and Adaptation of Products – Combining the Fit Approach and the Profit Logic. In: *Marketing ZfP - Journal of Research and Management*, Vol. 38, Issue 4, 2016, pp. 180-199.

Schmid, Stefan/Kotulla, Thomas (2011): 50 Years of Research on International Standardization and Adaptation - From a Systematic Literature Analysis to a Theoretical Framework. In: *International Business Review*, Vol. 20, Issue 5, 2011, pp. 491-507.

Schmid, Stefan/Kotulla, Thomas (2010): Die GLOBE-Studie: Kultur und erfolgreiches Leadership in Zeiten der Globalisierung. In: *WiSt - Wirtschaftswissenschaftliches Studium*, Vol. 39, Issue 2, 2010, pp. 61-67.

Schmid, Stefan/Kotulla, Thomas (2009): WISU-Lexikon Internationales Management. In: *WISU - Das Wirtschaftsstudium*, Vol. 38, Issue 6, 2009, pp. I-XIV.

Book Chapters:



Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Leding, Philipp (2018): Adidas and Reebok: Is Acquiring Easier than Integrating?, in: Schmid, Stefan (ed., 2018): *Internationalization of Business. Cases on Strategy Formulation and Implementation*, Springer International Publishing, Cham, 2018, pp. 27-61.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Orban, Fabienne (2018): Aldi and Lidl: From Germany to the Rest of the World, in: Schmid, Stefan (ed., 2018): *Internationalization of Business. Cases on Strategy Formulation and Implementation*, Springer International Publishing, Cham, 2018, pp. 81-98.

Schmid, Stefan/Wurster, Dennis J./Kotulla, Thomas (2015): UniCredit Group. A Bank Goes East. In: Buckley, Peter/Ghauri, Pervez (eds.): *International Business Strategy. Theory and Practice*, Routledge/Taylor & Francis, London, New York, 2015, pp. 562-566.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2013): Aldi und Lidl. Zwei deutsche Discounter auf Expansionskurs. In: Schmid, Stefan (ed.): *Strategien der Internationalisierung. Fallstudien und Fallbeispiele*. 3rd Edition, Oldenbourg, München, 2013, pp. 533-579.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Schulze, Stephan (2013): Porsche Holding: Automobile für Europa aus dem Salzburger Land. In: Schmid, Stefan (ed.): *Strategien der Internationalisierung. Fallstudien und Fallbeispiele*. 3rd Edition, Oldenbourg, München, 2013, pp. 161-173.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Schulze, Stephan (2013): Ruhrgas und Gazprom. Keine Sonderrechte - trotz langjähriger Importbeziehungen und existierender Minderheitsbeteiligung. In: Schmid, Stefan (ed.): *Strategien der Internationalisierung. Fallstudien und Fallbeispiele*. 3rd Edition, Oldenbourg, München, 2013, pp. 175-191.

Schmid, Stefan/Kotulla, Thomas/Wurster, Dennis J. (2012): UniCredit dans les PECO – Une Question de Timing? In: Prime, Nathalie/Usunier, Jean-Claude (eds.): *Marketing International. Marchés, Cultures, Organisations*. Pearson (Collection ECO GESTION), Paris, 2012, pp. 289-292.

Schmid, Stefan/Kotulla, Thomas (2012): To Standardize or to Adapt? A Comprehensive Review and Assessment of the Literature. In: Zentes, Joachim (ed.): *Markteintrittsstrategien. Dynamik und Komplexität*. MIR-Edition, Springer Gabler, Wiesbaden, 2012, pp. 51-93.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2011): The Acquisition of Reebok by Adidas. In: Zentes, Joachim/Swoboda, Bernhard/Morschett, Dirk (eds.): *Fallstudien zum Internationalen Management. Grundlagen – Praxiserfahrungen – Perspektiven*. 4th Edition, Gabler, Wiesbaden, 2011, pp. 713-731.

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Schmid, Stefan/Kotulla, Thomas (2011): Internationale Standardisierung und Differenzierung des Marketing - Ergebnisse einer metaanalytischen Untersuchung. In: Mann, Andreas (ed.): *Herausforderungen der internationalen marktorientierten Unternehmensführung*. Festschrift zum 65. Geburtstag von Reinhard Hünerberg, Gabler, Wiesbaden, 2011, pp. 151-176.



Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2010): Aldi and Lidl: International Expansion of Two German Grocery Discounters. In: Ghauri, Pervez/Cateora, Philip: *International Marketing*, 3rd European Edition, McGraw-Hill, Maidenhead, 2010, pp. 566-571.

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Schmid, Stefan/Kotulla, Thomas (2009): Standardization and Adaptation in International Marketing and Management - From a Critical Literature Analysis to a Theoretical Framework. In: Larimo, Jorma (ed.): *Strategies and Management of Internationalization and Foreign Operations*, Vaasan Yliopiston Julkaisuja, Vaasa, 2009, pp. 311-350.

Schmid, Stefan/Kotulla, Thomas (2008): Die Akquisition von Reebok durch Adidas. In: Zentes, Joachim/Swoboda, Bernhard/Morschett, Dirk (eds.): *Fallstudien zum Internationalen Management. Grundlagen – Praxiserfahrungen – Perspektiven*. 3rd Edition, Gabler, Wiesbaden, 2008, pp. 703-721.

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Schmid, Stefan/Kotulla, Thomas/Machulik, Mario/Schulze, Stephan (2007): Airbus. Dezentrale Wertschöpfung als Erfolgsgeheimnis oder Achillesferse? In: Schmid, Stefan (ed.): *Strategien der Internationalisierung. Fallstudien und Fallbeispiele*. 2nd Edition, Oldenbourg, München, Wien, 2007, pp. 69-86 (3rd Edition from 2013: pp. 75-95).

Schmid, Stefan/Kotulla, Thomas/Schulze, Stephan (2007): SkyTeam. Eine Strategische Allianz auf dem Weg zur Nummer eins am Himmel? In: Schmid, Stefan (ed.): *Strategien der Internationalisierung. Fallstudien und Fallbeispiele*. 2nd Edition, Oldenbourg, München, Wien, 2007, pp. 395-415 (3rd Edition from 2013: pp. 445-466).

Schmid, Stefan/Kotulla, Thomas (2007): UniCredit Group. Vom Local Player aus Norditalien zum Marktführer in Osteuropa. In: Schmid, Stefan (ed.): *Strategien der Internationalisierung. Fallstudien und Fallbeispiele*. 2nd Edition, Oldenbourg, München, Wien, 2007, pp. 441-472 (3rd Edition from 2013: pp. 495-529).

Discussion Papers:

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas/Orban, Fabienne (2016): Aldi and Lidl - From Germany to the Rest of the World? *Working Paper No. 65, ESCP Europe Wirtschaftshochschule Berlin*, 2016, 20 pages.

Schmid, Stefan/Kotulla, Thomas (2009): The Debate on Standardization and Adaptation in International Marketing and Management Research - What Do We Know, What Should We Know? *Working Paper No. 50, ESCP Europe Wirtschaftshochschule Berlin*, 2009, 67 pages.

Schmid, Stefan/Dauth, Tobias/Kotulla, Thomas (2009): Die Internationalisierung von Aldi und Lidl – Möglichkeiten und Grenzen bei der Übertragung von im Inland erfolgreichen



Geschäftsmodellen auf das Ausland, *Working Paper No. 46, ESCP-EAP Europäische Wirtschaftshochschule Berlin, 2009, 35 pages.*

Schmid, Stefan/Kotulla, Thomas (2007): Grenzüberschreitende Akquisitionen und zentrale Konsequenzen für die internationale Marktbearbeitung – Der Fall Adidas/Reebok, *Working Paper No. 32, ESCP-EAP Europäische Wirtschaftshochschule Berlin, 2007, 38 pages.*

Book Reviews:

Schmid, Stefan/Kotulla, Thomas (2010): Review of "The Management of Strategy" by Ireland, R. Duane/Hoskisson, Robert E./Hitt, Michael A., 9th International Edition, South-Western/Cengage Learning, Florence, 2010. In: *Management International Review*, Vol. 50, Issue 5, 2010, pp. 655-658.



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Education:

1998 – 2004

Psychology Studies at University of Regensburg

2000 – 2001

Wesleyan University, USA

2001 – 2002

Postgraduate Studies „Internationale Handlungskompetenz“ at University of Regensburg

09/2005 – 09/2008

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

04/2005 – 12/2008

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

01/2009 – 09/2010

Consultant, Bain & Company, Munich

Since 10/2010

Executive Assistant, Orbis Investment Management, Hamilton, Bermuda

Internships at ISM Global Dynamics (market research), German Embassy (Wellington, New Zealand), DekaBank (organisational development);

Internship and freelancer at GAP (management consulting);

Tutor for the postgraduate studies „Internationale Handlungskompetenz“ at University of Regensburg; Student Assistant at the Department for Social and Organizational Psychology



Research Interests:

Differences in perception between headquarters und subsidiaries
 Internationalisation of corporate governance committees

Presentations:

AIB UK & Ireland Annual Conference, London, 2007
 9th Vaasa Conference on International Business, Vaasa/Finland, 2007
 33rd EIBA Annual Conference, Catania/Italy, 2007
 50th Annual Conference of the Academy of International Business, Milan/
 Italy, 2008
 24th European Group for Organizational Studies Colloquium, Amsterdam/
 Netherlands, 2008

Publications:

Schmid, Stefan/Daniel, Andrea (2006): Bitburger. Internationalisierung als Randaktivität. In: Schmid, Stefan (2006, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 93-101 (2nd edition 2007: pp. 101-110).

Schmid, Stefan/Daniel, Andrea (2006): Body Shop International. Schwierige Zeiten in den USA – erst recht für Franchisenehmer. In: Schmid, Stefan (2006, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 103-114 (2nd edition 2007: pp. 113-125; 3rd edition 2013: pp. 125-139).

Schmid, Stefan/Daniel, Andrea (2006): Sony BMG Music Entertainment. Globale Ursachen, aber nicht nur globale Auswirkungen eines Joint Ventures. In: Schmid, Stefan (2006, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 155-167 (2nd edition 2007: pp. 189-204; 3rd edition 2013: pp. 209-226).

Schmid, Stefan/Daniel, Andrea (2006): Telia. Nach schwedisch-norwegischem Flirt eine schwedisch-finnische Ehe. In: Schmid, Stefan (2006, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 335-356 (2nd edition 2007: pp. 417-438; 3rd edition 2013: pp. 469-492).

Schmid, Stefan/Daniel, Andrea (2006): Measuring Board Internationalization – Towards a more Holistic Approach. Working Paper No. 21, ESCP-EAP Europäische Wirtschaftshochschule Berlin, December 2006.

Schmid, Stefan/Daniel, Andrea (2007): Die Internationalität der Vorstände und Aufsichtsräte in Deutschland. Bertelsmann Stiftung, Gütersloh, 2007.

Schmid, Stefan/Daniel, Andrea (2007): Are Subsidiary Roles a Matter of Perception? A Review of the Literature and Avenues for Future Research. Working Paper No. 30, ESCP-EAP Europäische Wirtschaftshochschule Berlin, October 2007.



Schmid, Stefan/Daniel, Andrea (2008): An Upper Echelons Approach to Measuring Internationalization. In: Larimo, Jorma (2008, ed.): Perspectives on Internationalization and International Management. Vol. 148, Vaasan Yliopiston Julkaisuja, Vaasa/Finland, 2008, pp. 158-179.

Schmid, Stefan/Daniel, Andrea (2009): Subsidiary Roles, Perception Gaps and Conflict – A Social Psychological Approach. In: Management der Internationalisierung. Festschrift zum 65. Geburtstag von Michael Kutschker, edited by S. Schmid, Gabler (Gabler Edition Wissenschaft), Wiesbaden, 2009, pp. 183-202.

Schmid, Stefan/Daniel, Andrea (2009): Telia - A Swedish-Finnish Marriage after a Failed Norwegian Courtship. In: Thunderbird International Business Review, Vol. 51, No. 3, 2009, pp. 297-310.

Daniel, Andrea (2010): Perception Gaps between Headquarters and Subsidiary Managers: Differing Perspectives on Subsidiary Roles and their Implications. Gabler, Wiesbaden 2010 (mir-Edition), 300 pages.

Schmid, Stefan/Daniel, Andrea (2011): Headquarters-Subsidiary Relationships from a Social-Psychological Perspective: How Perception Gaps Concerning the Subsidiary's Role May Lead to Conflict. In: Dörrenbächer, Christoph/Geppert, Mike (2011, ed.): Politics and Power in MNCs. Cambridge University Press, Cambridge, 2011, pp. 255-280.



Dr. Mario Machulik

Alumnus

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Education:

1996 – 1998

Basic Business Studies at Otto-Friedrich Universität Bamberg

1998 – 1999

European Business Management School, University of Wales, Swansea

1999 – 2002

Advanced Business Studies at the University of Mannheim

09/2003 – 09/2006

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

2003-2008

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

03/2003-09/2007

MEB Programme Manager

05/2005-09/2007

Member of the Academic Advisory Board at ESCP-EAP Berlin

2009-2012

Deutsche Bank AG, Group Strategy & Planning

2012-2016

Deutsche Bank AG, Private & Business Clients, Advisory Banking Germany, Senior Business Manager

Since 2016

Deutsche Bank AG, Group Audit, Principal Auditor Strategy & Change



Internships in Germany and the UK (e.g. at CIFT, Prof. Homburg & Partner); Student assistant at the Chair of Microeconomics and Ordo-Liberalism at Otto-Friedrich Universität Bamberg; Marketing representative of the Student Organization VISUM e.V. at the University of Mannheim

Research Interests:

Typologies of international enterprises, in particular EPRG concept
 Attitude and behaviour of managers/enterprises
 Management of subsidiaries and licence contracts
 Philosophy of science, in particular epistemology

Presentations:

31st EIBA Annual Conference, Oslo/Norway, 2005
 8th Vaasa Conference on International Business, Vaasa/Finnland, 2005

Publications:

Perlitz, Manfred/Machulik, Mario (2004): „Most Admired Companies = Most Successful Companies?“ Eine Analyse der 400 größten multinationalen Unternehmen zum Zusammenhang zwischen Reputation und Erfolg. In: Döring, Ulrich/Kussmann, Heinz (2004, ed.): Spezialisierung und Internationalisierung. Entwicklungstendenzen der deutschen Betriebswirtschaftslehre. Festschrift für Günter Wöhe. Vahlen, München, 2004, pp. 79-117.

Schmid, Stefan/Machulik, Mario (2004): Die Bedeutung von Tochtergesellschaften bei der Erschließung mittelosteuropäischer Märkte. In: Zschiedrich, Harald/Schmeisser, Wilhelm/Hummel, Thomas R. (2004, ed.): Internationales Management in den Märkten Mittel- und Osteuropas. Rainer Hampp Verlag, München, Mering, 2004, pp. 21-43.

Schmid, Stefan/Machulik, Mario (2006): What has Perlmutter really written? A comprehensive analysis of the EPRG concept. Working Paper No. 16, ESCP-EAP Europäische Wirtschaftshochschule Berlin, January 2006. (previous version published in: Larimo, Jorma/Rumpunen, Sami (2006, ed.): Internationalization and Management of Foreign Operations. Vol. 130, Vaasan Yliopiston Julkaisuja, Vaasa/Finland, 2006, pp. 248-283.)

Schmid, Stefan/Machulik, Mario (2006): Audi. Vom bayerischen Ingolstadt ins ungarische Győr. In: Schmid, Stefan (2006, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 81-90 (2nd edition 2007: pp. 89-99; 3rd edition 2013: pp. 97-110).

Schmid, Stefan/Machulik, Mario/Schulze, Stephan (2006): Airbus. Großprojekte – verteilt auf 16 europäische Standorte. In: Schmid, Stefan (2006, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 67-79.



Schmid, Stefan/Machulik, Mario/Schulze, Stephan (2006): Sanofi-Aventis und Genta. Eine Lizenzpartnerschaft von kurzer Dauer. In: Schmid, Stefan (2006, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. Oldenbourg, München, Wien, 2006, pp. 293-315 (2nd edition 2007: pp. 373-393; 3rd edition 2013: pp. 419-443).

Schmid, Stefan/Kotulla, Thomas/Machulik, Mario/Schulze, Stephan (2007): Airbus. Dezentrale Wertschöpfung in Europa als Erfolgsgeheimnis oder Achillesferse? In: Schmid, Stefan (2007, ed.): Strategien der Internationalisierung. Fallstudien und Fallbeispiele. 2nd updated and revised edition, Oldenbourg, München, Wien, 2007, S. 69-86 (3rd edition 2013: pp. 75-95).

Machulik, Mario (2010): Das EPRG-Konzept von Howard V. Perlmutter. Eine umfassende Rekonstruktion und eine empirische Analyse im Spannungsfeld von Archetypen und Hybridformen internationaler Unternehmungen. Verlag Dr. Kovac, Hamburg 2010, 656 pages.



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Education:

1996 – 1998

Basic Economic Studies at Eberhard-Karls-Universität Tübingen

1998 – 1999

Tufts University / The Fletcher School, Medford, MA, USA

1999 – 2003

Master in Management (MIM) at ESCP Europe

2005 – 2008

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

Since 03/2003

Management Consultant at The Boston Consulting Group in Frankfurt

Internships at McKinsey (Berlin), Monitor Group (Madrid), Morgan Stanley (London), PaineWebber (New York), Airbus (Toulouse), Dresdner Bank Latin America (Hamburg), German Embassy (Buenos Aires)

Research Interests:

Foreign subsidiaries

International enterprises strategies

Sales and distribution of large plant construction

Presentations:

AIB UK & Ireland Annual Conference, London, 2007

9th Vaasa Conference on International Business, Vaasa/Finland, 2007



Publications:

Schmid, Stefan/Maurer, Julia (2008): Relationships Between MNC Subsidiaries - Towards a Classification Scheme, Working Paper No. 35, ESCP-EAP Europäische Wirtschaftshochschule Berlin, April 2008, 35 pages.

Maurer, Julia (2011): Relationships between Foreign Subsidiaries: Competition and Cooperation in Multinational Plant Engineering Companies. Gabler, Wiesbaden, 2011 (mir-Edition), 400 pages.

Schmid, Stefan/Maurer, Julia (2011): Relationships Between MNC Subsidiaries – Opening a Black Box in the International Business Field. In: Schmid, Stefan (2011, ed.): Internationale Unternehmungen und das Management ausländischer Tochtergesellschaften. Gabler, Wiesbaden, 2011 (mir-Edition), pp. 53-83.



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Education:

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Basic Business Studies at University of Leipzig

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Marketing Management Studies at Dublin Institute of Technology, Ireland

1999 – 2001

Advanced Business Studies at Handelshochschule Leipzig

2000

Helsinki School of Economics, Malaysia

2004 – 2007

PhD Programme at ESCP Europe Campus Berlin

Work Experience:

1992 – 1996

Apprenticeship in Banking and as a Customer Service Representative at Stadtsparkasse Magdeburg

2004 – 2007

Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Campus Berlin

2002 – 2016

Management Consultant, Principal at Boston Consulting Group (BCG) in Munich

Since 2017

Divisional Head Strategische Geschäftsfeldsteuerung at Berliner Volksbank eG in Berlin

Internships at AT Kearney, Roland Berger & Partner, Siemens AG, Sächsische Landesbank, Deutsche Bahn AG, Philips



Conference Presentations:

35th AIB-UKI Conference, Portsmouth, UK, 2008

Publications:

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Education:

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Studies of Business Information Systems at DHBW Stuttgart

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Studies of International Business Administration at University of St Andrews, UK

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Ph.D. Programme at ESCP Europe Berlin

Work Experience:

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Research Assistant at the Chair of International Management and Strategic Management at ESCP Europe Berlin

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Strategic Planning and Corporate Development at STIHL Group

Internships at ANDREAS STIHL AG & Co. KG (with focus on Controlling, IT/Organization, Marketing and Supply Chain Management)

Research Interests:

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Awards:

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Best Paper Award at the 41st Annual Conference of the European International Business Academy (EIBA) for the paper "Taking the long way: How international work experience affects managers' time to the top" (with Stefan Schmid), 2015

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Conference Presentations:

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62nd AIB Conference, Istanbul, Turkey, 2013

3rd Atlas-AFMI Conference, Montréal, Canada, 2013

13th EURAM Conference, Istanbul, Turkey, 2013

12th Vaasa Conference on International Business, Vaasa, Finland, 2013

11th EIASM Workshop on International Management, Berlin, Germany, 2013

63rd AIB Conference, Vancouver, Canada, 2014

41st EIBA Conference, Rio de Janeiro, Brazil, 2015

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Schmid, Stefan/Kotulla, Thomas/Wurster, Dennis J. (2012): UniCredit dans les PECO – Une Question de Timing? In: Prime, Nathalie/Usunier, Jean-Claude (eds.): *Marketing International. Marchés, Cultures, Organisations*, Pearson (Collection ECO GESTION), Paris, 2012, pp. 289-292.

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