



Affiliate Professors of the Chair of International Management and Strategic Management

Prof. Dr. Manfred Heckle

Affiliate Professor

Phone +49-30-3 20 07-137 (Secretariat)
Fax +49-30-3 20 07-107 (Secretariat)
manfred.heckle@escpeurope.de



Teaching Activity at ESCP Europe Berlin:

Course: Introduction to European Management (MEB)
Thesis Mentoring

Work Experience:

1963 – 1971

Assistant at Mechanical Engineering Laboratory, Chief engineer at Institut für Mess- und Regelungstechnik, University Karlsruhe

1971 – 1992

Research Assistant, Director of Strategic Planning, Divisional Director, BASF AG
Ludwigshafen

1993 – 2001

Professor at ESCP-EAP Berlin, Teaching activity and Director of the MBA Programmes

Since 2002

Affiliate Professor at ESCP Europe Campus Berlin

International experience, in particular in France, Japan and North America.

Experiences in competition and cooperation with Japanese enterprises in different fields of activity.



Education:

1957 – 1971

Diploma, Graduation and “Habilitation” (Degree for the qualification of a full professor in Germany) at University of Karlsruhe

1961 – 1962

Studies at Institut National des Sciences Appliquées, Villeurbanne, France



Prof. Dr. Thomas Kotulla

Affiliate Professor

Phone +49-30-3 20 07-137 (Secretariat)
Fax +49-30-3 20 07-107 (Secretariat)
tkotulla@escpeurope.eu



Teaching Activity at ESCP Europe:

International Management

Strategic Management

Work 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

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

Teaching and Research Focus:

Strategic Management

International Management

International Marketing

Corporate Finance

Awards:

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 (CIMA R) 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

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 CIMA R 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. Download publication [here](#).

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/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.



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. Download publication [here](#).

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.

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: *International Marketing*, 3rd European Edition, McGraw-Hill, Maidenhead, 2010, 9 pages. Download publication [here](#).

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.

Schmid, Stefan/Kotulla, Thomas (2008): Fallstudienlösung: Die Akquisition von Reebok durch Adidas. In: Zentes, Joachim/Swoboda, Bernhard/Morschett, Dirk (eds.): *Fallstudien zum Internationalen Management. Lösungen*. Websites of Gabler, Wiesbaden, 2008, 14 pages. Download publication [here](#).

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/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.* Download publication [here](#).

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.



Prof. Dr. Bruno Leblanc

Affiliate Professor

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

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

bruno.leblanc@escpeurope.de



Teaching Activity at ESCP Europe Berlin:

Course: European Strategy (MIM)

Executive Education

Thesis and seminar paper mentoring

Work Experience:

1969 – 1980

Group HEC, France

1969 – 1972

Professor for Business Studies, in particular Controlling, HEC

1972 – 1976

Dean of the school, HEC

1978 – 1980

Professor for Business Studies, in particular Controlling, HEC

1976 – 1977

Research Scholar at Stanford University, USA

1980 – 1991

Director for Europe at EAP

1991 – 1993

Professor for International Strategy at EAP Paris

Since 1993

Affiliate Professor at ESCP Europe Campus Berlin



Education:

1953 – 1956

Licence de Droit et Sciences Economiques (Université Paris)

1956 – 1959

Ph.D. (Oxon), Economics