

THINKTANK KW 1**»Suppliers of green electricity enthusiastic about new subsidies«**

(Andreas Mihm - FAZ 2012-01-09, Nr. 7, p.11)

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Auxilium: The start of the new rules of promotion (premiums for management and marketing) brought a considerable increase of wind energy which is sold directly. In January about 40% are no longer subject to subsidies according to EEG. Of course there is a safety net: the premium according to EEG is the floor to which subsidies will fill up if market prices turn out to be too low. It is the goal to bring renewable energies closer to the electricity market of the EEX (European Energy Exchange) – even if the feed-in-tariff according to EEG is approx. 80% above market prices?

THINKTANK KW 3 (Jan. 18th)**»Hidden persuasion by debts«**

(Ohio State University - Research Communication)

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Auxilium: Ohio State University has conducted a nationwide survey involving more than 3,000 young adults between the age of 18 and 34 years with the result that debts raise self-esteem and the sense of mastery, the feeling of empowerment. Surprisingly this holds true regardless whether the loans were taken out to pay for college and thus invest into the future or whether they were consumer driven credit card debts. This becomes different only with age (and rising wealth) – a cultural problem restricted to the US?

THINKTANK KW 3 (Jan. 20th)**»Sustainable replaces Holy«**

(Richard Kämmerlings - Welt Online 2012-01-20)

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Auxilium: Since the seventies and the Cub of Rome criticizing the ideology of constant growth modern society has developed into a community of culprits guilty of living beyond their means (and thereby according to the political topos putting the burden of payment onto “later generations”) and accumulating negative capital in terms of morals. Since the elimination of religious patterns of interpretation modern mankind adopts responsibility for everything bad is happening in the world.

THINKTANK KW 8 (Feb. 21st)**»Insurance Companies and Customer Satisfaction«**

(Philipp Krohn - FAZ 2012-02-21, pg.19)

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Auxilium: Customer satisfaction does have a measurable effect Bernd Heinemann, member of the management board at Allianz is cited. – Insurance companies fight against their negative image: Customer reporting, customer ombudsmen and codices – but the added value for the customer is still said to be unclear. This pessimistic view expressed by FAZ might be premature. Changes in perspective and focus sustainably sponsored by the very top of a corporation can start development processes.

THINKTANK KW 11 (March 12th)**»The world is not culturally homogenous ... «**

(Uta von Boyen – WeltOnline 2012-03-11)

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Auxilium: Diversity is a key factor of success for corporations. It is reported by WeltOnline that there are three major parameters: demographic developments resulting in a shortage of skilled personnel, proven higher innovative efficiency with economic success, and the globalization of markets. Highly homogenous cultures within corporations end up with lower abilities to understand the (potential) customer. You will need inside knowledge to successfully open new markets. ► www.expatsbiz.eu

THINKTANK KW 21 (May 22nd)**»Human Faktors, Management and Risk«**

(Dr. Frank Herdmann - ISO 31000 Conference in Paris)

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Auxilium: Human Factors Management (HFM) is at the core of life. Critical industries (like nuclear power plants) need a complex HFM. But for most (notably smaller) entities a simple systemic approach is a good start for Risk Management. It would be helpful though to know about the Efficiency-Thoroughness Trade-Off Principle (»ETTO«) which improves our understanding of what other people do or may do! And the alignment of Risk Management with Internal Audit is mandatory!

THINKTANK KW 24 (June 17th)

»Rules for managing risky behavior?«

(James Lam - Harvard Business Review Blog)

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Auxilium: Five house rules are said to be sufficient to manage risk in a company. This compliance oriented approach of the author is certainly better than to have no risk management at all but it ignores crucial criteria. Compliance certainly is important. But it should rather be treated as a matter of course instead of calling it a »secret weapon« or even a »cure all«! Risk Managers are not responsible for overseeing line executives – they coordinate, consult, train line managers and aggregate information.

THINKTANK KW 32 (Aug. 8th)

»Speed limit at the stock exchange«

(R. Obertreis - Tagesspiegel 2012-08-08, pg. 18)

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Auxilium: There are plans that BAFin (the financial regulatory authority in Germany) shall supervise high frequency trading in the future. 50 % of the volume at Deutsche Börse (and 70 % in the US) are said to be »Algo-Trading« – result: the »Flash Crash« in 2010 in which the Dow-Jones fell 1000 points without external cause and the Knight Capital rescue in 2012 with costs of 400 million USD. Legal acts without declaration of intent? Or computers now finally have their own intentions?

THINKTANK KW 36 (Sept.3rd)

»Only few mergers add value«

(W. Ballwieser - FAZ 205 2012-09-03, pg. 10)

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Auxilium: The integration of a new entity after an acquisition and the effort it takes to control synergies are deeply underestimated. In retrospective assessment many M & A transactions fail. Only 20 to 30 per cent of the transactions investigated are said to earn more than the costs for capital. The risks: intensive increase of complexity for leadership, incompatible company cultures, incompatible information technology etc. – the result: premature messages of success.

THINKTANK KW 37 (Sept.14th)**»New Business Modell: Skimming Data«**

(FAZ.NET Wirtschaft - 2012-09-11)

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Auxilium: To demonstrate that whistle blowing is an important instrument in fighting violations of tax law the American IRS (Internal Revenue Service) is paying 104 Mio. USD! But this reward is not just paid for the plain information but rather for the electronic data stolen and passed on illegally. Is this another element for the debate on the constitutional state?

THINKTANK KW 41 (Oct.12th)**»Feedback Management: Embedding the Customer!«**

(Ananth Narayanan e.a. - McKinsey Quarterly 2012-10)

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Auxilium: »Know your customer« is not a new requirement in management wisdom, but in changing market environments it is Best Practice to implement new approaches beginning with product design. Collaboration among multiple functional teams (notably marketing and sales, operations, engineering/R&D, and procurement) produces deep insights about customers, competitors and supplier base. This puts the company in a position to reduce costs for new products that are valued higher by customers.

THINKTANK KW 47 (Nov. 24th)**»Corporate Culture and Parental leave«**

(Christian Geyer - FAZ no. 271, p. 25; 2012-11-20)

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Auxilium: Cutting time for parental leave will make vocational integration of mothers and fathers easier since losses in qualifications will be reduced – according to the German Employers' Federation. FAZ objects: in line with a culturally formed idea of an employer one should rather invest into the compatibility of family and company and find ways to lower the obstacles or reintegration into the workforce to strengthen the identification of employees with their company. – It is known that employee satisfaction will boost the success of the company!

THINKTANK KW 50 (Dec. 12th)

»Pop-up-Stores – Spontaneous Points of Sale«

(2012-12-11 - FAZ no. 289, p. 14;)

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Auxilium: Following examples from the US some e-tailers have lead the way, now ebay has followed and opened a shop with a point of sale in Berlin thus entering the real economy. While ebay is concentrating on establishing a reputation as a service partner for retailers often the objective is to establish trust and customer acceptance. BDW (the German association of digital economy) assesses pop up stores to be basically a means of brand building. Is this the beginning of remigration from the virtual world?

THINKTANK KW 52 (Dec. 24th)

»Office without Boundaries!«

(2012-12-24 - EXECUTIVE SUMMARY)

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Auxilium: With the end of the year in sight a suggestion to the search for limits of modern management and life with (the) office: Which level of detail is reasonable when implementing modern theories of management in your company? Referring to the own Executive summary might be excused for once! In 2013 the focus will be on the media again; today Season's greetings and a happy New Year!