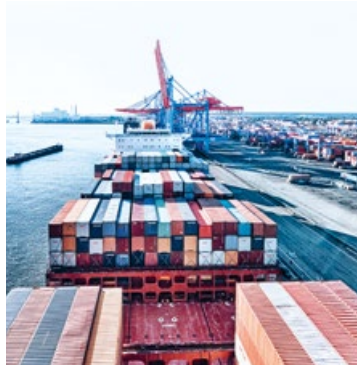


# Annual Report 2018



“Key priority of my Kühne Foundation is the support of training, further education as well as research and science in the area of logistics, this also includes humanitarian logistics. Furthermore, the Kühne Foundation is committed to support the liberal economic system. Medical research and education in the field of allergic diseases are of particular importance as well. Finally, the Kühne Foundation supports cultural projects, primarily in the music and literature areas.”

Prof. Dr. h.c. Klaus-Michael Kühne

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# PREFACE BY THE FOUNDER

## DEAR FRIENDS AND PROJECT PARTNERS OF THE KÜHNE FOUNDATION, DEAR READERS

For the Kühne Foundation the year 2018 was characterised by a wide range of lively activities: proven funding activities were extended and new projects launched. A programmatic accentuation of the funding areas has been introduced, which is intended to further enhance the profile of the Kühne Foundation.

Let me highlight the main developments:

Our flagship in the logistics funding area, the Kühne Logistics University (KLU), established in 2010, set itself the task of being heavily involved in the continued professionalisation of the logistics industry. Its innovative research in transport, global logistics and supply chain management as well as its practice-oriented teaching have placed it in a good position, while its competence areas, namely Digital Transformation, Creating Value and Sustainability, are addressing current challenges. In partnership with Hapag-Lloyd, one of the world's leading container shipping lines, the "Center for Shipping and Global Logistics" was opened at KLU in 2018. The aim of this new maritime research center is to intensify knowledge-sharing with the industry. At the start of the semester in September 2018, 164 new students enrolled at KLU, illustrating the attractiveness of its undergraduate and postgraduate programmes.

I am delighted that the Kühne Logistics University, as well as the Chairs and Competence Centers funded by the

Kühne Foundation at universities in Switzerland, Germany, China and Colombia, often work closely together, while promoting the development of senior and junior executives for the benefit of the entire logistics industry.

The programmes at KLU and our supported research institutions aim to develop an international logistics elite. At the same time, we expanded our educational projects in developing and emerging countries in 2018 and integrated them to our subsidiary, HELP Logistics AG. In particular African universities are supported to develop their logistics and supply chain management courses of study at an international level.

Thanks to its consulting and training expertise in humanitarian logistics, HELP successfully completed 36 projects with international aid organisations during the reporting period, thereby helping to expand their logistics knowledge and improve the effectiveness of relief efforts.

In addition to significant allergy research findings, there are two noteworthy initiatives in the medicine funding area. Firstly, the foundation stone for our research and conference center was laid in Davos, where the Hochgebirgsklinik Davos, the Christine Kühne – Center for Allergy Research and Education (CK-CARE) and the Swiss Institute of Allergy and Asthma Research (SIAF) will be working together under one roof.

The objective is to create an internationally recognised center of excellence for research, diagnostics, personalised prevention and the treatment of allergies. In November 2018, the Kühne Foundation acquired Hochgebirgsklinik Davos Wolfgang, which not only offers allergy treatments, but, among others, also has a rehabilitation center for heart patients. Our medium-term plan is to develop the site into a medicine campus. The Hochgebirgsklinik will therefore be expanded in several phases.

In the culture funding area, the Kühne Foundation primarily supports music and literature. We aim to contribute to the development of art and culture and promote talented young concert performers, singers and writers. In 2018, we again supported major opera houses, concert halls and classic festivals in Germany, Austria and Switzerland. At a media conference in Salzburg in August 2018, we announced that as of 2019, the Kühne Foundation will be a main sponsor of the Salzburg Festival. Our long-term partnership will thus be significantly extended – since 2013 the Kühne Foundation has been supporting the Young Singers Project, a high-profile platform for promoting young singers.

Last year, for the tenth time, the Kühne Foundation was the main sponsor of the Harbour Front Literature Festival held in Hamburg, during which my wife and I also award literary prizes. In recent years, it was possible to create a special

**Prof. Dr. h.c. Klaus-Michael Kühne,  
President of the Board of Trustees**



platform for authors from all over the world and a captivated audience, which is linked to the appeal of the port of Hamburg and its environs.

Prof. Gregor Zünd has been newly appointed to the Board of Trustees in November 2018 and was joined by Prof. Dr. Lino Guzzella and Dr. Jörg Wolle in 2019. Dr. Christian Berthold has been Managing Director of the Kühne Foundation since 1 May 2018. His experience and conceptual competence are proving instrumental in the medium-term strategic direction of the Kühne Foundation; he already stimulated a series of new initiatives.

My wife and I would like to thank all those who have made a valuable contribution to the development of the Kühne Foundation, our project partners

as well as the colleagues on the Board of Trustees, the management team and our staff. Special thanks go to Mr. Martin Willhaus, who served as Managing Director of the Kühne Foundation for 18 years and retired at the end of May 2018.

With this report we would like to provide an interesting insight into the diverse and demanding activities of Kühne Foundation.

Kind regards

A handwritten signature in blue ink, consisting of a large, stylized 'K' followed by a horizontal line and a small flourish.

**Klaus-Michael Kühne  
President of the Board of Trustees**

# MISSION OF THE KÜHNE FOUNDATION

“Corporate success should be combined with promoting the common good. The Kühne Foundation carries out this task also for the Kühne + Nagel Group, whose majority shareholder is the Kühne Holding AG controlled by me. The Kühne Foundation fulfils its socio-political responsibility with a variety of funding programmes and projects, thereby meeting corporate responsibility.”

Prof. Dr. h.c. Klaus-Michael Kühne

## **Independence**

The non-profit Kühne Foundation was established by the Kühne family in the year 1976 in Switzerland. The Board of Trustees is responsible for the execution of its duties. The Kühne Foundation should not be influenced by third parties. Its own assets form its economic base, along with the earning power and assets of the Kühne Holding AG.

## **Internationality**

With headquarters in Switzerland, the Kühne Foundation's programmes and projects are devoted to the idea of living in a globally networked world and crossing boundaries. Almost all funding projects are therefore of an international nature.

## **Creative Foundation**

The Kühne Foundation mainly works as an operative foundation. It pursues its goals less by promoting third parties; instead primarily initiating, steering and implementing its own projects and programmes, sometimes with partner organisations. This approach is particularly important in its two major funding areas, logistics and medicine. The Kühne Foundation deploys lean structures to manage its

projects in a creative and sustainable manner, while keeping a close eye on costs and budget.

### Efficiency

The Kühne Foundation strives for excellence in all its projects. It is important for it to focus on the desired outcome of its operational programmes and to work in a highly efficient manner. Among other things, this means defining targets for projects and funding lines, as well as monitoring the results and effects. This approach also serves to continuously develop the programmes and select new projects.

### Priorities

The Kühne Foundation owes its financial strength to the success of one of the world's largest logistics companies, the Kühne + Nagel Group. It should never lose sight of these roots and the associated responsibility. The Foundation Charter defines a series of funding priorities that are intended to extend over a long period of time and are economically secure.

The Kühne Foundation focuses on four priorities:

### Logistics

The Kühne Foundation is convinced that logistics and logistics expertise support global economic and social development.

“Logistics processes are crucial for the division of labour in the modern world. Mastering these processes is a core competence.”

(Klaus-Michael Kühne)

### Free trade

The Kühne Foundation is committed to the principles of free trade. It is convinced that the removal of trade barriers assists the development of worldwide prosperity. Global trade requires rules and framework conditions that mitigate its negative effects on individual groups, while promoting innovation and growth.

“A liberal economic policy and free global trade are not without undesirable developments and risks; nevertheless the globalisation and digitalisation of the markets cannot be scaled back and will ultimately lead to increased prosperity and employment.”

(Klaus-Michael Kühne)

### Medicine

The Kühne Foundation is convinced that personalised medicine provides significant innovative impetus for therapy and prevention. It therefore specifically funds projects that are committed to this approach.

“In future, diseases will be better avoided and cured if we help the medical profession to better understand the occurrence of disease in each individual.”

(Klaus-Michael Kühne)

### Culture

In particular, the Kühne Foundation funds outstanding classical music projects in collaboration with a number of European festivals, opera houses and concert halls. It is also the main sponsor of the Harbour Front Literature Festival in Hamburg and, as from 2019, the Salzburg Festival.

“Cultural events should appeal to as many people as possible, provide food for thought and enrich society.”

(Klaus-Michael Kühne)

# MEMBERS OF THE BOARD OF TRUSTEES

## **PROF. DR. H.C. KLAUS-MICHAEL KÜHNE (PRESIDENT)**

Following a commercial apprenticeship and several years of thorough education, Klaus-Michael Kühne joined the family business Kühne + Nagel in the early 1960s. In 1963 he was appointed general partner, in 1966 Chairman of the Management Board. From 1975 onwards he was Chief Executive Officer and later on appointed President of the Board of Directors at the company's international head office in Switzerland. Since 2011 Klaus-Michael Kühne has been Honorary Chairman of Kühne + Nagel International AG. The Kühne Holding AG, established by Klaus-Michael Kühne in 1993, is the majority shareholder of the Kühne + Nagel Group and holds a blocking stake in Hapag-Lloyd AG, one of the worldwide leading container shipping lines. In addition, the Kühne Holding AG owns real estate and is engaged in the luxury hotel segment. Together with his parents Klaus-Michael Kühne established the Kühne Foundation in 1976. The deed of the Foundation is support for training, further education, scholarships and research in the fields of transport and logistics. In addition, the Kühne Foundation is committed to support the liberal economic system. Furthermore, the Foundation is involved

in a large project in the medical sector (allergy research, therapy and education), owns the Hochgebirgsklinik in Davos, Switzerland, and supports festivals, operas and concert halls in Europe.

## **CHRISTINE KÜHNE**

Christine Kühne is married to Klaus-Michael Kühne. On her initiative, the Christine Kühne – Center for Allergy Research and Education was founded in 2009 to make a lasting impact on research into allergies. Christine Kühne is patron of the “Hamburger Tüddelband” award for the best children's and youth book author, presented annually during the Harbour Front Literature Festival. For the Mecklenburg-Vorpommern Festival and the Kühne Foundation she presented the “Christine Kühne Prize” for the best young singers in the years 2016 and 2018.

## **DR. THOMAS STAEHELIN (VICE PRESIDENT)**

Dr. Thomas Staehelin holds a PhD in law and has been a partner of Fromer Advokatur und Notariat based in Basel since 1981. His expertise includes international mandates, corporate law, mergers and acquisitions, tax law, contract and commercial law as well as banking and stock market law. Dr. Staehelin is a

member and / or President of the Board of Directors of several Swiss and international companies.

## **MICHAEL BEHRENDT**

After studies in law, Michael Behrendt joined VTG Vereinigte Tanklager und Transportmittel GmbH in 1985 and became Managing Director in 1994. In 1999 he was appointed Chief Executive of VTG Lehnkering AG. Michael Behrendt had been Chairman of the Executive Board of Hapag-Lloyd AG since 2002 and has taken over as Chairman of the Supervisory Board of Hapag-Lloyd AG in 2014. Furthermore, he is President of the Übersee-Club e.V. in Hamburg and board member of the non-profit science organisation Stifterverband für die Deutsche Wissenschaft e.V.

## **DR. JÖRG DRÄGER**

Dr. Jörg Dräger studied physics and business administration in Hamburg and New York. After his graduation he worked for Roland Berger Strategy Consultants in Frankfurt / Main. He returned to Hamburg as CEO of the Northern Institute of Technology. From 2001 to 2008 Dr. Dräger serves as (independent) Minister for Science and Research in the Hamburg state government, member of the Conference of Ministers of Education



and the Arts, and deputy member of the Federal Council. In 2008 he joined the Bertelsmann Foundation as a member of its Executive Board.

#### **KARL GERNANDT**

Karl Gernandt started his career with Deutsche Bank after graduating with an MBA in business administration at the University of St. Gallen. He moved on to A.T. Kearney, focusing on strategic financial services projects, then to Alsen AG und Holcim, most recently as CEO of the Region Western Europe. From 2011 to 2016 Karl Gernandt was Chairman of the Board of Directors at Kühne + Nagel International AG, and has been Vice Chairman since 2016. He is Executive Chairman of the Kühne Holding AG and Deputy Chairman of the Supervisory Board of Hapag-Lloyd AG as well as a member of the Supervisory Board of VTG AG.

#### **PROF. DR. LINO GUZZELLA**

Dr. Lino Guzzella has been full Professor of thermotronics at the Institute for Dynamic Systems and Control at the ETH Zurich since 1999. After working in the field of industrial research he was called to be Assistant Professor in the Department for Mechanical and Process Engineering at the ETH Zurich in 1993.

Between 2012 and 2014 Prof. Guzzella was the Rector of ETH Zurich, from 2015 to 2018 its President. Prof. Guzzella is member of the ETH Energy Science Center (ESC).

#### **DR. WOLFGANG PEINER**

Following the completion of an apprenticeship at Kühne + Nagel Hamburg, Dr. Wolfgang Peiner studied business administration in Hamburg and Kansas / USA. Thereafter he worked as tax consultant and auditor at Arthur Andersen & Co., the Werner Otto Group and as Director, later on as Chief Executive, of the Gotharder Group. During those times Dr. Peiner was member of the Board of Directors of the Treuhandanstalt and its successor organisation BvS, Kühne + Nagel International AG as well as a member of the Supervisory Board of Deutsche Lufthansa AG and Friends Provident. From 2001 to 2006 Dr. Peiner was Minister of Finance of the Hamburg state government, at the same time, he was Federal Treasurer of the CDU party. In the years 2010 and 2011 he was Founding President of the Kühne Logistics University.

#### **DR. JÖRG WOLLE**

Dr. Jörg Wolle holds a PhD in engineering sciences. As CEO and President

he formed and led DKSH AG from 2000 to 2007, a company created by the merger of three traditional Swiss trading houses in Asia, with net sales of CHF 11 billion and 35,000 employees in Asia in 2018. Since 2010 Dr. Wolle is a member of the Board of Directors of Kühne + Nagel International AG, since his appointment in May 2016 he is Chairman of the Board. In addition, Dr. Wolle is Chairman of Board of Directors of Klingelberg AG.

#### **PROF. DR. GREGOR ZÜND**

Prof. Dr. Gregor Zünd has been President of the Hospital Executive Board / CEO of the University Hospital Zurich since 2016. Before his appointment he was Director of Research and Education and in this function a member of the Executive Board of University Hospital Zurich, Managing Director of the Centre for Clinical Research and Head of Surgical Research, Division of Surgical Research at the University Hospital Zürich. Until 2001 Prof. Zünd was senior physician at the Clinic for Cardiovascular Surgery at the University Hospital Zurich. In addition he spent several years at the Texas Medical Center in Houston and at the Harvard Medical School in Boston. He is Professor at the University of Zurich.

# FIVE QUESTIONS TO DR. CHRISTIAN BERTHOLD

Dr Christian Berthold, you have been Managing Director of the Kühne Foundation since 1 May 2018. How would you summarise your first year of foundation work?

It has been an exciting time – first of all, I had to familiarise myself with the various subject areas and wide range of activities – from a private logistics university, educational projects in developing countries and humanitarian logistics, to medical projects and cultural events.

Beside his business activities, Prof. Klaus-Michael Kühne has also been firmly committed to his Foundation for decades. How important is philanthropy in modern times. And how relevant are the Kühne Foundation's funding areas?

I think it sends an important signal when successful business people contribute to the good of society. The idea that with ownership comes responsibility should not just be empty words, but needs to be fully embraced. The

Kühne Foundation's funding areas are of high socio-political relevance. When someone like Mr. Kühne decides to donate his assets to a foundation, then this sends an impressive signal – and is a great example of responsible entrepreneurship.

There is another interesting aspect: As donor, Mr. Kühne also adds his entrepreneurial spirit to our work – and that benefits our projects. This is reflected in his sense of urgency, his economic understanding and also in the often highest demands on our work.

The Kühne Foundation is an operative organisation – what does this actually mean and how does an operative foundation differ from a purely charitable foundation?

As an operative foundation, we do not respond to funding requests, but pursue our own programmes, often in our own subsidiaries. In this way, a foundation can help shaping specific projects more intensively, while also being much more

directly responsible for what happens within these programmes.

**Are you planning to set new priorities in terms of content?**

The Board of Trustees and Mr. Kühne as its President determine the Foundation's contextual direction. My task is to prepare new project ideas in such a way that the Foundation can make decisions about them. I want to ensure that we monitor the effects of our projects more closely and then communicate these.

**What is essential for your role as Managing Director of a non-profit foundation with very different funding areas?**

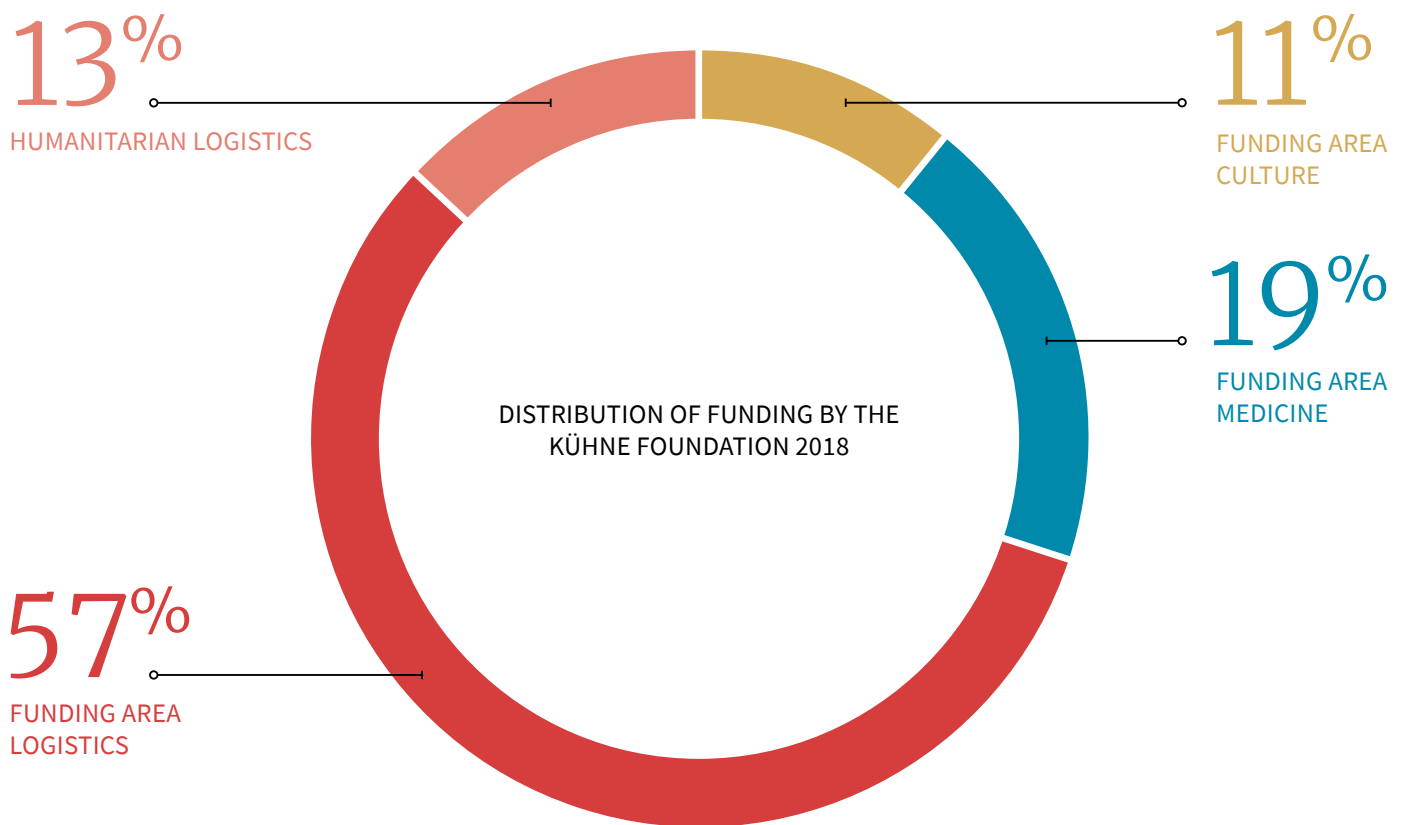
Above all, curiosity for the many projects and themes that we are dealing with here. In a Foundation that is so strongly influenced by its founder, as is the case with the Kühne Foundation, a solid, trust-based relationship is also required, of course.

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Christian Berthold holds a PhD in Humanities and has accumulated a wealth of experience in the academic and higher education sector during his professional career. Until the late 1990s, he was Managing Director of the Department of Philosophy at the University of Münster, before joining the CHE Centre for Higher Education think-tank in Gütersloh. In 2001 he was appointed Managing Director and subsequently also a shareholder of the spin-off, CHE Consult, Berlin, which advises universities and conducts studies across Europe, including for ministries and foundations. Dr. Berthold has been Managing Director of the Kühne Foundation since 1 May 2018.

## FUNDING AREAS

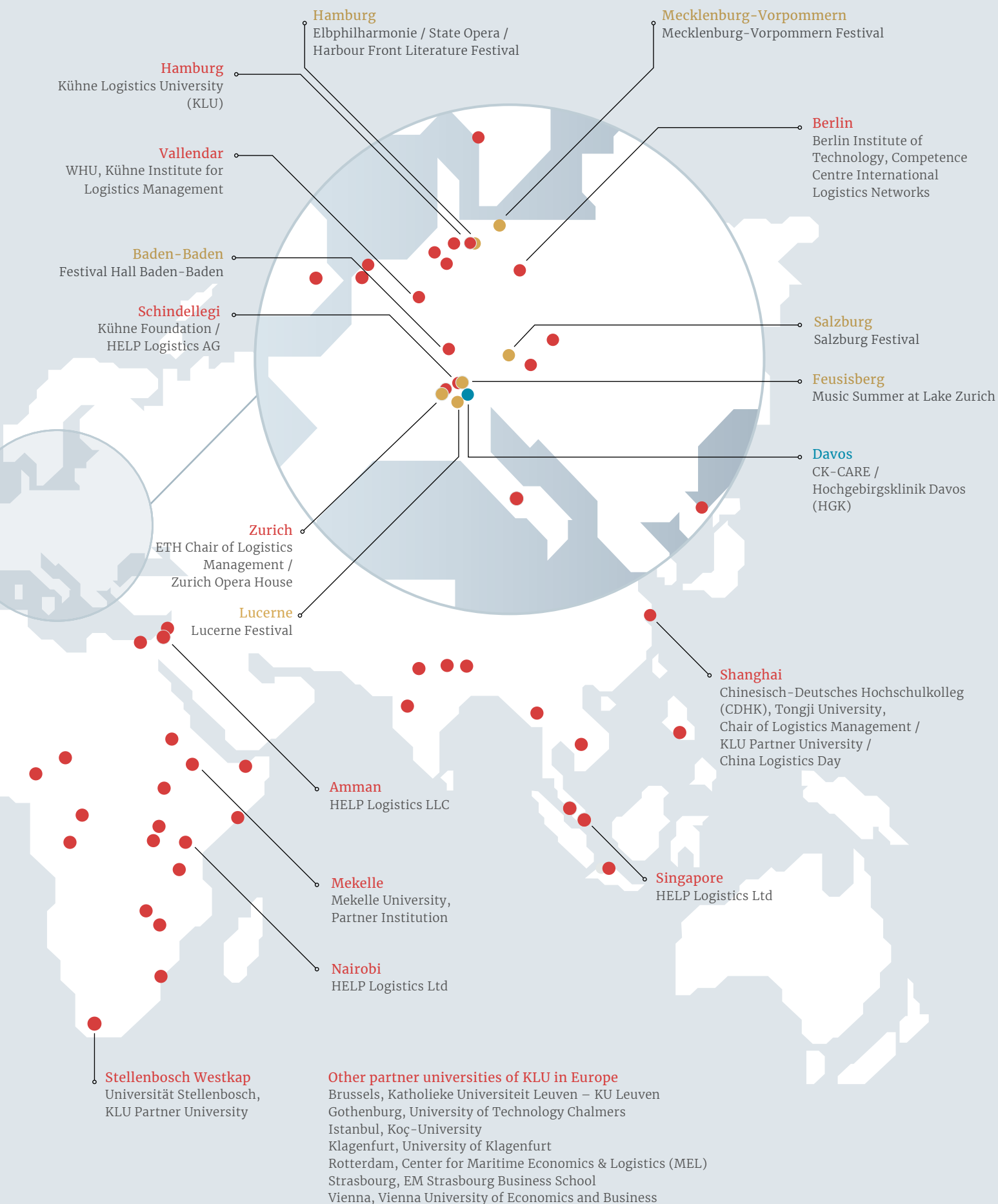
The Kühne Foundation supports projects with a focus on education and training, research and science in the fields of transportation and logistics, as well as other areas of science, in particular medicine. It also provides funding for humanitarian, charitable and church issues as well as for cultural projects. In 2018, funding amounted to CHF 29.1 million.



# GLOBAL ACTIVITIES OF THE KÜHNE FOUNDATION

- Logistics Funding
- Medicine Funding
- Culture Funding











Logistics forms the backbone of the modern economy and lays the foundation for international trade and exchange. The Kühne Foundation links research institutions working on new developments, and supports training and further education for managers who take on new challenges. Furthermore, the Kühne Foundation is involved in the field of humanitarian logistics and supports with its subsidiary, HELP Logistics AG, humanitarian organisations in the implementation of efficient humanitarian responses. The Kühne Foundation's Education Programme contributes to the extension of logistics competence in emerging countries.

# LOGISTICS



## KÜHNE LOGISTICS UNIVERSITY (KLU)

As a private university with an international focus, KLU is the Kühne Foundation's flagship in the field of logistics. Its prominent location in Hamburg HafenCity reflects KLU's allegiance to the city of Hamburg and its cosmopolitan character that attracts students, lecturers and staff from around the world. Since 2010 it has pursued the objectives of its Founder, Klaus-Michael Kühne, and set itself the task of being heavily involved in the professionalisation of the logistics industry and its sustainable development. It also aims to draw attention to the considerable importance of logistics for the global economy, while striving to highlight the significance of logistics as a management function. Its courses and further education programmes therefore focus on the close connection between logistics and leadership.

KLU pursues its objectives based on the conviction that logistics professionals require an excellent academic background in order to be able to understand logistics as a management task, efficiently handle highly complex processes and tackle current issues, as well as develop innovative solutions for the future.

Since being founded, KLU has constantly evolved. As well as a steadily increasing number of students and a growing body of internationally recognised experts, its achievements are also acknowledged in the German higher education landscape: KLU is one of just 15 out of 115 private universities in Germany that have the right to confer doctorate degrees. Its courses have been awarded the Premium Seal by the international accreditation agency, FIBAA. Students at KLU regularly give their university top marks in all the relevant criteria for the ranking of the non-profit CHE Centre for Higher Education. In the latest *WirtschaftsWoche* ranking, which rates research performance, KLU occupies third place among all private universities in Germany, Austria and Switzerland. Professors at KLU are ranked among the top 100 in the Business Administration (BA) discipline.

In order to continue the university's successful development in the future, KLU initiated a strategic process in 2018. Its objectives for the coming years include both the expansion of its reputation as an outstanding university with a clear focus on logistics and leadership, as well as an even stronger international orientation.





## KÜHNE LOGISTICS UNIVERSITY (KLU)

Kühne Logistics University (KLU) is an internationally renowned faculty with 24 chairs and practice-oriented research priorities in logistics and leadership. In total, 350 students from around 60 nations attend the modern campus in Hamburg HafenCity. KLU offers its students English-language courses leading to the following qualifications:

- \_ BSc in Business Administration
- \_ MSc in Management
- \_ MSc in Global Logistics
- \_ TriContinent MSc in Global Supply Chain Management
- \_ MBA in SCM & Leadership

A structured PhD programme and management seminars for specialists and executives complete the syllabus.

Kühne Logistics University boasts outstanding research and excellent teaching. Key areas of competence are *Digital Transformation*, *Value Creation* and *Sustainability* in transport, global logistics and supply chain.

EXAMPLES OF KEY  
PERFORMANCE INDICATORS,  
KLU 2018

2

*PhDs*

58

*Master's graduates*

18

*Bachelor's graduates*



Graduation Ceremony 2018

### Research and practical teaching: at the highest level

KLU's approach is to generate and disseminate applied knowledge of the various areas of logistics – firstly to students as the next generation of logistics decision-makers and secondly to specialists and managers who have to overcome a variety of challenges in their day-to-day work. KLU therefore conducts research at the highest academic level.

Research and teaching in the disciplines of transport, global logistics and supply chain management are thus grouped into three areas of expertise, namely *Digital Transformation*, *Creating Value* and *Sustainability*. As a result, KLU con-

stantly turns the spotlight on current challenges in logistics and beyond. For students, KLU offers four English-language programmes with an international focus, including a bachelor's degree and three Masters of Science. All courses feature a high proportion of practical work and focus on logistics and leadership. They prepare students for international management positions in logistics and related sectors.

The university's structured PhD programme also provides junior researchers with academic expertise. After gaining the right to confer PhDs in 2017, KLU awarded ten doctoral scholarships funded by the Kühne Foundation in 2018.





Together with the faculty, 35 PhD students are currently conducting research at KLU.

KLU offers open and / or tailored development programmes for specialists and managers. Current challenges are discussed and solutions developed at one-day seminars, workshops and summer schools. The extra-occupational MBA in Leadership and Supply Chain Management is aimed at high potentials, who are looking to hold management positions in complex international contexts. KLU also assists well-known companies in ten joint research projects dealing with current issues.

### 2018: a successful year for KLU

#### Research

An important milestone of 2018 was the opening of the *Center for Shipping and Global Logistics* at KLU funded by Hapag-Lloyd. This new research center bundles maritime logistics competences and is

dedicated to issues regarding maritime transport.

In other research projects, KLU also demonstrated how science can be combined with practical applications for mutual benefit: in projects funded by several Federal Ministries, for example, it is investigating the use of electric transporters for urban deliveries, applications for blockchain technology in logistics and supply chain management and solutions for future omnichannel trade.

#### Training and development for logistics

The combination of theory and practice is a top priority for KLU's study programmes. Its annual digitalisation *Boot Camp* is a great opportunity. Together with a technology partner and a corporate partner, students explored new applications for digital technologies in 2018, such as the Internet of Things and chatbots.

# 70

Peer-reviewed articles  
in journals

# 199

*KLU Executive  
Education Days*

# 1.5

*Third-party funding in  
million euros (approx.)*

KLU entered into a cooperation with an industrial company for the academic development of junior managers in 2018. After completing a sandwich bachelor's degree course, students attend a master's programme at KLU.

There were also innovations and further developments in the area of Executive Education: In 2019 the Kühne Foundation assigned the ENLoP (European Network Management for Logistics Processes) and NetloP (Network Management for Logistics Processes) seminar series to KLU. These seminars are aimed at experienced specialists, executives and junior managers and give participants



Opening Hapag-Lloyd Center for Shipping and Global Logistics (CSGL). From left to right: Karl Gernandt, Chairman of the Supervisory Board of the KLU, Rolf Habben Jansen, CEO Hapag-Lloyd AG, Prof. Dr. Michele Acciario, Director CSGL, Prof. Dr. Thomas Strothotte, President of the KLU







the relevant expertise at six different European logistics faculties. In close cooperation with the Kühne Foundation, KLU will continue this successful concept.

In 2018, KLU also developed tailor-made programmes for numerous companies from various sectors, imparting new logistics and leadership content.

#### Sharing experience with those in the industry

In addition to its Executive Education programmes, KLU also shares its experience with those in the industry at events and through resilient regional and international networks. For example, renowned KLU experts discussed *Digitalisation as an Opportunity for Established Logistics Players* at the Logistics Day of the Kühne Foundation in February

2018. New digital business models were also on the agenda at the *KLU Logistics Start-Up Day* a week later. A total of 25 transport and logistics start-ups came to KLU to present their business models and discuss these with the around 300 visitors.

In 2018, KLU worked constructively with strong partners such as Logistik-Initiative Hamburg (LIHH) and Logistics Alliance Germany (LAG) and developed its contacts with bi-national organisations such as The Business Association for Latin America (LAV) and The German Eastern Business Association (OAOEV). In preparation for the *Intelligent Transport Systems (ITS) World Congress 2021* in Hamburg, KLU is increasingly involved in mobility and is cooperating with ITS 2021 GmbH.

EXAMPLES OF KEY PERFORMANCE INDICATORS, CHAIR OF LOGISTICS MANAGEMENT, ETH ZURICH 2018

2

*PhDs*

28

*Master's theses*

15

*EMBA Graduates*

16

*Peer-reviewed, scientific conference papers*

## ENDOWED CHAIRS

### CHAIR OF LOGISTICS MANAGEMENT AT ETH ZURICH

The aim of the Chair of Logistics Management is to create fundamental insights for the future management of supply chains, by means of innovative, up-to-date research. These findings are to be reflected in the Chair's teaching and further education, thereby allowing research to be transferred to business and industry. The research of the Chair of Logistics Management is characterised by the fact that it deals with relevant issues in the areas of procurement, logistics management, business-to-business marketing and supply chain management, which are now to be found on the agendas of senior business executives. The Chair is also convinced that questions regarding current challenges can often only be answered using interdisciplinary approaches. That is why the Chair's researchers often work at the interface with other scientific disciplines.

The Chair's research manages to address two target groups: firstly business practice, and above all corporate management, and secondly the international scientific community. The latter is achieved by publishing the team's research findings in high-calibre scientific journals and discussing results at numerous international scientific conferences. At the same time, the Chair

is actively involved in academic committees and journals' editorial boards to promote the research field of logistics / supply chain management as a whole, increasing its visibility.

In conjunction with its research work, the Chair's team places great importance on supporting students whose master's theses deal with both scientific and practical topics. Consequently, students have also been awarded remunerated prizes, in addition to the Chair's researchers.

Successful networking with the international scientific community is evident not only in the participation at and organisation of international conferences and the publication of international journals, but also in the implementation of joint research projects and when exchanging ideas with globally recognised research establishments. In 2018 this ranged from research trips for the Chair's PhD students to the University of Cambridge, through joint projects with researchers at the Massachusetts Institute of Technology, Georgia Institute of Technology and Arizona State University, to working on publications with colleagues at the University of Oxford and Michigan State University. As a major project in 2018, work began on *The Oxford Handbook of Supply Chain Management* (New York: Oxford University Press), also with an international team.

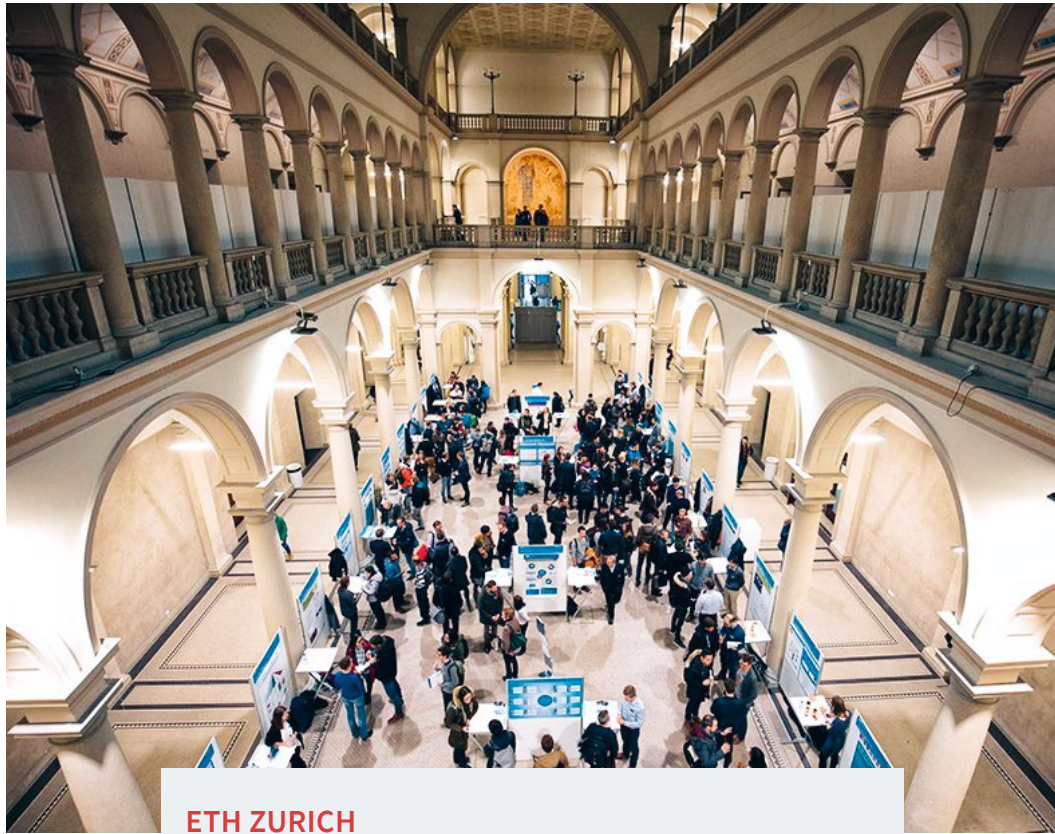
# 19

Conference  
presentations

# 13

Peer-reviewed articles  
in journals

A recent bibliometric analysis (Journal of Business Research, April 2019) places Prof. Dr. Stephan Wagner among the world's Top 5 most prolific researchers into how companies use external resources and the capabilities of other firms in supply chains. The Kühne Foundation would like to thank Prof. Dr. Stephan Wagner for the longstanding successful cooperation. Funding of the Chair ended in 2018.



## ETH ZURICH

Freedom and individual responsibility, entrepreneurial spirit and open-mindedness: EHT Zurich stands on a bedrock of true Swiss values. The roots of one of the world's leading universities for science and technology date back to the year 1855, when the founders of modern-day Switzerland created it as a centre of innovation and knowledge.

ETH Zurich has around 20,600 students from over 120 countries, including 4,000 PhD students. Around 530 professors currently teach and conduct research in the fields of engineering sciences, architecture, mathematics, natural sciences and system-oriented sciences, as well as management and social sciences.

ETH Zurich is regularly rated as one of the world's best universities in international rankings. Since 1996, 407 spin-off companies have emerged from ETH Zurich. A total of 21 Nobel Prize winners who studied, taught or conducted research at ETH Zurich, highlight the university's outstanding reputation. In current rankings, ETH Zurich is rated among the world's leading establishments, occupying 7<sup>th</sup> place in the QS World University Ranking and 11<sup>th</sup> place in the Times Higher Education World University Ranking.





## WHU – OTTO BEISHEIM SCHOOL OF MANAGEMENT

WHU – Otto Beisheim School of Management is a privately financed business school with an international focus and university status. Founded in 1984, the institution is one of Europe's most renowned business schools, and enjoys an exceptional international reputation. In October 2012, WHU opened its second campus in Düsseldorf, thereby stimulating the German university system, and executive training in particular, from two locations.

WHU is a role model for future-oriented research and teaching in the field of business administration. Almost 1,300 students are currently enrolled on its bachelor's, master's, MBA and PhD programmes. Added to this are customised executive programmes tailored to the needs of individual companies. Its international network includes lecturer and student exchange programmes with over 200 partner universities, as well as research cooperations on all continents. WHU is certified by the most prestigious German, European and American accreditation organisations.

EXAMPLES OF KEY PERFORMANCE INDICATORS, KÜHNE INSTITUTE FOR LOGISTICS, WHU 2018

# 350

*Students*

# 18

*MBA Graduates*

# 9

*Master's theses*



## KÜHNE INSTITUTE FOR LOGISTICS MANAGEMENT AT WHU – OTTO BEISHEIM SCHOOL OF MANAGEMENT, VALLENDAR AND DÜSSELDORF

The Kühne Institute for Logistics Management led by Professors Spinler and Wallenburg is responsible for the entire logistics-related training and development activities of WHU, ranging from its bachelor's degree to its Executive MBA. By integrating logistics and supply chain management lectures into its diverse curricula, the Institute fulfils the mission of the Kühne Foundation to provide a large number of future decision-makers with in-depth logistics knowledge. Expressed in figures, there are around 250 bachelor's, 100 master's, 120 full- and part-time MBA and 50 Executive MBA students per year. As well as its regular lectures, the Kühne Institute also aims to play a key role in executive education. One example of this during the reporting period is the *Digital at Scale* programme that was designed and implemented together with McKinsey. From differing perspectives, McKinsey partners and WHU professors each show why, what and how digitalisation is driving the development and implementation of new business strategies. For participants, this creates a discussion platform that encourages them to share ideas with each other as well as with the lecturers, thereby providing significant impetus for business practice.

The Institute also bundles the entire logistics research at WHU. Therefore, since 2017, Professor Wallenburg has not only been Chair of the Scientific Commission Logistics of the Association

of Management Professors (Verband der Hochschullehrer für Betriebswirtschaftslehre – VHB), but also a Member of the Scientific Advisory Board of BVL International. The Institute's research particularly focuses on Big Data applications in logistics, sustainability and risk management in supply chains and logistics networks, humanitarian logistics, e-commerce, innovation management in logistics, management of logistics companies and logistics outsourcing.

Current research at the Kühne Institute makes landmark recommendations for the design of logistics management. At the same time, the Institute pursues a strategy of publishing practical research findings in renowned, internationally recognised journals. Professors Spinler and Wallenburg make a significant contribution to these objectives, reflected by publications in journals such as *Manufacturing and Service Operations Management* and *OR Spectrum*. To illustrate the application of this research, two specific research projects from 2018 are described below.

One project with the e-commerce provider mytoys, Germany's largest online toy retailer after Amazon, with a range of several 100,000 items, investigated to what extent modern forecasting methods, supported by machine learning, may improve the company's previously used forecasting process. With the help of a simulation model, the second step was to examine which operational cost savings may be achieved in the warehouse due to optimised storage, thanks to improved forecasting. This showed that adjusting demand forecasts can avoid a

4

EMBA Graduates

7

Publications

1.5

Third-party funding in million euros (approx.)

number of expensive stock transfers and reduce annual costs by up to five per cent.

Another project in cooperation with Ohio State University (USA) and the Warsaw School of Economics (Poland) focused on the design of logistics outsourcing business relationships and how service providers and customers should interact to sustainably improve logistics performance. It became clear that the coordination mechanisms to be applied crucially depend on factors that are not innovation-related. In this respect, there is no optimum choice of mechanisms that promises to be successful in all business relationships. Rather,

companies must adapt their approach to the specific context.

Under the motto, *Real-Time Visibility and Accessibility*, the annual *WHU Campus for Supply Chain Management*, which is also supported by the Kühne Foundation was held for the 15<sup>th</sup> time in March 2018. During lectures and workshops, company representatives and scientists discussed how logistics can be further optimised by real-time data. They also debated to what extent digital logistics platforms, usually operating as start-ups, are able to challenge leading logistics companies.



View into the 2018 opened  
Professor Dr. h.c. Klaus-Michael Kühne  
Auditorium, WHU Düsseldorf



## TECHNICAL UNIVERSITY OF BERLIN (TU BERLIN)

### COMPETENCE CENTRE INTERNATIONAL LOGISTICS NETWORKS AT THE LOGISTICS DEPARTMENT OF THE TECHNICAL UNIVERSITY OF BERLIN

The Kühne Foundation has been supporting the Competence Centre International Logistics Networks which is part of the Logistics Department at the TU Berlin Institute for Technology and Management since 2005. The Department was set up in 1978, and has been led by Professor Frank Straube since 2004 and employs approx. 20 academic staff. The centre works closely with other chairs supported by the Kühne Foundation, primarily the Chair of International Logistics Networks and Services at the Chinesisch-Deutsche

TU Berlin is a traditional, globally acclaimed university in the German capital. With around 35,000 students and approx. 350 professors, TU Berlin is one of Germany's largest universities. It follows the tradition of the *Königlich Technische Hochschule zu Berlin* (Royal Technical Academy) founded in 1879 and is therefore one of the oldest universities in Germany. It is now a member of "TU9 – German Universities of Technology".

With over 3,000 students, Interdisciplinary Business Engineering is one of the most popular academic programmes. Logistics is in great demand as a bachelor's and master's subject, as well as a technical specialism for various fields of study, especially business engineering. Every year, approximately 200 students from TU Berlin and international study programmes are taught holistic logistics during the winter and summer semesters as part of a course comprising more than 30 semester periods per week in Berlin, while other students receive tuition in seminars at international universities (including Shanghai, Paris, Brazil and the USA). A number of managers are also trained in various executive formats.



EXAMPLES OF KEY  
PERFORMANCE INDICATORS,  
COMPETENCE CENTRE  
INTERNATIONAL LOGISTICS  
NETWORKS, TU BERLIN 2018

4

*Focus industry  
workshops*

8

*Presentations*

300

*Actively involved  
Navigator tool users*

5

*Peer-reviewed articles  
in journals*

Atrium TU Berlin main building



Hochschulkolleg (CDHK) of Tongji University in Shanghai and the Kühne Logistics University, Hamburg. There, they cooperate, for example, in the publicly funded research project into artificial intelligence in transport networks.

Cooperation with the Chair of Prof. Sidong Zhang in Shanghai was expanded in 2018. Prof. Straube regularly teaches the logistics and supply chain management block seminar at CDHK and supports the dual PhD and dual Master of Business Engineering / Logistics programmes run by both universities, which currently have around 20 students, as well as other common programmes. The Competence Centre was also a cooperation partner of Prof. Zhang in the planning and implementation of the Kühne Foundation's 4<sup>th</sup> China Logistics Day on the topic of *Data – People – Technologies in Logistics Networks of the Future* with more than 350 high-profile participants. During the event and commemoration of the 25<sup>th</sup> anniversary of CDHK, logistics was explicitly recognised as a core area.

Within the context of increasing complexity, the Competence Centre is examining causes and actions when dealing with risks and volatility

in international logistics networks.

As part of this project, an online, freely available logistics planning tool (Navigator) has been developed, aimed at helping logistics managers to plan and control robust logistics networks as *living labs*. Companies from various sectors are regularly involved in the research process, in the form of interdisciplinary workshops and case studies. The results generated are then made available to companies and universities via the Navigator. The Navigator has also been further developed for use in teaching.

In 2018, the Competence Centre's priorities included the development of a measurement and control tool for volatility in logistics networks, as well as the Chinese *One Belt, One Road initiative* and its impact on Europe. Various articles were published in national and international journals and periodicals. The measurement and control tool for volatility has already been applied in practice by workshop members. In the year to come, the aim is also to publish several case studies, which have been embraced by leading companies, in a single case study book that is intended to support training and development by means of practical problems from international logistics networks.

# 300

Students

# 18

Degree theses





## TONGJI UNIVERSITY, SHANGHAI

EXAMPLES OF KEY PERFORMANCE INDICATORS  
FOR THE CDHK CHAIR, TONGJI UNIVERSITY 2018

212

*Students*

2

*Published  
working papers*

2

*Master's theses*

1

*Event*

Tongji University is one of the oldest and most prestigious higher education institutions in the People's Republic of China, founded by German doctors in 1907. It is governed by the Chinese Ministry of Education as a specialised university. Today, over 4,200 lecturers and researchers work in ten faculties at the university: life sciences, technology, medicine, humanities, law, economics, management, philosophy, art and education. It particularly focuses on architecture, civil engineering and oceanography. Over 18,500 undergraduates, 13,700 master's, 4,250 PhD and around 2,200 international students are enrolled at the university.

The Chinesisch-Deutsche Hochschulkolleg (CDHK) was founded in 1998 and is a joint institution of the German Academic Exchange Service (DAAD) and Tongji University, offering master's programmes in electrical engineering, mechanical engineering, automotive engineering and economics. The CDHK currently has 21 endowed chairs and 483 master's students, including 117 Germans from 27 German partner universities.

## CHAIR OF LOGISTICS MANAGEMENT AT TONGJI UNIVERSITY, SHANGHAI

Since 2008 the Chair of International Logistics Networks and Services under the leadership of Prof. Sidong Zhang at the Chinesisch-Deutsche Hochschul-kolleg (CDHK) of Tongji University has been supported by the Kühne Foundation.

Main tasks of the Endowed Chair are the recruitment of talented students focusing on logistics management, operations research for high-quality publications, collaboration with industry partners to provide in-depth development and consulting services, as well as the organisation of conferences and forums to share best practice and analyse future logistics trends. Top priority of the Chair is research that is of the highest quality and producing academic reports for the most prestigious journals.

The Kühne Foundation Chair provides courses in supply chain management and operations management and teaches more than 200 Chinese and overseas students on its bachelor's, master's, MBA and Executive MBA programmes. Its students come from well-known international universities. The courses offered by the Chair have been declared the best lectures of the School of Economics and Management (SEM) at Tongji University.

In May 2018, together with the Competence Centre for International Logistics Networks at TU Berlin, supported by the Kühne Foundation, and the China National Engineering Laboratory for Logistic Information Technology, the Chair of Logistics Management organised the Kühne Foundation's

4<sup>th</sup> China Logistics Day. It focused on *Data – People – Technologies in Logistics Networks of the Future*. More than 350 people attended in person, while 4,000 others followed the event online via live stream.

The Kühne Foundation Chair works closely together with the Competence Centre International Logistics Networks at TU Berlin under the leadership of Prof. Straube, who has been teaching block seminars at CDHK since 2008. They also collaborate on research projects such as *Trends and Strategies in Logistics, China Open Rail and Navigator*.

In cooperation with the Kühne Logistics University (KLU), the endowed chair also offers master's and Executive MBA programmes. For example, it launched the TriContinent MSc in Global Supply Chain Management, together with the SEM at Tongji University. Its partner universities are KLU and the University of Tennessee (UTK) in Knoxville. In 2018 the first students completed the TriContinent Master's programme at KLU, Tongji University and UTK. The Kühne Foundation Chair also organises courses as part of this programme.

# 3

Workshops

# 1

Presentation  
at conferences





EXAMPLES OF KEY  
PERFORMANCE INDICATORS,  
LOGISTICS CHAIR,  
UNIVERSIDAD DE LOS ANDES,  
BOGOTÁ 2018

120

Students

4

Peer-reviewed articles  
in journals

### CHAIR OF LOGISTICS AT THE SCHOOL OF MANAGEMENT AT UNIVERSIDAD DE LOS ANDES, BOGOTÁ

The Kühne Foundation has been supporting the Chair of Logistics at the School of Management at Universidad de los Andes in Bogotá since March 2017. Prof. Gordon Wilmsmeier holds the Endowed Chair and delivers lectures in

logistics and operations research as part of the master's and bachelor's programmes, as well as the Executive MBA and Executive Education Programme for Ecopetrol. Since August 2018, the newly developed *Supply Chain Management* master's programme specialising in maritime transport and port logistics has been offered at the faculty, with an initial intake of 28 students.

The Chair's research focuses on current issues in Colombia and Latin America. In 2018 it addressed the following priorities: sustainable port and maritime transport development, sustainable management of logistics infrastructure, digitalisation and innovation in the logistics sector and sustainable road haulage. These topics are handled in a number of research projects and have also led to a range of cooperations with major national and international partners. The Chair's position is reflected by its leadership of the global Port Performance Research Network (PPRN), with its annual meetings during the International Association of Maritime Economists (IAME) conference, and its lead of the research project on sustainable performance in ports.



In 2018 its collaboration with the Kühne Logistics University (KLU) was further expanded. In April, for example, the Endowed Chair organised together with KLU the *Annual Conference of the International Maritime Statistics Forum (IMSF)* in Hamburg. In May 2018, the Supply Chain Area of the School of Management organised a workshop for representatives of the logistics industry, led by Prof. Wilmsmeier in collaboration with KLU professors, entitled *Future challenges in logistics as part of the VII Congreso Internacional de Supply Chain y Logística Caribe 2018* in Cartagena. The KLU President, Prof. Thomas Strothotte, was the guest of honour at the opening of the new campus in Cartagena and delivered a seminar at Escuela Naval Padilla in Cartagena on *international logistics*.



Port Cartagena / Colombia





## SCHOOL OF MANAGEMENT AT UNIVERSIDAD DE LOS ANDES, BOGOTÁ

Universidad de los Andes was founded on 16 November 1948 by a group of young people led by Mario Laserna Pinzón and was the first private, secular and politically independent university in Colombia.

The School of Management at Universidad de los Andes was established in 1972 with the aim of educating future leaders to contribute to the innovative and sustainable development of private companies and public organisations in Colombia and Latin America.

The faculty's excellence and high quality standards are reflected, among other things, by the highest accreditation of the national accreditation council and internationally by the so-called *Triple Crown* accreditation (with the Business School awards, EQUIS, AACSB and AMBA). This makes the faculty the only one in Colombia to be among the one per cent of the most prestigious business schools in the world.

Today, 77 professors work at the faculty, 20 of whom come from overseas. Over 1,500 students are educated here in two bachelor's, six master's, two MBA and three specialisation programmes. The faculty currently has five PhD students.

# 5

*Workshops*

# 3

*Degree theses*

# 5

*Presentations*

# 65

*Third-party project funding  
in euros (K) approx.*

EXAMPLES OF KEY  
PERFORMANCE INDICATORS,  
DAV BREMEN 2018

252

Programme  
participants

540

Training seminar  
attendees

98%

Employment rate  
3 months after graduation

11

Case studies  
for companies

**GERMAN ACADEMY OF FOREIGN  
TRADE AND LOGISTICS (DAV),  
BREMEN**

For many years the Kühne Foundation has supported the German Academy of Foreign Trade and Logistics (DAV) in Bremen: a BVL Campus institute, at which the Federal Logistics Association (BVL) has concentrated its training activities since 2008.

DAV's training courses are aimed exclusively at people who have acquired detailed knowledge and experience of the operational business of companies during a commercial apprenticeship and subsequent career. This high-quality training develops an important group of potential executives to meet the demand for operations managers in the industry.

The International Logistics Management course of study is a defining feature of logistics training in Germany: as part of a cooperation with Liverpool John Moores University (LJMU), students can achieve a dual qualification as a state-certified business economist and Bachelor of Science (Hons.). In October 2018, the first cohort completed this programme. Of the 25 successful graduates, five have since begun a further international Master of Science degree.

The remaining 20 opted for an immediate commercial career – the majority for logistics service providers.

The high academic level is also reflected by the *Global Student Challenge* of the business simulation experience, *The Fresh Connection*. In 2018, DAV hosted the German final, attended by a total of 65 bachelor's and master's students from 14 universities from all over Germany. DAV students entered two teams, finishing in fourth and ninth place out of the total 17 teams. These successful results also illustrate the competitiveness of the DAV teaching concept within the German higher education landscape.

Further business executives have also been recruited as teachers for important subjects such as agile project management, methods of lean management and business segment development / creation of business plans. Both established industrial and service companies, as well as start-ups, lend their support for the dissemination of the latest practical knowledge and the continuous development of the curriculum.

Students are also allowed and encouraged to establish contacts and share experience with business practitioners beyond their regular study programme.





Harbour of Bremen – Excursion DAV students

## DAV, BREMEN

The German Academy of Foreign Trade and Logistics (DAV) has been running successful development courses for junior logistics managers for over 50 years. It is part of the BVL Campus in Bremen.

The training courses are consistently geared towards practical relevance and the application of the methodological knowledge acquired. In addition to academics, business executives deliver lectures and seminars. Teaching content is regularly reviewed with companies in the sector and graduates working in management roles.

Students have access to an excellent network of graduates and companies. After graduation, they maintain close contact with this network as members of the alumni association.

Companies and interesting guest speakers regularly deliver evening lectures at DAV. Last year, fascinating logistics projects were also presented, such as new technologies and business models.

Semester breaks were again used in a targeted manner in 2018: students organised their own trips to visit companies in Africa and China. The network's graduates helped committed students to establish contacts.



## HUMANITARIAN LOGISTICS – HELP LOGISTICS AG

### Driving investment in preparedness and supply chain resilience

In view of the ever-increasing humanitarian needs and funding requests which are outpacing contributions, actors in the humanitarian space are forced to look at new ways of operating and providing assistance to affected populations. With support from its academic partners HELP has been evaluating practical solutions to transform the humanitarian sector to ultimately achieve more with less.

Since 2016, HELP and the Kühne Logistics University (KLU) have analysed expenditures of EUR 300 million across five humanitarian organisations and in 23 emergency operations. The studies

comprehensively revealed that an average of 75 per cent of the total expenditure was spent in the supply chain. A number of organisations such as Action Contre la Faim (ACF), France, the International Federation of Red Cross and Red Crescent Societies (IFRC), Save the Children International (SCI) and United Nations Children's Fund (UNICEF) picked up on those findings and launched a second series of studies. Based on a pre-existing preparedness framework HELP and KLU developed a dynamic model to investigate the saving potential of supply chain preparedness investments.

The model shows in the case of all three organisations for every one Euro invested prior to the disaster seven Euros can be saved during the actual emergency response and considerable time savings to reach the affected population can be achieved. A key finding is that the largest impact can be generated only if the interdependencies across the different investment elements are taken into consideration when making the investment decision.

### Assessing relief transport

### Training national disaster agencies in preparedness

HELP is actively involved in raising the competency level and optimising operating standards and procedures of national disaster management organisations. In many parts of Asia, numerous small emergencies are occurring that do not get media attention or donor financing. These emergencies create huge uncertainty for the affected population and put pressure on local disaster agencies. In this context, HELP has a long-term plan to continually improve supply chain agility and national responder





Warehouse for relief items in South Sudan

capabilities. HELP has scaled up its training support reaching out to national disaster management agencies, military forces, National Red Cross and Crescent Societies, international and local humanitarian communities in the region.

HELP supported organisations responding to the Rohingya crisis in Bangladesh, Palu and Lombok earthquakes in Indonesia and typhoons that affected the Philippines, Japan, and Papua New Guinea. As a result, populations in disaster-prone areas can expect a 35 per cent improvement in the delivery time of relief items for future emergency distributions.

## HELP LOGISTICS AG

HELP Logistics AG was registered in 2014 as a non-profit organisation in Schindellegi, Switzerland. Since 2016, HELP has three regional offices in Singapore (Asia), Amman (Middle East) and Nairobi (East Africa) with 16 dedicated full-time supply chain and logistics experts.

With a clear focus on logistics and supply chain management, HELP's ambition is to support humanitarian organisations and the economic development in emerging countries. HELP strives to make humanitarian responses more efficient (to save costs) and more effective (to save time) through analysing and optimising supply chains to enhance procurement, transportation, storage and distribution of relief commodities.

By enhancing university programmes, providing competency-based training HELP supports the sustainable development of local labour markets in emerging countries in the fields of supply chain and logistics. Furthermore, HELP fosters inter-disciplinary collaboration and knowledge transfer through networks of organisations and institutions across governments, academic, donors, commercial and the humanitarian sector.

In 2018, the Kühne Foundation decided to integrate the university and education programmes in emerging countries into the existing structure of the HELP Logistics AG.



EXAMPLES OF KEY  
PERFORMANCE INDICATORS,  
HELP LOGISTICS AG 2018

31

Supported humanitarian  
organisations

30

Countries ca.



Aid programme, Philippines

In Lebanon, HELP completed successfully its fourth year of support to the Lebanese Red Cross (LRC). In addition to creating national disaster management procedures, HELP embeds new behaviors and learning through active learning approaches. Using classroom games, simulations and large scale real-life drills to rehearse potential scenarios, HELP has trained over 200 volunteers from LRC branches across the country to become more effective responders.

### Identifying vulnerabilities to build more resilient networks

In 2018, HELP added a new product to its portfolio for analysing supply chain networks. The projects build on the research effort carried out by the KLU and World Food Programme (WFP). A dynamic model was designed that is capable of simulating a disaster and its impact on the supply chain. In partner-

ship with World Vision International (WVI), the International Office for Migration (IOM) and WFP the resilience of life-saving supply chains in Burundi, Kenya, and South Sudan were examined.

One of the primary benefits of the model is that it can predict if there will be a shortfall of critical commodities and for how long they will be out of stock. It can be used to evaluate and decide on warehousing space, safety inventory stock levels, transportation capacity and fuel reserves. In one analysis, modelling for a potential outbreak of Ebola in a refugee camp, a gap of 15 days of food availability (over 2000 tons) was demonstrated. This vulnerability could be greatly reduced by implementing a regional pre-positioning and stock-inventory sharing plan. Additional projects have been requested to prepare humanitarian organisations for challenges such as

Analysis of supply chains in South Sudan







cyclones in Madagascar, pandemics in countries neighbouring Democratic Republic of Congo and transnational refugee flows in the region.

### Strategic sourcing for greater value for money

In 2018, an estimated 135.3 million people required international humanitarian assistance. The funding requirement was USD 25.2 billion. While overall humanitarian contributions grew to USD 14.9 billion, the gap between funding requirements and contributions continues to grow. As donors become more cost conscious, organisations seek methods to optimise expenditure and achieve greater value for money.

In the Asia region, HELP conducted a comprehensive spend analysis and market assessment for World Vision International (WVI) in Cambodia, Laos,

Myanmar, the Philippines, Thailand and Vietnam. Firstly, expenditures on essential commodities were analysed and categorised to provide strategic visibility on spending patterns. Secondly, on-site training and coaching was provided to field staff to learn and implement commercial supplier engagement practices. The result was that WVI achieved better value for money and decreased its order fulfilment times, ensuring beneficiaries were serviced faster. Since the beginning of the collaboration with WVI, more than USD 20 million of procurement expenditure in Asia alone has been analysed and HELP has contributed to in-country savings of more than USD 1 million.

Responding to the protracted crises in the Middle East is often impeded by a lack of access to beneficiaries and funding. Organisations must design their operations as flexibly and efficiently as possible. In this regard, HELP has supported amongst others two strategic sourcing initiatives which achieved success for both national and international organisations in Jordan namely the Royal Health Awareness Society (RHAS) and Norwegian Refugee Council (NRC). HELP analysed expenditures totaling over USD 30 million and gave evidence-based recommendations for organisational improvements that, together with a capacity building programme, have the potential of doubling the procurement teams' productivity.

Spend analysis and optimisation was also in demand in East Africa. From 2017 to 2018, HELP carried out ten *Advanced Spend Analyses (ASA)* for IOM throughout the East Africa region. Procurement data

with a value of USD 238 million was analysed. One of the key findings was the requirement to put in place appropriate supplier contracts which more accurately reflect the quantities, delivery terms and product information. As a consequence of this analysis, value for money has improved and IOM expect to realise potential savings of up to USD 2 million over the coming years.

### Improving access to health services and quality assured medicines

Many low-income economies struggle to meet basic standards of health care. HELP has been working with governments, donors and other partners to strengthen supply chain management in public health systems and therefore, save lives in humanitarian emergencies.

Public Health systems require an uninterrupted steady flow of quality assured supplies and local infrastructure which fulfils special requirements such as cold chain. HELP worked with The Global Fund (TGF) and Save the Children International (SCI) in collaboration with the Nepal Ministry of Health (MoH) to assess the existing public health supply chain facilities. Key operational gaps such as poor cold chain infrastructure, inadequate quantification and forecasting, late replenishment of drugs from remote centres were identified and addressed.

HELP recognised the need to educate health professionals on supply chain management and logistics on pharmaceutical management. A five-day training programme called *Pharma and Health Supply Chain Management (PSM)* was developed. The training was



Small farmers harvesting of oil palm fruits in Uganda

delivered in Kenya, Malaysia, Nepal, Nigeria and Uganda with participants from Ministries of Health, international and local NGOs.

### Empowering local farmers in food value chains

The International Fund for Agricultural Development (IFAD) has stated that in sub-Saharan Africa, investment in agriculture is up to 11 times more effective in reducing extreme poverty than investment in any other sector. HELP recognised the potential and entered into a strategic partnership with IFAD to map and analyse the sustainability of a small-scale farmer supply network in Uganda.

Poor cost calculations and inefficient handling of the fleet operations from the farmers to processors and millers were identified as a major problem. Other issues included inefficiencies in inventory management; such as lack of basic

stock classification systems, stock rotation practices and stock control methodologies. The assessment resulted in a new logistics cost model to reduce the inefficiency of the IFAD and Government funded operation.

HELP continued its partnership with the Food and Agriculture Organisation (FAO) in Kenya looking at rural-urban food supply chains. HELP analysed the movement of food from small-scale farmers to the urban poor in Nairobi. The findings showed that high cost of transportation among 60 per cent of the smallholder farmers was their main barrier with regards to their participation in profitable urban supply chains. Further, 67 per cent of farmers interviewed stated that unreliability of middlemen transporters resulted in food losses. These results were presented to policy makers in Government and researchers in academia at a Global FAO Conference in Nairobi, Kenya.



### Leading the transformation

HELP recognises the need to educate organisation leaders on the potential of supply chain management and logistics. The *Executive Supply Chain Management in the Humanitarian Context (ESM)* programme was developed by KLU and HELP. Participants are challenged to think strategically and out of the box across sectors around questions regarding how to better promote supply chain management in organisations, required leadership skills as well as cooperation opportunities

The 6<sup>th</sup> Africa Logistics Conference (ALC) brought together over 150 local and regional professionals, business leaders and researchers from nearly 100 organisations from across the humanitarian, government, donor, academic and private sectors to share knowledge related to humanitarian supply chain networks.

### Higher Education in emerging countries

The Kühne Foundation considers logistics competence belonging to the triggers for economic development. In 2018, the Foundation decided to newly organise its education and further training programmes. While the offerings of the KLU and the Chairs funded by the Foundation aim to provide qualifications for an international logistics elite, its education projects in the developing countries were integrated into the HELP Logistics AG. The supply chain management and logistics capacity building programmes are targeting countries where public or private education is not able to deliver the required level and quality. The focus is on countries with a medium to low score in the World Bank's Global Logistics Performance Index and is initially focusing on Africa and South-east Asia. The objective is to provide the local labour market with urgently needed logistics professionals.

# 36

Consulting Projects

# 1,329

Trainings  
(participants)





7

University logistics  
programmes established

18

University partners



Supply chain management training for Save the Children staff in Kenya

The Kühne Foundation follows a two-pronged approach. Firstly, by collaborating with local universities through offering assistance in the design, implementation and delivery of study programmes in logistics and supply chain management. Assistance may include curricula development, train-the-trainer courses, field trips, participation in conferences, PhD opportunities and other activities. In addition, the further education of professionals is supported. Together with local partners modular, customised logistics trainings and seminars are offered. The purpose is to train local education experts as trainers so that eventually short-term education support can be handed-over to local universities or training centres.

#### Supporting local universities

An example of university collaboration is the Bachelor in Logistics and Supply Chain Management established at Mekelle University in Ethiopia. 2018 saw the third cohort of 48 students enrolled. In addition, conceptual support was given to new Master and Doctorate programmes, which were nationally accredited. Similar programmes were also introduced and accredited at four other universities in Ethiopia, Tanzania, and Senegal.

To encourage a greater numbers of talents for a logistics career, more attractive programmes, teaching methodologies and contemporary content are needed. To address this challenge, HELP



and the KLU collaborated to deliver an international train-the-trainer course for 18 African academic faculty members and a regional training in Addis Ababa with over 20 academics from across the region.

### Further Education

In the scope of its further education programme HELP supported the participation of university faculties in academic conferences in Europe and Tanzania. Also, over 150 African students attended field trips to get practical first-hand experience and lots of motivation by observing real-world logistics operations. Finally, international academic lecturers and professionals were invited to African universities to transfer knowledge and extend networks.

A seminar series for a total of 200 logistics professionals was conducted in Addis Ababa, Ethiopia, in cooperation with the World Food Programme (WFP). The objective was to educate professionals from the private and public sector. As a result of these seminars individuals gained promotion within organisations, changes in operational procedures leading to increased efficiency were observed and service-levels for customers and beneficiaries increased.

### Collaboration with the Bill & Melinda Gates Foundation (BMGF)

The Bill & Melinda Gates Foundation has launched a global health supply chain initiative together with innovative and dynamic partners to strengthen health supply chains in selected countries to ultimately improve access to medical and other consumable products. The Kühne Foundation is one of the main partners and is responsible for the


education components of the project by implementing logistics curricula at university level, establishing academic networks and providing trainings in the field of logistics and supply chain management. This project integrates health and logistics know-how from the public and private sector with expertise in supply chain management education. With combined funding, HELP started partnerships with nine universities in six countries in Africa. Already seven logistics degree programmes have been established or adapted to international standards and over 150 professionals trained to international quality levels.

As part of the *Kaduna Transformation Project* in Nigeria staff from the public health supply chain system were trained in project management, logistics operations, and inventory management over a period of 12 months. To ensure the sustainability of these measures HELP and Heriot-Watt University designed a Master Degree in Global Logistics and Supply Chain Management distance learning programme. This complementary approach of experts proved to be highly successful and will act as a model for future projects.







An aerial photograph of a snowy mountain landscape. In the foreground, a large, modern building complex with a glass facade and a flat roof is visible, surrounded by snow-covered trees. To the left, there are several multi-story buildings with balconies. In the middle ground, a small village with traditional houses is nestled in a valley. The background features steep, snow-covered mountains under a clear blue sky.

In the funding area medicine the Kühne Foundation focuses on allergic diseases. It therefore established the project CK-CARE / Christine Kühne – Center for Allergy Research and Education in 2009 in Davos. The objective is to minimise the medical impact of allergies, a major widespread disease, through research and education. In close collaboration with Hochgebirgs-klinik Davos and the research institute SIAF CK-CARE is currently establishing the Davos Allergy Campus, a unique facility that will fully exploit the synergies between therapy, research and education.

# MEDICINE



EXAMPLES OF KEY  
PERFORMANCE INDICATORS:  
CK-CARE 2018

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1,200

*Collected sample and data  
packages from patients  
approx.*

---

120

*Data for children*

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## Understanding the natural course of allergies for effective prevention and treatment

Around a billion people worldwide are affected by allergic diseases. Allergies are hence among the most common non-communicable chronic diseases. Allergies not only affect the state of health and quality of life of sufferers, sometimes to a great extent, but they also constitute a considerable socio-economic burden. Despite decades of research effort, there are still gaps in what is known about the complex clinical conditions and, due to incomplete scientific knowledge, the preventive and therapeutic options available are still limited. There is a great need for research in the areas of prevention, diagnosis and treatment of allergies.

## CHRISTINE KÜHNE – CENTER FOR ALLERGY RESEARCH AND EDUCATION (CK-CARE)

It was against this background that the Kühne Foundation launched the CK-CARE project in Davos in 2009. Its purpose is to alleviate allergies by means of research into relevant questions and through training, primarily of medical professionals. Since 2014 CK-CARE has been concentrating research on the subject *Immunotolerance in atopic diseases:*

*lessons learnt from the natural course of diseases.* Both neurodermatitis and asthma follow a natural course, which is characterised in a substantial proportion of patients by spontaneous recovery from the illness or at least progression to a milder form; in a few patients, however, the severe disease persists into adulthood. It may be assumed that a long-term strategy for influencing the disease can be developed if its natural course is better understood.

From a scientific point of view, certain highly important questions are raised. Which of these so-called atopic diseases develop at what age? What forms of exposure have an influence on this? Is it possible to grow out of the condition? A better understanding of the causes and the course of patients' allergic diseases will make it possible to develop effective measures to treat allergies. Furthermore, possible preventive measures are being sought which can be easily implemented on a broad scale in order to strike at the roots of the growing allergy epidemic. The highest priority is being given to the clinical relevance of the research results. To achieve the necessary wide-ranging impact, the knowledge gained will be passed on efficiently to medical multipliers by the provision of educational services.



## CHRISTINE KÜHNE – CENTER FOR ALLERGY RESEARCH AND EDUCATION

### Developing a database and biobank and research on patients' samples and information

To aid research into the complex causes and individual ways in which allergies develop, CK-CARE research groups are given access to blood and skin samples from as many well-characterised patients as possible over as long an observation period as possible. The information and samples can then be tested by the latest analysis methods at the right time.

The tremendously high value of such a collection is that samples from a large number of patients, at various stages of their allergy history, can be compared and crucial knowledge can be gained about causes, clinical courses and suitable therapeutic approaches. Furthermore, it will be possible to better analyse the stored samples with improved test methods in the future.

In July 2009, the Kühne Foundation initiated the Christine Kühne – Center for Allergy Research and Education (CK-CARE) with locations at Davos, Munich and Zurich. Highly qualified, closely networked research activity in the field of allergies and training of medical professionals based on the latest findings are the two supporting pillars of this initiative.

The establishment of CK-CARE marked the launch of one of Europe's largest private initiatives in the field of allergology. After a successful external evaluation of its services by international experts and also after internationally validated expansion of the project, the initiative was extended in 2014 to sites in Augsburg, Bonn and St. Gallen.

The CK-CARE head office is currently located at the Hochgebirgsklinik Davos.





Teddy's lung function is being tested

### The allergy epidemic is being curbed

This project now places CK-CARE internationally at the forefront of modern epidemiological, genetic and immunological research into allergies and will undoubtedly make a significant contribution to understand the complexity and the possible means of combating this disease. Most notably, CK-CARE will be the first to be able to offer individualised advice and treatment in the sense of personalised medicine (where patients are no longer treated in a uniform way according to the same principle). The data and biomaterial collected will form the most important foundation for research into the diversity of allergic diseases and will help to find the right answers to questions related to prevention and treatment.

### 2018: Around 1200 patient sample and data packages collected

Information and phenotype data, together with blood and skin samples, were collected from suitable patients and stored at the various CK-CARE sites. This was undertaken according to the procedures approved by the ethics committees at the five locations and on the basis of individual consent forms from each of the patients. The data in question were obtained using detailed questionnaires at the locations and were electronically recorded with a specialised data system. The samples were then transferred to the CK-CARE biobank and the data were transferred to the CK-CARE database. This was all performed in compliance with the highest data protection standards and in agreement with the relevant data protection officers.

### CK-CARE research results based on the biobank and database

In 2018, considerable work was done on scientific analysis of data in the database as well as the biobank samples, with the declared aim of gaining specific knowledge about the stratification and the clinical course of allergic diseases. The CK-CARE database and biobank now provide a unique source and have formed the basis for all the research and results outlined in the following examples.

### Micro-organisms influence allergies and neurodermatitis

Earlier analyses showed that the microbial make-up on the skin is an appropriate measure of its state of health. These discoveries have now been explored in more depth using samples from the biobank. It was known that neurodermatitis sufferers have a high number of the bacterium *Staphylococcus aureus* on their skin. CK-CARE, bringing together several sites, showed that *S. aureus* can also be found on the skin of healthy subjects. Hence its presence alone is not the cause of the disease. Instead, a healthy skin requires an equilibrium of this complex structure and especially a diversity of bacteria. Reduced bacterial diversity and intense growth of *S. aureus* reduce the skin's protective mantle, exacerbate inflammation and thereby open the door to other trigger factors which can penetrate the skin and still further promote neurodermatitis.

An important observation was made in a subgroup of patients with neurodermatitis: they seem to be unable to combat *S. aureus* because of an alteration in their immune system. This would mean that, in this subgroup of patients, the bacteria

have developed a mechanism which enables them to avoid being recognised by the immune system and hence paralyse or circumvent their combating mechanisms. Attempts are now being made to understand the mechanisms underlying this phenomenon and exploit them in an appropriate translational way for diagnostic and therapeutic purposes.

The skin's microbiome has hence been confirmed as the starting point for prevention and treatment of neurodermatitis. Interventional studies at the level of the skin microbiome are now being conducted in order to generate innovative therapies for neurodermatitis patients. The focus is on targeted control of specific disease-causing microbes and promoting the growth of useful bacteria in order to restore the microbial equilibrium.

### Better skin and lung barriers prevent allergies

The skin is the largest organ of the human body and serves to protect it against environmental influences. Disruptions of the skin barrier and constant exposure to toxins, allergens, microbes and other harmful substances are major factors in the development of neurodermatitis. The latest clinical trial data indicate that a compromised skin barrier plays an important role in sensitisation to allergens and in the development of skin inflammation. The same can be said of the airways. Here the protective function is important with regard to the development of asthma. It is proven that increased exposure to various environmental factors, such as pollutants, respiratory viruses, tobacco smoke, airborne allergens, perfumes, preservatives, foodstuffs and metals diminishes the

# 320

Master classes (days) for allergy specialists

# 1,000

Allergy training (days) approx.

barrier function of the lung epithelium and thereby contributes to the development and exacerbation of asthma and other allergic diseases.

A few key mechanisms have been identified which may influence the protective function of the epithelial barrier: Pathogenic bacteria and ozone, in the presence of inflammation, break up the barrier molecules as well as allergic inflammatory mediators such as histamine; a recently discovered group of cells produces a molecule that targets the tight cell connections and attacks the integrity of the barrier. A newly developed treatment actually concen-

trates on this molecule. Furthermore, an innovative in vivo method for identifying barrier defects has been developed, which helps to diagnose the development of neurodermatitis in patients at an early stage and will enable possible preventive measures to be taken in a timely manner.

### The right diet helps combat allergies and neurodermatitis

Whether a child develops an allergy or is spared from allergy is determined not only by hereditary factors: instead, the environment in which the child grows up decides whether or not the child will be healthy. Protective environmental factors were also researched in 2018; two factors that protect children against allergies were first discovered: contact with animals and diet, especially during infancy. It was proved in the laboratory that a certain molecule only found in animals has an influence on the immune system. This molecule mainly occurs in foods of animal origin, for example meat. Children whose diet contains more of it and who have come into contact with it a great deal are less likely to suffer from allergies. This molecule also protects against allergies and inflammation in the animal model. Furthermore it was discovered that short-chain fatty acids, in particular butyrate, protect against allergies. Children who consume more of it in their diet less frequently have to contend with allergies. Butyrate also protects against allergies and inflammation in the animal model.

For further investigation, 120 new-borns have been enrolled for the CK-CARE database and biobank. The children were examined at birth, after four months and at the ages of one and two years. All the data from the detailed questionnaires, examinations and samples (stool

Treatment of hand eczema with a Waldmann UV 200 AL partial body therapy system







Training on an emergency kit

samples, skin swabs, blood) have been included in the CK-CARE database and biobank. The findings emerging from CK-CARE Research concerning the role of infant diet are being incorporated into current recommendations, for example the Diet Report of the Swiss Federal Office of Public Health, but have also contributed to international recommendations.

### Continuing education of specialists

The training sessions and courses regularly held by CK-CARE continued to attract great interest in 2018 and were quickly booked out. As a new feature along the lines of the *Allergologists' Weekend* for Paediatricians, a similar weekend was offered as a pilot for dermatologists in further training and it was greatly appreciated by those who attended. Furthermore, master classes providing interaction with experts from the allergy field were subsequently held. To complement the courses for students at the universities of Bochum, Marburg and Munich, one week's so-called elective study *Allergy translational* was offered at the Davos Campus for medical students from Zurich University. The course

based on modern teaching methods was rated excellent by the attendees and also highlighted the advantages of interdisciplinary allergology patient care at the Hochgebirgsklinik Davos. The online learning platform was further expanded during the reporting year. Train-the-trainer courses were held in the usual way, training doctors and other professionals from the fields

of asthma, anaphylaxis and neurodermatitis. As a result, a large network of people were addressed and trained to become competent multipliers.

The impact for patients suffering from neurodermatitis is indirectly measurable and is evident from improved quality of care provided by better trained doctors.

CK-CARE Team Meeting 2018





Planning design for the expansion of the campus.

Left: today, right: Expansion concept

## MEDICINE CAMPUS DAVOS

The establishment of CK-CARE in Davos led the founder Klaus-Michael Kühne to gradually make a stronger commitment to Davos over the years. Following the acquisition of real estate via Kühne Real Estate AG, the Hochgebirgsklinik (HGK) in Davos Wolfgang was taken over by the Kühne Foundation in autumn 2018 after a thorough restructuring process. The reason for doing this was to implement the long-established plan to develop the entire site into a campus for medicine. For instance, an endowed professorship in the field of allergies

was created in the past year; this professorship is appointed jointly with the University of Zurich, and CK-CARE is likely to benefit from it scientifically at the Davos site. In spring 2018 the foundation stone was laid for a campus building where there will be space for collaboration between this endowed professorship, CK-CARE and the Swiss Institute for Allergy and Asthma Research (SIAF) – the opening is planned for autumn 2019. In addition, HGK is to be further renovated and expanded.






HGK has a rehabilitation centre for heart disease as well as being involved in the treatment of allergy patients. The Kühne Foundation is currently exploring what other scientific programmes it might set up in Davos for what specialist areas of HGK. This is all integrated into the development project of a Davos Medicine Campus in which clinical operations, applied medical research and advanced training can be coordinated and combined.

Foundation stone-laying ceremony: from the left to the right  
 Prof. Cezmi A. Akdis, Prof. Dr. Roger Lauener, Prof. Dr. Claudia Traidl-Hoffmann,  
 Prof. Dr. h. c. Klaus-Michael Kühne, Christine Kühne, Prof. Dr. Peter Schmid-  
 Grendelmeier, Prof. Dr. Dr. Thomas Bieber, Dr. Georg Schächli







In the area of culture, the Kühne Foundation mainly supports music and literature. In 2018, it again sponsored numerous concerts, operas and festivals in Switzerland, Germany and Austria. In the field of literature, the Kühne Foundation supports the annual Harbour Front Literature Festival in Hamburg.

# CULTURE









### OPERAS

#### Hamburg State Opera

The Philharmonic State Orchestra is Hamburg's largest and oldest ensemble, and has shaped the musical life of the Hanseatic city for more than 190 years. As well as Philharmonic and special concerts in the Elbphilharmonie, it also performs at many of the Hamburg State Opera's opera and ballet evenings. Kent Nagano as General Music Director and Georges Delnon as Artistic Director have been jointly managing the State Opera's music operations since the 2015/2016 season.

With a major donation of five million Euros, spread over five years, the Kühne Foundation has not only supported the extension of Kent Nagano's contract by another five years until 2025, but this notable contribution is also significantly

helping to achieve the level of quality of the State Orchestra sought by Kent Nagano. Additional musicians can now be permanently appointed, with the help of this donation. The orchestra is able to implement new, highly visible projects and to achieve a leading position in the international orchestral landscape if it employs a sufficient number of musicians. Ever since Kent Nagano's first season in Hamburg, there has been a significant rise in the number of people attending the concerts, which were held in the venerable Laeiszhalle until the end of 2016. The orchestra now performs to sell-out audiences at Elbphilharmonie.

#### Festival Hall Baden-Baden

Two outstanding vocal projects featuring important artists of our time were





Philharmonic State Orchestra Hamburg in the Elbphilharmonie

the start of 2018, Diana Damrau and Jonas Kaufmann, two global classical music stars from Germany, once again demonstrated their special position within the international music scene. The artists performed the most beautiful love songs of the Romantic era from the Italian Songbook by Hugo Wolf, to the delight of the audience and critics.

Both programmes, »The Tales of Hoffmann« and the »Italian Songbook«, performed at such a high level and are great arguments for a particularly well-maintained repertoire. Such outstanding performances help to reassess existing works. This is the only way to create a sense of discovery for the current generation and keep our cultural heritage alive.

held at Festival Hall Baden-Baden in 2018, with the support of the Kühne Foundation. Its involvement focused on the Baden-Baden premiere of the Offenbach opera »The Tales of Hoffmann«.

For this semi-staged project, the French conductor, Marc Minkowski, had gathered a cast of prominent, enthusiastic singers. Charles Castronovo (Hoffmann) and Luca Pisaroni (the four villains) debuted in their roles on 25 November 2018, determining the future direction of this opera. The Kühne Foundation re-encountered an artist who performed in »Castell Classics« at Castell Son Claret hotel a few years ago and continues to enjoy sustained success, namely Olga Peretyatko, who played all the leading female roles. In another programme supported by the Kühne Foundation at

Scene from »Hoffmann's Tales« in the Festival Hall Baden-Baden



### Zurich Opera House

The Kühne Foundation supported the new production of »Maria Stuarda« at Zurich Opera House, which celebrated its premiere in April 2018. This three-act opera by Gaetano Donizetti is considered to be a highlight of Bel Canto style and regularly features in the repertoire of the world's major opera venues, thanks to its brilliance.

The staging by the successful director, David Alden, under the musical direction of the Italian conductor, Enrico Mazzola, focuses on the conflict between England's Queen Elizabeth I and her Scottish adversary, Mary Stuart. The German opera star, Diana Damrau, one of the most important coloratura sopranos of our time, played the challenging role of the title character, Mary Queen of Scots. She was

joined by the Italian soprano, Serena Farnocchia (Elizabeth I), the Slovakian tenor, Pavol Breslik (Roberto), and the baritone Nicolas Testé from France (Giorgio Talbot).

This new production was enthusiastically welcomed by both the audience and the press. According to one report: »The way in which Damrau embodies the drama surrounding the Scottish Queen and her spiritual abyss is one of the most enduringly convincing Zurich Opera experiences of the year.« (Tagblatt der Stadt Zürich, 11.4.2018). The generous support of the Kühne Foundation facilitated the implementation of this successful project with a total of 11 performances and a high-profile cast, thereby creating the artistic pinnacle of the 2017/18 season for Zurich Opera audiences.



Scene from »Maria Stuarda« in the Zurich Opera House





Orchestra and choir of the Milan Scala in the Elbphilharmonie

## FESTIVALS

### Elbphilharmonie, Hamburg International Music Festival

»Utopia« was the motto of the 3<sup>rd</sup> Hamburg International Music Festival that took place from 27 April to 30 May 2018. At its heart was Elbphilharmonie, where most of the total 62 concerts were held. Since its inauguration in January 2017, this magnificent concert hall has enjoyed a great deal of international interest, with 1.5 million people attending concerts at the venue that the US Times magazine described as one of the »World's Greatest Places 2018«. In 2012, for the first time, the Kühne Foundation supported Elbphilharmonie's

preliminary concert operation. In 2017 it not only supported the two opening concerts, but also the subsequent inaugural festival that ran for several weeks. Since 2014 the Kühne Foundation has been the main sponsor of the Hamburg International Music Festival, involving Elbphilharmonie, Laieszhalle and Hamburg State Opera. This music festival, initially conceived as a biennale, has now become a firm fixture on the European cultural calendar.

The 3<sup>rd</sup> International Music Festival in 2018 featured a guest performance by the choir and orchestra of the Milan

Scala under the direction of its Principal Conductor, Riccardo Chailly, thanks to a Kühne Foundation grant. The two magnificent performances of Giuseppe Verdi's »Missa da Requiem« will never be forgotten. The brilliant soloists were Tamara Wilson (soprano), Ekaterina Gubanova (mezzo-soprano), René Barbera (tenor) and Ferruccio Furlanetto (bass). According to »Welt«: »After the concert, Riccardo Chailly clearly demonstrated his admiration for the sensational performance of the choir. But Scala's Principal Conductor also inspired his orchestra to deliver an outstanding performance.«





Final Concert Young Singers Project – Stiftung Mozarteum

### Salzburg Festival

Working for and with the younger generation is one of the main focal points of the Salzburg Festival programme. In 2008, with the establishment of the Young Singers Project, a high-profile platform for promoting up-and-coming singers has been created. Talented young singers, who qualify for a scholarship during international auditions, also get the opportunity to work with festival artists. Their appearances are closely

observed and often help to launch their careers. In the last ten years, for example, many participants in the Young Singers Project have achieved their breakthrough onto the world's great stages. One such example is Mario Peter, who returned to Salzburg in 2018 as Tamino in Mozart's *Magic Flute*.

In 2018, 13 young singers from twelve nations came to Salzburg to focus on their further development. They attended





live TV broadcast. It was the 23-year-old soprano's debut on such a large stage, and she delighted the audience.

Young Singers could also be heard in the seven performances of the Strauss opera, *Salome*, and took part in the three concerts for the Young Conductors Award. Six former Young Singers also showcased their talents away from the festival stages: they performed a concert at Castell Son Claret in Majorca, captivating guests with a variety of solo arias and duets.

The Kühne Foundation has been supporting the Young Singers Project at the Salzburg Festival since 2013 and will continue to promote up-and-coming singers. On 24 August 2018, it was announced that the Kühne Foundation will be the new main sponsor of the Salzburg Festival as from 2019. The expansion of the successful partnership has met with an very positive international response.

master classes as well as vocal coaching, gaining valuable experience from rehearsing and working with festival artists. The programme featured the young singers' self-produced version of »Magic Flute for Children«. The Children's Magic Flute's »Queen of the Night« gave a spectacular performance when she stood in at short notice for the »Magic Flute's« ailing »Queen of the Night« on the main festival stage, thereby rescuing the evening performance, which included a

**Dr. Helga Rabl-Stadler, President of the Salzburg Festival, and Prof. Dr. h. c. Klaus-Michael Kühne announce the extension of the partnership**





London Symphony Orchestra at the Lucerne Festival

### Lucerne Festival

With almost 80,000 visitors to its Summer Festival from 17 August to 16 September 2018, the Lucerne Festival was able to draw a positive balance. Under the festival motto, »Childhood«, childhood recollections of great composers, children's programmes and »child prodigies« were presented, thereby focussing on future audiences. As well as almost 80 concerts, an interesting supporting programme featuring family events, musical theatre and discussions also attracted music-lovers of all ages.

In 2018, the Kühne Foundation supported the London Symphony Orchestra and Chorus concert that was performed on 10 September at Lucerne Culture and Congress Centre (KKL). Sir Simon Rattle conducted three works by the composer Maurice Ravel, featuring children's and fairy-tale motifs, which ideally suited the festival theme. The programme included the semi-staged opera, *L'enfant et les sortilèges*. »A divinely beautiful rendition« were the headlines in a national Swiss daily newspaper and a local paper: »Rattle and his orchestra [...] gave an orchestral demonstration of the very highest quality«.

### Mecklenburg-Vorpommern Festival

The Kühne Foundation has been supporting the Mecklenburg-Vorpommern Festival since 2006. Public interest in this classical festival's versatile programme is steadily increasing: in 2018, over 86,000 music-lovers attended the 150 concerts in 86 locations. One of the highlights was the three-day »Young Elite Singers' Festival« (»Sängerfest der Jungen Elite«) that was facilitated by the Kühne Foundation and offers up-and-coming international singers a highly acclaimed forum.

Four young singers from three nations, the soprano Sheva Tehoval, mezzo-soprano Valentina Stadler, tenor Andrew Haji and baritone Ludwig Mittelhammer, showcased their talents during a recital in Gross Schwansee and two opera soirees in Heiligendamm and Wismar featuring the Komische Oper Berlin orchestra under the baton of Hermann Bäumer. The Mecklenburg-Vorpommern Festival





Song Festival of the Young Elite 2018, Festival Mecklenburg-Vorpommern Festival

and the Kühne Foundation distributed the Christine Kühne Prize 2018 among the participants, which is worth EUR 10,000.

Winner of the 2018 competition was Andrew Haji. His stage presence, technical brilliance and deep musical emotionality not only impressed the jury, but also captivated the audience. The award ceremony took place on 7 November 2018 in Hamburg's The Fontenay hotel, owned by Klaus-Michael Kühne. Andrew Haji travelled from Canada especially to perform an exclusive concert for the around 120 guests, accompanied by the pianist, Markus Zugehör. He was extremely honoured and touched when Christine and Klaus-Michael Kühne

personally presented him with the Christine Kühne Prize.

#### Music Summer at Lake Zurich

In collaboration with the Mecklenburg-Vorpommern Festival, the Kühne Foundation once again supported a gala concert in Feusisberg Catholic Church in 2018, as part of Music Summer at Lake Zurich. After last year's »Italian Night«, this gala opera on 3 September 2018 was dominated by Spanish music. The programme was extremely diverse, featuring operatic arias all set in Spain – from Georg Bizet's »Carmen«, through Wolfgang Amadeus Mozart's »Don Giovanni«, to Gioachino Rossini's »The Barber of Seville«. There were also strains of Spanish music in the form of a

guitar solo by Isaac Albéniz, while songs from »Canciones Clásicas Españolas« by Fernando Obradors filled Feusisberg's filled church with Mediterranean charm.

Olena Tokar, the first winner of the Christine Kühne Prize at the Mecklenburg-Vorpommern Festival, once again performed, receiving rousing applause from the audience. The young Ukrainian soprano evoked genuine enthusiasm with her interpretation of Carmen. She was joined by the Canadian tenor, Andrew Haji, whose vocal artistry was also a huge hit among visitors to the gala concert. Together, the two prizewinners delighted the audience with their final duet, »O soave fanciulla«, from Puccini's opera, »La Bohème«.

## LITERATURE

### Ten Years Harbour Front Literature Festival

»Ten Years Harbour Front – this means ten thick programme catalogues and ten opening ceremonies, and as Dr. Carsten Brosda, Minister of Culture and Media, put it in his welcome address “since 2009, Hamburg has been devoted to literature in September”. With its exciting, innovative programme at original and magnificent locations, the festival has now become a remarkable tradition. We did not anticipate this ten years ago«, said Klaus-Michael Kühne at the opening of the Harbour Front Literature Festival in the Recital Hall of Elbphilharmonie on 12 September 2018.

In 2009, the Kühne Foundation began supporting the Harbour Front Literature Festival in Hamburg as its main sponsor – it is now one of Germany's three most important literary festivals. In ten years, over 184,000 people have visited around 71 meeting venues at the port. Over 900 participants, including more than 700 authors, over 100 presenters and more than 100 actors – from a total of over 42 countries have made the port of Hamburg a literary meeting point.







From left to right: Board Member Harbor Front e.V. Nikolaus Hansen, Dr. Carsten Brosda, Minister of Culture and Media, writer Nino Haratischwili, Christine und Klaus-Michael Kühne, Board Member Harbor Front e.V. Heinz Lehmann, opening Harbor Front Literature Festival 2018

In 2018, four authors were once again selected from around 50 who submitted German-language debut novels, and presented these on four evenings in order to compete for the Klaus-Michael Kühne Prize for the Best Debut of the Year. The jury, consisting of representatives of the Hamburg book and media industry, selected the over 1,000-page novel, »Am Weltenrand sitzen die Menschen und lachen« by Philip Weiss. »Philip Weiss has written an astounding novel, whose formal abundance reminds us what this genre can encompass: literally everything,« explained the jury. The

winner of the first Klaus-Michael Kühne Prize in 2009 and winner of the German Book Prize 2018, Inger-Maria Mahlke, was guest of honour at the award ceremony.

The multi-talented Martin Baltscheit was named best storyteller in the children's and young adult book category. After an exciting reading featuring a host of picture book animals and an audience of avidly enthusiastic children in St. Catherine's Church, the award's patron, Christine Kühne, presented the »Hamburger Tüddelband« 2018 to him.

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