

# **Scientific activities and publications**

Professor Dr. Peer Ederer

Status 2019

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## Academic positions

<b>When</b>	<b>Position</b>	<b>Where</b>
Since March 2016	Program and Science Director Global Food & Agribusiness Network	CEIBS Group
Since March 2016	Visiting Professor	Zurich Institute of Business AG, CEIBS-Group
Since September 2013	Chargé de Course Associé	Université du Luxembourg
Since December 2012	Honorar Professor	Zeppelin University
Since 2009	Editorial Board Journal of Generational Justice	Universität Tübingen
Since June 2005	Lecturer	Maastricht School of Management
2014 – 2015	Guest Professor	Leuphana University
2004 - 2013	Scientific Director European Food & Agribusiness Seminar	Wageningen University
2003 – 2012	Dozent (Lecturer)	Zeppelin University
2002 - 2009	Lecturer	Rotterdam School of Management
1997 - 1999	Dozent (Lecturer)	University of Witten Herdecke
1994 - 1995	Research Support	Harvard University

## Research projects

### **Animal Protein, Climate Change and Cancer - Quo Vadis Global Meat 2050 Part 4**

**Duration:** December 2018 to April 2019

**Project supervisor:** Peer Ederer

**Project partner:** CEIBS Group

**Main researcher** Peer Ederer

**Index Number** 68030

#### **Abstract:**

Popular media reports, based on what appear to be numerous scientific investigations, tend to urge the modern consumer to much reduce their animal protein consumption. This, most reports claim, is necessary to protect the climate as agriculture represents around a quarter of the total man-made Greenhouse Gas (GHG) emissions. Of this quarter, around 60% is said to be due to animal products, with red meats and certain cattle products, taking the lion's share. Besides climate, there would also be other environmental concerns such as water and soil degradation, deforestation, and more. It would also be healthier as red meats in particular, but also animal proteins in general, are considered to cause cancer and cardiovascular disease. Furthermore, it would be morally problematic to kill sentient animals, or to keep them under industrialized conditions. The only responsible and reasonable thing to do would therefore be to adopt a vegan lifestyle, or at least flexitarian habits with reduced intakes of animal proteins. This report reviews several of the most high profile and most often cited scientific investigations on which these claims of climate and health damage are made. The report finds that each of these scientific investigations suffer from crucial methodological flaws, are careless and shoddy with referencing critical data, systematically ignore findings that do not fit the 'meat is irresponsible' narrative, and are not as numerous as they are claimed to be.

### **The Ethics of Meat - Quo Vadis Global Meat 2050 Part 3**

**Duration:** December 2018 to April 2019

**Project supervisor:** Peer Ederer

**Project partner:** CEIBS Group

**Main researcher** Peer Ederer

**Index Number** 68029

#### **Abstract:**

Most human consumption of animals, which today mostly means eating animal proteins, involves creating, raising and slaughtering such animals. Usually, these animals have been created as a species or breed and were born and raised for the sole purpose of serving a need of human beings. Stated differently, if humans did not make use of them, they would neither exist as an individual animal, nor as that particular breed, and often not as a species. This makes these animals different from whales for instance, which used to be slaughtered for human consumption, but which had been around independently of humans. By having created animals specifically for consumption, and guarding them, humans have a special responsibility towards them. Beyond economic considerations of property and utility, and legal considerations of rules and regulations, this responsibility is also governed by ethical dimensions. Participants in the animal protein value chain are advised to develop an ethical position around the questions of authority, justification and purpose for their organization towards utilizing animals.

### **How to Feed the World – The Food Challenge 2050, Quo Vadis Global Meat Part 1**

**Duration:** January 2018 to July 2018

**Project supervisor:** Peer Ederer

**Project partner:** CEIBS Group

**Main researcher** Peer Ederer

**Index Number** 68028

**Abstract:**

Using a scenario methodology and analyzing the raw data, our research pinpoints with precision the challenge on how to feed the world in the year 2050. It also outlines what are alternate courses of action and their respective outcomes. The raw data which we incorporate are detailed on the lines of regional land utilization distribution, regional population forecasts, regional diets, regional yields by different commodities and their respective historical growth rates, and global biomass streams. The four scenarios are outlined along the two dimensions of innovation speed and land utilization, and resulting in four scenarios of: History Continues, Deliberate Poverty, Radical Technology Deployment and Zoological Gardening.

The key resulting message is that the only possible way in which we can achieve desirable outcomes is by much increased rates of technology deployment in food production across the food chain, and in particular to multiply food production in South Asia and Africa. This is a multifaceted challenge.

### **New Technologies Impact on Animal Welfare, Quo Vadis Global Meat Part 2**

**Duration:** January 2018 to September 2019

**Project supervisor:** Peer Ederer

**Project partner:** CEIBS Group

**Main researcher** Peer Ederer

**Index Number** 68027

**Abstract:**

The new technologies of genetics, artificial intelligence and autonomous machinery and public influencing enable new approaches in animal welfare. They can increase both productivity and welfare in unprecedented ways. Clear ethical guidelines will be required to make use of the potential.

## **The Future of Food & Agribusiness 2027**

<b>Duration:</b>	January 2017 to September 2017
<b>Project supervisor:</b>	Peer Ederer
<b>Project partner:</b>	Wageningen University and Research, 2bAHEAD GmbH
<b>Main researcher</b>	Peer Ederer, Michael Carl
<b>Index Number</b>	68026

### **Abstract:**

This project considers four technologies of relevance for the next 10-year horizon of the global food and agribusiness industry. These four technologies reached implementation breakthroughs in the course of 2016, and will therefore shape and influence business up to the next three, five, and ten year horizons.

The four technologies are genetics, artificial intelligence, autonomous machinery and public influencing. Each have in recent years shown performance improvements by a factor of ten every two to three years. If this rate continues – and there seem to be no technical reasons why their progress would not continue at that rate – each of these technologies could be at least 1000 times more potent in 2027 than today. For instance, a product related to these technologies that today costs USD 1000 per unit might cost only USD 1 in ten years. A computation that today takes one day to complete, might take only 90 seconds. A health benefit that costs USD 100,000 to achieve today, might only cost USD 100, and a particular medical procedure of today could be 1000 times more effective in ten years. The potential factor of 1000x performance improvement in only ten years creates unpredictable dynamics for the deployment of these technologies and their impact on business models.

At the same time, each of these four technologies raises profound ethical questions, for which political and legal answers must be found. Denial of such answers might delay the further implementation of such technologies, but they are unlikely to prevent them. Delays would reduce the potential benefits of these technologies to the health and well-being of the global population, to the environmental sustainability of food and agribusiness industries, and to opportunities which food and agribusiness companies have for growth and investment.

### **Mathematical Times – the Achievement of Progress, Prosperity and Peace**

<b>Duration:</b>	From December 2016 onwards
<b>Project supervisor:</b>	Peer Ederer
<b>Main researcher</b>	Peer Ederer
<b>Index Number</b>	68025
<b>Abstract:</b>	An investigation into our history how to mobilize the human capital of a community or a nation for progress, prosperity and peace.

### **China Human Capital Assessment Center**

<b>Duration:</b>	December 2015 to December 2016
<b>Project supervisor:</b>	Haizheng Li, Peer Ederer, Samuel Greiff
<b>Project partner:</b>	China Center for Human Capital and Labor Market Research, University of Luxembourg, Innovation&Growth Academy
<b>Main researcher</b>	Yu Li et al
<b>Index Number</b>	68024

**Abstract:**

Extending from the success of the LLLightinEurope research project to be able to assess Complex Problem Solving skills in Europe, we will be installing an assessment center for such skills in Beijing, targeted to Chinese requirements. Over time we expect to collect a sizeable database of assessed individuals, which can be explored for academic purposes. Once the center is successfully established in Beijing, we will roll this out in additional cities. The Chinese center will work closely together with the similar assessment center in Luxembourg.

### **LLLight Index**

<b>Duration:</b>	From 2015 onwards
<b>Project supervisor:</b>	Ederer, Peer (Zeppelin University)
<b>Project partner:</b>	Katholische Universität Eichstätt-Ingolstadt
<b>Main researcher</b>	Patt, Alexander and Wiederhold, Simon
<b>Index Number</b>	68023

#### **Abstract:**

In the LLLightinEurope project we could establish that the degree of complexity in task performance of occupations is related to both absolute levels of GDP income, as well as economic growth. We could establish this for 209 European regions. The complexity instrument we are using appears to be universally applicable, and data on this complexity is available for almost every country in the world. The mechanism behind this complexity instrument is, that it is learning and skills in resolving such complexity which is what creates innovativeness and economic growth. In many countries this data is also available into detailed regional levels. For instance in Europe such data is available to nearly NUTS 3 level, so that we can track it over at least 15 years for almost 600 European regions. In United States we can track complexity for around 200 regions. In China we can track it at least for the Chinese provinces and some metropolitan regions. We can thus create a very finely grained picture of economic performance with a single and comparable measurement instrument across the world. We will call this index the LLLight-Index, the Lifelong Learning, Innovation, Growth and Human Capital Tracks Index.

### **IBH – Bodensee Foresight Study 2030**

<b>Duration:</b>	2014/10 – 2016/03
<b>Project supervisor:</b>	Ederer, Peer (Zeppelin University)
<b>Project partner:</b>	University of St Gallen, University of Constance, University of Liechtenstein
<b>Main researcher</b>	Ederer, Peer
<b>Index Number</b>	68022

#### **Abstract:**

Die Entwicklung der Region Bodensee wird von einer Vielfalt an unterschiedlichen Akteuren, Institutionen und Strategien geleitet. Diesen ist zumeist gemeinsam, dass sie vorwiegend kurz- bis mittelfristige Planungshorizonte verfolgen und in arbeitsteiligen Politikfeldern gefangen sind. Doch die generellen Trends wie demografischer Wandel, Klimaveränderung und andere machen auch vor der Region Bodensee nicht Halt. Um für deren Einflüsse auf die Entwicklung der Region langfristig gerüstet zu sein, hat das Projekt "Bodensee 2030" eine regionale Foresight-Studie zum Ziel. Diese soll durch breit getragene gemeinsame Zukunftsbilder der Verbesserung der strategischen Intelligenz in der Region dienen und eine grössere Kohärenz in den laufenden Entscheidungen bewirken. Der thematische Fokus liegt auf der Sicherstellung einer innovativen Wirtschaftsentwicklung. Hierfür werden mit einem breiten Partizipationsansatz die relevanten Entwicklungstrends identifiziert, in ihrer Bedeutung für die Region diskutiert sowie zuletzt durch Ableitung konkreter Handlungsempfehlungen für die Region bearbeitbar gemacht.

The development of Lake Constance region is guided and driven by a broad diversity of institutions and strategies. Most of them pursue short- to medium term planning horizons, and are restricted to their particular political fields of interest. However, the long term trends of demographic change or climate change affect the region as well. Bodensee 2030 will provide a regional foresight study which will collect and define broadly based visions of the future for the region, so that strategic planning for the region is facilitated, and innovation can be promoted.



### **Success - Skill Changes along the Cycles: Effects of Skill restructuring on employment, wages and Survival.**

<b>Duration:</b>	2013/04 – 2015/04
<b>Project supervisor:</b>	Ederer, Peer (Zeppelin University)
<b>Project partner:</b>	Center for International Development, Harvard University
<b>Main researcher</b>	Nedelkoska, Ljubica
<b>Index Number</b>	68021

#### **Abstract:**

Despite the average decline in production, recessions are not only characterized by industrial losers, but also by winners. As the opportunity costs of (re-)qualification as well as the costs of forgone production associated with technological and organizational innovation become relatively low, both individuals and firms time major changes in their productive capacities during recessions. The proposed research will investigate the long-term effects of recession-induced human capital restructuring on individual and firm performance. At the level of firms we propose that recession-related increases in the average quality of the workforce can boost long-term productivity. At the level of individuals we put forward that recession-induced decisions to re-qualify or gain more education can improve the long-term career prospects of these workers. For an empirical analysis of these relations, we will use a linked employer-employee panel from the German administrative records as our prime source of information about individual and establishment dynamics, and supplement it with survey data on tasks in order to build better measures of human capital.

### **Local Blade Manufacturing in Kenya**

<b>Duration:</b>	2012/06 – 2013/06
<b>Project director:</b>	Ederer, Peer (africa enablers)
<b>Researchers</b>	Beronov, Boyan / Böcher, Clara / Bretzinger, Lukas / Hartmann, Philipp / Kores, Martin / Köbler, Svea
<b>Index Number</b>	68020

## **LLLightinEurope: FP7 funded European Union project on Lifelong Learning, Innovation, Growth and Human capital Tracks in Europe**

**Duration:** 2012/ 01 – 2015/09

**Project director:** Ederer, Peer (Zeppelin University)

**Project partners:**

- University of Nottingham, United Kingdom, John Holford
- Department of Education (DPU), Aarhus University, Ulrik Brandt
- Ifo Institut, Ludger Woessmann
- Wageningen University, Netherlands, Thomas Lans
- University of Luxembourg, Samuel Greiff
- Leuphana University, Peer Ederer
- University of Economics Bratislava, Martina Lubyova
- Institut for Forecasting and Science, Martina Lubyova
- China Center for Human Capital and Labour Market Research, China, Haizheng
- Innovation & Growth Academy, Netherlands, Silvia Castellazzi

**Main researchers:** Castellazzi, Silvia / Nedelkoska, Ljubica / Patt, Alexander

**Budget:** 3,590,000 Euro

**Website:** [www.llightineurope.com](http://www.llightineurope.com)

**Index Number** 68019

### **Abstract:**

Among all Europeans between 24 and 65 years old who had a tertiary educational degree in 2010, 82.8% were working. In the same age group, 68.3% who completed secondary schooling were working. Only 46% of those who did not complete secondary schooling were working. It is apparent that if Europe wants to be working, higher education is the necessary foundation for being competitive in the labor market. Since this is not only true for generations of future workers currently in school, but equally so for those who are in their 30s, 40s and 50s today, Lifelong Learning must be essential for continued employability. The cumulative investment necessary to generate higher education degrees alone for adults over the next two decades across Europe may be 3.5 trillion euros, or 1.4% of the European GDP per year. Even higher investments will be required in non-formal and informal Lifelong Learning. To help guide this investment, this research project will find answers to the following urgent questions:

### **Research questions:**

1. How do successful enterprises actively employ Lifelong Learning for their competitive advantage?
2. Which public policy environments facilitate Lifelong Learning for such enterprises and entrepreneurs?
3. How does Lifelong Learning interact with and promote innovativeness on the enterprise level?
4. How much of which skills do European adults actually have?
5. What are the actual learning mechanisms in adult life that lead to these skills?
6. What are the causal effects of these skills on growth, competitiveness and social cohesion?

### **Advisory board:**

- Xavier Prats Monné; Deputy Director-General, Directorate-General for Education and Culture, European Commission
- Andreas Schleicher; Deputy Director and Special Advisor on Education Policy to the Secretary-General, Directorate for Education, OECD
- Iain Murray; Senior Policy Officer responsible for Policy on Learning and Skills, Educational Policy, and Regional Government and Devolution, Trades Union Congress (TUC), United Kingdom
- Oskar Heer; Director Labour Relations, Daimler AG Stuttgart
- Roger van Hoesel; Chairman of the Supervisory Board at Startlife and Managing Director at Food Valley

## **Flexibilisierungsinstrumente Phase III**

### ***(Flexibility Instruments for HR - III)***

<b>Duration:</b>	2011/06 – 2012/10
<b>Project leader:</b>	Ederer, Peer (Zeppelin University)
<b>Project partners:</b>	<ul style="list-style-type: none"><li>• Fraunhofer, IAO</li><li>• Daimler AG</li></ul>
<b>Main researchers:</b>	Tyrell, Marcel / Mietzner, Mark / Rhomberg, Markus / Adorf, Marian / Achtziger, Anja / Löhlein, Lukas
<b>Index Number</b>	68018

#### **Abstract:**

Die Wirtschafts- und Finanzkrise der Jahre 2008 und 2009 wirkte sich vorallem zu Beginn des Jahres 2009 durch Absatzeinbrüche auf das produzierende Gewerbe und somit auch auf die Automobilindustrie aus.

Die Forschungsfragen inwieweit Produktionsbetriebe auf Nachfrageeinbrüche reagieren, und wie diese Unternehmen insbesondere beim Personaleinsatz mehr Flexibilität erreichen können, bleibt auch in den unmittelbaren Jahren nach der Krise hochrelevant.

Viele Unternehmen brauchen in naher Zukunft mehr Personalflexibilität. Wie die Fraunhofer IAO-Studie zur Produktionsarbeit der Zukunft belegt, sehen 99% der Top-Managements der 650 befragten Unternehmen den flexiblen Einsatz ihrer Produktionsmitarbeiter in fünf Jahren als wesentlichen Stellhebel, um erfolgreich im Markt zu bestehen.

Die vorliegende Studie mit dem Ziel, Antworten auf die Kernfragen zur Bewältigung der Volatilität zu erarbeiten, identifizierte vier Antworten für die Zukunft, die unter dem Begriff der Flexi-Tools zusammengefasst werden.

Hierzu zählen: a) ein Frühwarnsystem für das Personalmanagement; b) Set-Steuerung, also Personal-Instrumente die stärker bündeln und Zeit gewinnen, indem Set-Bandbreiten Einzelfallentscheidungen ersetzen; c) Flexi-Positionierung – das pro-aktive Verkünden von Flexibilitäts-fördernden Maßnahmen bevor diese umgesetzt werden; und d) Leistungskennzahlen, sogenannte Key Performance Indicators (KPIs), u.a. die Zeitkostensteuerung durch bedarfsgerechten Mitarbeiterereinsatz. Hierbei dient die Personalflexibilität als spezifische Zielgröße für die Führungsebenen und verbindet Konzernziele mit Zielen der Belegschaft.

## **Flexibilisierungsinstrumente Phase II**

### ***(Flexibility Instruments for HR - II)***

<b>Duration:</b>	2010/06 – 2011/04
<b>Project leader:</b>	Ederer, Peer (Zeppelin University)
<b>Project partners:</b>	<ul style="list-style-type: none"><li>• Fraunhofer, IAO</li><li>• Daimler AG</li></ul>
<b>Main researchrs:</b>	Tyrell, Marcel / Mietzner, Mark / Rhomberg, Markus / Adorf, Marian / Wallner, Claudia / Warnke, Arne
<b>Index Number</b>	68017

## **Human Capital Leading Indicators: How Europe's Regions and Cities Can Drive Growth and Foster Social Inclusion**

<b>Duration:</b>	2010/03 – 2011/02
<b>Project director:</b>	Ederer, Peer (Lisbon Council)
<b>Project co-directors:</b>	Schuller, Philipp / Willms, Stephan
<b>Main researchers:</b>	Castellazzi, Silvia / Warnke, Arne
<b>Index Number</b>	68016

### **Abstract:**

The ground-breaking study Human Capital Leading Indicators: How Europe's Regions and Cities Can Drive Growth and Foster Social Inclusion is the result of a year-long research project, staffed by a team of 11 social scientists and co-funded by PROGRESS – European Community Programme for Employment and Social Solidarity (2007-2013). The team conducted in-depth case studies of seven European cities and regions - Bratislava, Emilia-Romagna, Helsinki, Navarra, Sofia, Stockholm and West Midlands - evaluating their human-capital endowment, utilisation and productivity. The study was launched at a high-level roundtable which featured, inter alia, László Andor, European commissioner for employment, social affairs and inclusion, Dirk Ahner, director-general at DG Regional Affairs and Xavier Prats-Monné, deputy-director general of DG Education and Culture.

## **Flexibilisierungsinstrumente Phase I**

### ***(Flexibility Instruments for HR - I)***

<b>Duration:</b>	2009/11 – 2010/05
<b>Project leader:</b>	Ederer, Peer (Zeppelin University)
<b>Project partners:</b>	<ul style="list-style-type: none"><li>• Fraunhofer, IAO</li><li>• Daimler AG</li></ul>
<b>Main researchers:</b>	Tyrell, Marcel / Mietzner, Mark / Rhomberg, Markus / Adorf, Marian / Wallner, Claudia / Warnke, Arne
<b>Index Number</b>	68015

### **Ex-Post Evaluation ESF Period 2000-2006**

<b>Date:</b>	2009/02
<b>Project leader:</b>	Ederer, Peer (Deutschland Denken!)
<b>Project partners:</b>	<ul style="list-style-type: none"><li>• London School of Economics</li><li>• Vision &amp; Value</li><li>• Red2Red</li><li>• Expansio</li></ul>
<b>Main researchers:</b>	Castellazzi, Silvia / Warnke, Arne
<b>Index Number</b>	68014

#### **Abstract:**

The European Social Fund (ESF) invested a total of €120 bn including Community, national public and private expenditure on its various programs in the period between 2000-2006. Under the lead of Professor Ederer a consortium of partners conducted an ex-post evaluation of usage and impact of funds.

This project focused on the following areas: a) evaluation of results already available, b) the utilisation of resources, c) the effectiveness and efficiency of the assistance and its impact, and d) ultimately it is to identify success or failure factors.

13 'evaluation questions' posed by the Commission were answered across five themes. To answer these questions, the consortium carried out secondary data gathering research across all the MSs, as well as direct fieldwork which has been performed at the regional or national level in 20 Member States.

Three main elements informed the methodological approach of the ex post evaluation: 1. the analysis of resource allocation at the level of 'measures' for all the OPs in all EU, MSs (2,136 measures have been reviewed of which 1546 were found relevant for the evaluation), 2. hypothesis formulation for each EQ so that the analysis and the degree of success of the ESF could be assessed against them; and 3. the collection of primary data when secondary data were entirely or substantially missing.

On the side of the European Commission, the project was managed by Demetrio García Mirón (Demetrio.garcia-miron@ec.europa.eu). The development of the report was monitored by a steering group composed of members of DG Employment, Social Affairs and Equal Opportunities and other relevant Commission services.

## **Talent-Index 2008: Die Automobilzulieferindustrie in Europa**

### ***(Talent-index 2008: the Automotive Supplier Industry in Europe)***

<b>Duration:</b>	2008/05 – 2008/12
<b>Project director:</b>	Ederer, Peer (Deutschland Denken!)
<b>Project partner:</b>	Response, Lüth Arved
<b>Main researcher:</b>	Willms, Stephan
<b>Index Number</b>	68013

#### **Abstract:**

Der Talent-Index 2008 – eine Initiative der Randstad Stiftung – beschreibt die strategische Herausforderung der mittelständisch geprägten deutschen Leitbranche „Automobilzulieferindustrie“ im europäischen Kontext und wie sie mit ihrer Ausstattung an Talent dafür gerüstet ist. Die Branche sieht turbulenten Zeiten entgegen. Neben massiven Anforderungen seitens der Kunden, wird sie selbst von Megatrends erfasst: Klimaschutz, steigende Energie- und Rohstoffkosten, neue globale Konsumentenklassen, demografischer Wandel und der Mangel an Fachkräften. All das stellt exponentiell steigende Anforderungen an die Entdeckung, Nutzung und Förderung von Talent. Der Talent-Index versteht Talent als die Fähigkeit, mehr und schneller lernen zu können.

Die beschriebenen Einflüsse wirken auf die Automobilindustrie und verlangen nach neuen, nachhaltigen Antworten. Eine Möglichkeit ist die Abkehr von individueller Mobilität und damit verbunden eine radikale Schrumpfung des Automobilssektors. Eine zweite Möglichkeit ist eine vollkommen veränderte individuelle Mobilität. Für diese Möglichkeit benötigt die Branche mehr und schnellere Innovationen sowie mehr Talent. Talent ermöglicht es, einen nachhaltigen Wohlstand zu realisieren. Nur mit mehr Talent können wir die Innovationen entdecken, die uns mehr Wohlstand und Wachstum für die Zeit nach der ölbasierten Wirtschaft ermöglichen.

Der künftig wichtigste Rohstoff für Innovationen sind die Talente der Mitarbeiter der Unternehmen. Eine Industrie mit den flexibelsten und bestausgebildeten Mitarbeitern wird am ehesten in der Lage sein, den Wandel zu bewältigen. Die Ausstattung mit Lerntalent korreliert außerordentlich stark mit der Bruttowertschöpfung pro Mitarbeiter in der entsprechenden Industrie. Je nachdem wie diese in Zukunft ihre Lerntalente ausbauen, werden sie in der Lage sein, den Wandel zu bewältigen, also mehr Wert pro Mitarbeiter schaffen. Im Ergebnis haben die Österreicher die höchste Ausstattung mit Talent, gefolgt von Frankreich und Deutschland. Die drei osteuropäischen Länder Slowakei, Polen und die Tschechische Republik bilden das Schlusslicht. Italien findet sich in der Mitte wieder. Deutschland profitierte in der Vergangenheit von einer positiven demografischen Entwicklung. Dieser Trend hat sich gedreht. In Zukunft kommen immer weniger junge Menschen auf den Arbeitsmarkt: Wir haben in Deutschland den „Peak Talent“ etwa im Jahr 2000 überschritten. Deutschland kann gegen diese demografische Entwicklung nur eines tun: Talente jeder Art, jung wie alt, männlich wie weiblich, deutsch wie ausländisch entdecken, fördern, nutzen und entwickeln. Für die Deckung dieser Investitionslücke brauchen wir eine breite gesellschaftliche Allianz: Unternehmen, Gewerkschaften und Verbände, Stiftungen, Politik und Verwaltung, den Einzelnen und auch Bildungseinrichtungen.

### **University Systems Ranking: Citizens and Society in the Age of Knowledge**

**Duration:** 2008/02 – 2008/09

**Project director:** Ederer, Peer (Lisbon Council, Deutschland Denken!)

**Project co-authors:** Schuller, Philipp / Willms, Stephan

**Index Number** 68012

**Abstract:**

The University Systems Ranking is the culmination of a year-long research project in which we set out to measure and rank countries based on the ability of their tertiary education systems to help citizens and society meet the very real challenges of a 21st century knowledge economy.

### **Innovationsaktivitäten im Investitionsgüterhandel**

#### ***(Innovation Activities in Investment Goods)***

**Duration:** 2007/12 - 2008/03

**Project supervisor:** Ederer, Peer (Zeppelin University)

**Index Number** 68011

**Abstract:**

Innovationen können sich in Form von Produkt-, Prozess- oder Geschäftsmodellveränderungen ausdrücken. Eine selten untersuchte Feld ist welche Art von Innovationen die Vertriebsorganisationen von technologieintensiven Investitionsgüterprodukten durchführen. Mit dem Ziel empirische Grundlagen über die Innovationsaktivitäten von entweder reinen Vertriebsunternehmen (dealerships) oder Vertriebsdivisionen von Unternehmen zu erhalten, haben die Teilnehmer des Entrepreneurships und Innovationskurses der Zeppelin University im Herbst 2007 unter Leitung von Prof Dr Peer Ederer, eine entsprechende Untersuchung ausgeführt. Dafür wurden Unternehmen aus verschiedenen Branchen untersucht, bzw. interviewt. Das vorliegende Dokument ist die anonymisierte Synopsis der gesammelten Ergebnisse. In den Unternehmen aus den Industrien Flugzeugvertrieb, Gebäudeausrüstung, Medizingeräte, Schwermaschinen, Druckmaschinen, Maschinenbau und Getränkehandel wurden Interviews mit entweder dem Eigentümer, Geschäftsführern oder Direktoren durchgeführt. Für die Unternehmen Baustoffhandel und Systemsoftware wurden nur öffentliche Informationen verwendet. In jedem Fall beziehen sich die Informationen auf die Vertriebsfunktion für die Produkte, nicht auf die Produkte selbst. Für die Untersuchung wurden zwei Spannungsfelder für die Durchführung von Innovationen abgefragt: 1. Die strategische Funktion der Innovation für das gesamte Unternehmen, also welche Rolle die Innovationsaktivität im Unternehmen spielt. 2. Auf welche Weise die Innovationsaktivitäten im Unternehmen organisiert werden. Für beide Spannungsfelder wurden zwei Koordinatenachsen vorausgesetzt, die den Anspruch haben die unterschiedlichen Gestaltungsmöglichkeiten für Innovation umfänglich abzudecken.

### **The European Human Capital Index: The Challenge of Central and Eastern Europe**

**Duration:** 2007/03 – 2007/10

**Project director:** Ederer, Peer (Lisbon Council, Deutschland Denken!)

**Project co-authors:** Schuller, Philipp / Willms, Stephan

**Index Number** 68010

**Abstract:**

The second volume of the widely acclaimed European Human Capital Index focuses on Central and Eastern Europe, as well as Turkey. In a one-of-a-kind analysis, the authors explain why the region must urgently upgrade its skills base and fight its brain drain, if it hopes to sustain the rise in prosperity and living standards of recent years. The study strongly recommends investing heavily in human capital, in particular for the “lost generation” of people 45 years and older.

### **Innovations- und Unternehmensmanagement in KMU in den neuen Bundesländern**

#### ***(Innovation and Company Management among SME in the New Bundesländer)***

**Duration:** 2007/02 – 2008/08

**Project leader:** Ederer, Peer (Zeppelin University)

**Project co-author:** Fisch, Hendrik

**Index Number** 68009

**Abstract:**

Das Forschungsprogramm Insider hat zum Ziel marktwirtschaftliche Instrumente zu erforschen, zu pilotieren und marktgängig zu etablieren, die die Innovationsfähigkeit und Wachstumsorientierung von KMU in den ostdeutschen Ländern nachhaltig und nachweisbar befördern. Das Forschungsprojekt basiert auf einem forschungs- und qualifikationsbetonten Ansatz, der sich auf die Schaffung von unternehmensinternen Kompetenzen in Management und Vermarktung von Innovation stützt. Im Zentrum dieses Forschungsprojektes stehen die Bedeutung von sogenannten Gazellen Unternehmen und die wissenschaftlichen Erkenntnisse über deren Dynamik von Innovation und Wachstum für regionale Wirtschaftskraft, Innovationskompetenzen und Wachstumsschwellen in KMU, sowie die beiden typischen Wachstumsschwellen. Das Projekt skizziert Ansatzpunkte einer regionsorientierten Innovationsförderung und deutet auf die Notwendigkeit und mögliche Positionierung eines Insider-Programms hin.



## **Time-Based Measurement of Human Capital Accounting in Canada, US and EU**

<b>Duration:</b>	2007/01 – 2007/03
<b>Project author:</b>	Ederer, Peer (Deutschland Denken!)
<b>Project co-authors:</b>	Schuller, Philipp / Willms, Stephan
<b>Index Number</b>	68008

### **Abstract:**

In October 2006 Deutschland Denken published the Human Capital Index through the Lisbon Council Policy Brief “Innovation at Work: The European Human Capital Index”. The widespread interest that the Index engendered encouraged us to invest further into the underlying accounting methodology – something we call time-based measurement of human capital – and broaden its usability. The present paper in particular adds Canada and the US to the comparison against the range of EU performances (average, top and bottom) along a variety of human capital criteria. What is the significance of human capital accounting? China and India engage the Western world not in a race to the bottom, but in a race to the top – a contest where our workers’, managers’ and policy makers’ capacity for developing and delivering ever higher value-added goods and services will determine our ability to generate the wealth needed to preserve our way of life for generations to come. Against this backdrop; future policy making must be focused much more than is currently the case on investing in the individual citizen, on raising and enhancing his or her capabilities and on allowing him or her to realize his or her utmost potential.

There is a growing consensus that more must be done to develop citizens’ knowledge and skills, to create an economy where “innovation” forms a core part of daily economic life: developing and maintaining the human capital that will determine our future economic prosperity. Although Canada fares well against its European peers, its immediate neighbor USA is doing even better. The term human capital is well understood in economic circles, but is sometimes less well received in policy circles, where analysts believe it looks too rigidly at the inherently dynamic process of innovation in a modern economy. However, the fact that the decisive economic resources of the future will be knowledge and education is widely understood and broadly accepted. In using the term human capital, this paper aims to develop an analytical framework allowing the measurement and comparison of investment in knowledge and education between countries. As economists have shown, wealth is the result of several things – natural, financial and human capital – and the productivity (or efficiency) with which these inputs are used, including innovation.

The role financial capital can play in stimulating growth rates is well documented. In Europe, Ireland is a particularly good example of an economy which has grown rich by attracting high levels of inward investment. Today, not just in Europe but in the developed world more generally, financial capital is more or less freely available on equal terms. Financial capital can and does flow to the places where the prospect of returns is largest. However, human capital is less mobile and therefore factors like the availability of human capital and the efficiency of its use are more likely to influence the success of individual countries in the long term. This makes policies for successfully developing human capital the principle arena in which Canada’s future competitiveness and growth will be determined. The methodology employed in this paper is an extension of the work presented in the Lisbon Council Policy Brief. The methodology has since evolved for example from being expressed in Euros to using inflation- and purchasing power-adjusted US-Dollars, and by monetizing the time-based education inputs not at historical cost but at replacement cost in each year of analysis. Although no new index has been calculated we are now able to provide human capital comparisons across most OECD countries, provided the raw data are available.

## **Geschäftsplan Deutschland**

### ***(Business Plan Germany)***

<b>Duration:</b>	2006/05 – 2008/06
<b>Project author:</b>	Ederer, Peer (Deutschland Denken!)
<b>Project co-authors:</b>	Schuller, Philipp / Willms, Stephan
<b>Index Number</b>	68007

#### **Abstract:**

English: Germany is a country of great wealth. Whether that will remain so, is not a question of globalization or access to global energy reserves, but will be decided at home: by Germans for Germans. High levels of wealth that can be distributed between the social classes is and will be available. The Business Plan for Germany illustrates the opportunities, calculates their financial effects in great detail, and synthesized a complete program for the future from them. In this future, a larger share of the population will participate in the wealth creation process of the country, and accordingly profit from it. The Business Plan shows that this will be primarily achieved by investments in human capital:

- 10 million additional employees, primarily by expanding high value added jobs
- Quadrupling the number of academic qualifications in the population
- Expanding the active work life to 50 years and more, by working until 75 years of age
- Mobilizing the un- and underemployed, especially women and mothers
- Increasing the rate of migration to one million inbound migrants per year

Deutsch: Deutschland ist ein reiches Land. Ob es auch in Zukunft reich oder zunehmend ärmer sein wird, bestimmt nicht die Globalisierung oder die weltweiten Energiereserven, sondern wir selbst. Wohlstand, der solidarisch verteilt werden kann, ist in Deutschland auch in Zukunft möglich. Der „Geschäftsplan Deutschland“ legt die vorhandenen Chancen im Detail offen und baut daraus ein schlüssiges Zukunftsbild. Darin partizipiert eine deutlich größere Zahl von Personen am Wertschöpfungsprozess und am spürbar steigenden Lebensstandard. Die Autoren zeigen, dass Zukunftssicherung nur durch Investitionen in das Humanvermögen möglich ist.

Die Autoren fordern massive Investitionen in Strukturwandel, Bildung und Immigration, um den Wohlstand pro Kopf bis 2033 zu verdoppeln. Dazu tragen unter anderen folgende Veränderungen bei:

- 10 Millionen mehr Erwerbstätige, vor allem durch die Verdopplung der Akademikerarbeitsplätze.
- Vervielfachung der Hochschulabsolventen und der Weiterbildungen: Wer noch kein Hochschulstudium hat, muss es auch mit 40 Jahren noch erlangen können
- Ausweitung der Lebensarbeitszeit auf 50 oder mehr Berufsjahre oder bis zum Alter von 75 Jahren
- Mobilisierung und Integration der heute nicht oder unter ihrer Qualifikation arbeitenden Frauen und Mütter
- Eine Millionen qualifizierter Einwanderer anstatt heute 20.000.

Wohlstandsfragen bewegen die Gemüter. Managergehälter, Rentenerhöhung, schrumpfende Mittelschicht, Streiks um höhere Löhne, Armutsbericht, Diätenerhöhungen: Die einen verdienen zu viel, die anderen zu wenig. Doch die wirklich brisanten Verteilungsfragen sind nicht die von heute, sondern die von morgen. „Die Deutschen sehen nicht, wie sich die Welt um sie herum verändert und der Wohlstand von heute die Armut von morgen sein kann. Unser Durchschnittseinkommen heute wird dem Armutsniveau der reichen Länder in 25 Jahren entsprechen.

Die massive Ausweitung der globalen Arbeitsteilung hat auch mittlere Qualifikationen wie Berufsausbildungen, in denen Deutschland traditionell stark ist, entwertet. Bei den höheren Qualifikationen der Hochschulabsolventen gibt es dagegen große Defizite. Ohne eine Bildungsoffensive wird die gesamte deutsche Mittelschicht im internationalen Wettbewerb nicht mithalten können. Die nicht-Studierten von heute sind die Arbeitslosen von morgen. Was aber auch stimmt: Kaum ein anderes Land hat soviel Potential zuzulegen wie Deutschland. Mehr soziale Gerechtigkeit, bezahlbare und nachhaltige Energieversorgung, erstklassige Gesundheit für alle sind möglich – wenn wir sie wollen. Wir können Wohlstandsweltmeister werden.

### **Innovation at Work: The European Human Capital Index**

<b>Duration:</b>	2006/04 – 2006/04
<b>Project author:</b>	Ederer, Peer (Lisbon Council)
<b>Index Number</b>	68006

#### **Abstract:**

Nothing will matter more to Europe's future than the ability of countries, governments, workers and companies to innovate – a process which will depend in no small degree on the efficiency of our decision-making and the quality of our human capital. These days, China and India engage Europe not in a race to the bottom, but in a race to the top – a contest where our workers', managers' and policy makers' capacity for developing and delivering ever higher value-added goods and services will determine our ability to generate the wealth needed to preserve our value-driven social model for generations to come. Against this backdrop – and taking note of Europe's ongoing demographic evolution – future policy making must be focused much more than is currently the case on investing in the individual citizen, on raising and enhancing his or her capabilities and on allowing him or her to realize his or her utmost potential. These days, there is a growing consensus that Europe must do more to develop our citizens' knowledge and skills, to create an economy where "innovation" forms a core part of daily economic life.

But what are we actually doing to excel in that area? This paper will argue that – despite policy makers' willingness to talk up "innovation," as demonstrated at the informal European Council meeting in Lahti, Finland in October, 2006 – we are still doing painfully little to take the most necessary step in this process: developing and maintaining the human capital that will determine our future economic prosperity. Specifically, some countries – notably Germany and Italy – are courting disaster by allowing their human capital to stagnate through high workforce exclusion and chronic underinvestment in education and training. Unless reversed, these trends will lead to a deterioration of human capital in those countries – countries which traditionally served as the engine of European economic success. That, in turn, will have devastating economic consequences for the citizens of those countries which can already be forecast today. For example, if current trends are not reversed, the citizens of Germany and Italy could find themselves with up to 50% lower gross domestic product per head (a standard measure of basic prosperity) than people in Sweden, Ireland or the United Kingdom by 2030 – an historic reversal of Europe's traditional pattern of economic distribution, brought on in no small part by the poverty of contemporary policies towards human capital in those countries.

In order to measure the development of human capital in Europe, the Lisbon Council and Deutschland Denken! have created the European Human Capital Index: a one-of-itskind ranking of 13 European Union member states. The index looks at countries' ability to develop and deploy their human capital. We define human capital as the cost of formal and informal education expressed in euros and multiplied by the number of people living in each country (see the box on page 20 for a more detailed description of the methodology). We later account for some depreciation, deducting value due to the fact that some knowledge will become obsolete and that people will forget some of what they learn. We also adjust for ongoing demographic developments, provisioning for the loss of human capital due to declining populations and shifting employment patterns across the EU countries.

### **ICT en Innovatievermogen: Internationale Trends**

<b>Duration:</b>	2005/06 – 2005/12
<b>Project author:</b>	Ederer, Peer (Strategy Academy)
<b>Project co-authors:</b>	Breed, Kees / Meyer, Ron
<b>Index Number</b>	68005

### **The Dawn of European Health**

**Duration:** 2003/06 – 2003/09

**Project leader:** Ederer, Peer (Strategy Academy)

**Project co-author:** Zijlstra, Leonard

**Index Number** 68004

**Abstract:**

“Dawn for European Health” is a research study undertaken by the Rotterdam-based think tank Strategy Academy for the European Heart Network. The authors provide a primary and secondary research based overview of the views and opinions of the various stakeholders. The analysis conducted among 17 key decision makers in Brusses and aims to provide the EHN with input for their own strategy making process.

The fundamental issue at stake in this debate is: What value can the European institutions add, (and where), towards solving the problems and challenges of the national health systems? Four subissues are covered: On whose agenda is Health? What should be the target of the agenda, Public Health, Health Care, or both? What are the instruments for implementing the agenda? How can the agenda be supported or influenced? The authors bring together the various strands of analyses presented throughout the report and venture proposals for successful strategies for the EHN and its member organisations across Europe. These include four key suggestions, supported by a case study.

### **Länger Leben - Länger Arbeiten**

***(Living Longer – Working Longer)***

**Duration:** 2003/02 – 2003/08

**Project author:** Ederer, Peer (Deutschland Denken!)

**Project co-author:** Schuller, Philipp

**Index Number** 68003

## **European Energy Companies - Paths towards the Future**

**Date:** 2002/09  
**Project leader:** Ederer, Peer (Strategy Academy)  
**Index Number** 68002

### **Abstract:**

The typical European energy company is a large-scale oriented, autonomously operating concern, with an experimentally, emergent strategic decision making style. This strategic behavior is unlikely to create the kind of industrial structure required to meet the significant challenges facing the industry, if it is supposed to serve the public goods of universal, cheap access to high quality energy. Furthermore, the overall regulatory tendency of European governmental and public institutions in charge of the energy industry are unlikely to induce a substantially different strategic behavior, unless they focus on the strategic dynamics of the industry. There is therefore a real danger that the public goods in question for the European (and particularly) Dutch consumers and industrial customers, are not optimally served. An alternative course of regulatory action to achieve a vibrant, progressive and market leading Dutch energy industry, contributing to the overall competitiveness of the Dutch economy, could be one that stresses various ways of achieving innovation in the industry. For that purpose this paper introduces a framework arranging what types of public policy paradigms for achieving macroeconomic growth are interacting with what types of company innovation strategies for achieving microeconomic growth.

## **Geschäftsbericht Deutschland**

### ***(Annual Report of Germany)***

**Duration:** 1997/09 – 1999/08  
**Project author:** Ederer, Peer (Deutschland Denken!)  
**Project co-author:** Schuller, Philipp  
**Index Number** 68001

### **Abstract:**

Wie hoch ist die Rendite eines Hochschulstudiums? Wer wird die Staatsschulden zurückzahlen? Welche Generation hat den größten Nutzen vom Staat? Was kostet die Wehrpflicht? Mit welchem wirtschaftlichen Erfolg handelt der Staat? Zielsetzung des Geschäftsberichts Deutschland AG ist es, auf diese Fragen klare, mit Zahlen belegte sowie durch Graphiken veranschaulichte Antworten zu geben. Dabei wird deutlich, wie eng die Parameter sind, die dem politischen Handeln zur Verfügung stehen und wie groß die Lasten sind, die politisches Handeln zukünftigen Generationen aufbürden kann.

„Das vorliegende Buch greift die interessante Idee auf, Deutschland als Aktiengesellschaft darzustellen. ... Für Staat und Unternehmen gilt gleichermaßen: Wer Innovationskraft beweist und die Bedürfnisse der Kunden zur Richtschnur seines Handelns macht, wird am Ende zu den Gewinnern zählen.“ – Dr. Werner Müller, Bundesminister für Wirtschaft und Technologie.

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## Supervision

### PhD

8. Ma'ruf, *Adaptation of Environmental Strategy: A Case Study of the Hotel Industry in Indonesia* (Reader PhD), 2017, Id.90020
7. Asmaa Saleh, *Leadership Approaches in Multinational Companies: An Egyptian Case Study*, Maastricht School of Management (Reader PhD), 2014, Id 90018
6. Arne Warnke, *Cumulative PHD in Labor Markets*, University of Mannheim (Mentor PhD Oct 2011 - 2017), Id.9009
5. Bamrot Yekoye, not completed, *Higher Educational Institution and Entrepreneurship in Ethiopia*, University of Adama, Ethiopia (Supervisor Aug 2011 - Jun 2012), Id.90008
4. Fikru Arja, not completed *Effectiveness of Aid in Rural Electrification in Ethiopia*, University of Adama, Ethiopia (Supervisor Aug 2011 – Aug 2014), Id.90007
3. Nihal El Daly, *Towards an Understanding of Sustainable Competitive Advantage in Egypt: The Case of the Business to Consumer Industry*, Maastricht School of Management (Reader PhD), 2011, Id.90006
2. Silvia Castellazzi, *Business Ethics and Further Training – An Analysis from the Perspective of the Economic Ethics*, Prospective Zeppelin University (de facto Supervisor PhD Feb 2011 - Oct 2015), Id.90004
1. Ashraf S. Elsafty, *Towards Developing Strategic Management Process/Model - The Case of Software Companies in Egypt*, Maastricht School of Management (Supervisor PhD Aug 2005 - Sep 2011), Id.90002

### Master

7. Viktor Freudenhammer, *Die Rolle von Social Impact Bonds zur Bekämpfung von Jugendarbeitslosigkeit*, Zeppelin University (Supervisor Master Thesis Spring Semester 2016), Id 90023
6. Laura Comincini, *Youth Unemployment as an Indicator for dysfunctional labor markets*, University of Maastricht (Mentor), 2014, Id 90017



5. Moritz Umbach, *Impact of Lifelong Learning and Knowledge Transfer Activity on Competitive Advantage*, Zeppelin University (Supervisor Master Thesis Fall Semester 2013), Id. 90013
4. Verena Bund, *Anforderungen an Turn Arounds aus Sicht von Kapitalbeteiligungsgesellschaften*, Zeppelin University (Supervisor Master Thesis Sep 2013 - Jan 2014), Id.90011
3. Lukas Löhlein, *Forecasting Instruments for Personnel Capacity Utilization*, Zeppelin University (Supervisor Master Thesis Jan 2012 - May 2012), Id.90010
2. Sebastian Herzig, *Measuring Human Capital Productivity - A comparative Study on Firm Level*, Asian Institute of Technology, Bangkok (2nd Supervisor Jan 2008 - Apr 2008), Id.90003
1. Angela Schmidt, *Business Level Strategy for a New Entrant in the Near Infrared Spectroscopy Industry*, Management Center Innsbruck (Supervisor Master Thesis Sep 2004 - Nov 2004), Id.90001

#### **Bachelor**

9. Fritz Schuler, *Providing Electricity in Rural Sub-Sahara Africa*, (Supervisor Bachelor Thesis Spring 2016), Id 90024
8. Douglas Reiser, *Monetarisierung einer Initiative: Entwicklung und Umsetzung von Rhetorik- und Teambuilding Seminaren für Unternehmen zur nachhaltigen Finanzierung der Soapbox* (Supervisor Humboldt Project 2015), Id.90022
7. Leonie Jung Irrgang, *Integration of refugees via online education: Can MOOCs equip refugees with the necessary competencies to successfully integrate into society?* (Supervisor Bachelor Thesis Autumn 2015), Id.90021
6. Fabian Höhner, *A New Framework for Creating Shared Value in Unfavorable Conditions*, Zeppelin University (Supervisor Bachelor Thesis Spring 2015) Id. 90019
5. Alma Semmel, *Cultural Embeddedness and Complex Problem Solving in South African Social Enterprises*, Zeppelin University (Supervisor Humboldt Project, 2014) Id. 90016
4. Fabian Höhner, *The Economic Cost of Hydropower Generation in Ethiopia* (Supervisor Humboldt Project, 2014), Id. 90015

3. Burak Yigen, *Infrastructure financing in Frontier Markets* (Supervisor Bachelor Thesis 2014), Id. 90014
2. Kevin Köckert, *Marktanalyse für Biogasanlagen in Rußland*, Zeppelin University (Supervisor Bachelor Thesis Sep 2013 - Jan 2014), Id.90012
1. Laura Cordes, *Das Rad muss nicht neu erfunden werden*, Zeppelin University (Reader Bachelor Thesis 2010), Id.90005

## Conferences organized

11. *Bodensee Zukunftsforum 2030*, Friedrichshafen, by Zeppelin University, University of Konstanz, University of St Gallen and University of Liechtenstein, 2016/04. Id.84011
10. *LLLight'in'Europe - Lifelong Learning, Innovation, Growth and Human Capital Tracks in Europe*, Final Dissemination Conference, Brussels, 2015/09. Id.84010
9. *LLLight'in'Europe - Lifelong Learning, Innovation, Growth and Human Capital Tracks in Europe*, Research Plenary II, China University of Finance and Economics, 2014/10. Id.84009
8. *LLLight'in'Europe - Lifelong Learning, Innovation, Growth and Human Capital Tracks in Europe*, Research Plenary I, Zeppelin University, 2012/10. Id.84008
7. *Strategic Leadership in Difficult Times*, Innovation & Growth Academy, Senior IT Managers Egyptian IT Industry, Egypt, 2009/05, Id.84007
6. *Talent-Index für die europäische KFZ-Zulieferindustrie*, Deutschland Denken!, Randstad - Senior HR Managers and Public Policy Officials, Berlin, 2008/03, Id.84006
5. *Esteem*, AIESEC International, National Leaders Eastern/Central Europe, Witten, 2007/05, Id.84005
4. *Lebenskontostand bei der Deutschland AG*, Initiative Neue Soziale Marktwirtschaft, Fahrplan Deutschland, Berlin, 2002/07, Id.84004
3. *Generationengerechtigkeit*, Tönissteiner Kreis, 43. Tönissteiner Jahresgespräche, Berlin, 2001/01, Id.84003
2. *Charta 2020*, Deutschland Denken!, Charta 2020, Hannover Expo 2000, 2000/10, Id.84002
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## Presentation scientific and public conferences

- 81 Ederer, Peer: *How to Feed the World, the Food Challenge 2050*, for European Food & Agribusiness Seminar, Zurich Edition, Zurich 2018/06, Id 86081
- 80 Ederer, Peer: *How to Feed the World, the Food Challenge 2050*, for Asia Pacific Food & Agribusiness Forum, Singapore Edition, Singapore, 2018/03, Id 86080
- 79 Ederer, Peer: *The Future of Food & Agribusiness 2027*, for European Food & Agribusiness Seminar, Zurich Edition, Zurich 2017/06, Id 86079
78. Ederer, Peer: *Complexity Problem Solving Skills and Economic Growth*, for European Association of Work and Organizational Psychology Annual Conference 2017, Dublin Ireland, 2017/05, Id 86078
77. Ederer, Peer: *The Art of Artificial Intelligence and Human Complex Problem Solving*, for Conference on Policy and Economy Due to the Challenges of XXI Century, by University of Bialystok, Bialystok Poland, 2017/05, Id 86077
76. Ederer, Peer: *Human Capital for Territorial Growth*, for JRC Annual Conference, by Joint Research Council, Brussels, 2016/10, Id 86076
75. Ederer, Peer: *Investing in the Future: Youth, Mobility, Skills*, for DG Research and Innovation Seminar, by European Union, Brussels, 2016/10, Id. 86075
74. Ederer, Peer: *Zukunftsbild Industrieregion Bodensee 4.0* Zukunftsforum Bodensee 2030, 2016/04, Id. 86074
73. Ederer, Peer / Murphy, Kevin / Greiff, Samuel / Li, Haizheng / Liu, Zhiqiang: *Establish CPS (Complex Problem Solving) Test Lab in China*, by China Center for Human Capital and Labor Market Research, 2015/12, Id. 86073
72. Ederer, Peer / Scherer, Roland: *Arbeitsmarkt und Humankapital im Bodensee 2030*, Experten Workshop, by Zeppelin University and St Gallen University, 2015/11, Id. 86072
71. Ederer, Peer / DeNisi, Angelo / Greiff, Samuel / Kriek, Hendrik / Murphy, Kevin R.: *The Meaning and Measurement of Human Capital*, for the 14<sup>th</sup> European Congress of Psychology, Milan, 2015/07, Id. 86071

70. Ederer, Peer: *Chair for Session on Wages*, for 6<sup>th</sup> International Symposium on Human Capital, by China Center for Human Capital and Labor Market Research, 2014/10, Id. 860
69. Ederer, Peer: *Das Lernen zu lernen erlernen*, Keynote for Regionalkonferenz Personalmanagement, by Zeppelin University, 2015/02, Id. 86069
68. Ederer, Peer: *Aysha Wind 300*, for German Ethiopian Business Forum with the Prime Minister of the Federal Democratic Republic of Ethiopia, Berlin, 2014/12, Id 86068
67. Ederer, Peer/Patt, Alexander: *Learning by problem-solving*, for TASKS III: Changing tasks-Consequences for inequality Conference, by Institute for Employment Research and ZEW, 2014/05, Id. 86067
66. Ederer, Peer: *Human Resources as a growth factor in economic development*, for Ministry of Economics, Myanmar, by Friedrich Naumann Stiftung, 2013/11, Id.86066
65. Ederer, Peer: *Geschäftsplan Deutschland - wie wir nachhaltiges Wachstum generieren können*, for Staatliche Bibliothek Passau, by Hayek Gesellschaft, 2013/07, Id.86065
64. Ederer, Peer: *Public Private Partnership: Zwei Welten treffen aufeinander*, for Auswärtiges Amt, by Tönissteiner Kreis, 2013/05, Id.86064
63. Ederer, Peer: *20-20-20*, for 7th-German-African Energy Forum 2013, by Afrika Verein der Deutschen Wirtschaft, 2013/04, Id.86063
62. Ederer, Peer: *Energy investments in Africa - opportunity or gamble*, for Neujahrsempfang 2013, by Economic Forum Deutschland, 2013/01, Id.86062
61. Ederer, Peer: *LLLight'in'Europe*, for Conference Human Capital by DG Research, by European Union, 2012/09, Id.86061
60. Ederer, Peer: *Renewable Energy Industries in Africa*, for Seminar, Berlin, by Friedrich Naumann Stiftung, 2012/03, Id.86060
59. Ederer, Peer: *LLLight'in'Europe and PIAAC*, for OECD LSO Network, Berlin, by Zeppelin University, 2012/02, Id.86059

58. Ederer, Peer: *Die Bedeutung des Humankapitals für wissensorientierte Regionen*, for 1. Strategieforum Humanressourcen Oberösterreich, Linz, by Academia Superior, 2012/01, Id.86058
57. Ederer, Peer: *Lifelong Learning, Innovation, Growth and Human Capital Tracks*, for The Third International Symposium on Human Capital, Beijing, by Innovation & Growth Academy, 2011/10, Id.86057
56. Ederer, Peer: *How to Help those below the BOP*, for 3rd World Leaders Conference, Buenos Aires, by BMW Foundation, 2011/11, Id.86056
55. Ederer, Peer: *Discussion of Prof. Neumark's paper "Future Skill Shortages in the U.S. Economy"*, for Catch the Train - Skills, Education and Jobs, Conference, Brussels, by European Union DG Education, 2011/06, Id.86055
54. Ederer, Peer / van Riel, Marjan: *Value Creation through Sustainability*, for 21st Annual World Forum: The Road to 2050, Frankfurt, by IFAMA, 2011/06, Id.86054
53. Ederer, Peer: *Human Capital Leading Indicators: How Europe's Regions and Cities Can Drive Growth and Foster Social Inclusion*, for Wageningen University, Economics Department Lecture Series, Wageningen, by Lisbon Council, 2011/03, Id.86053
52. Ederer, Peer: *Human Capital Leading Indicators: How Europe's Regions and Cities Can Drive Growth and Foster Social Inclusion*, for Senior Policy Makers, Brussels, by Lisbon Council, 2011/02, Id.86052
51. Ederer, Peer / Schuller, Philipp / Willms, Stephan: *Human Capital Leading Indicators: How Europe's Regions and Cities Can Drive Growth and Foster Social Inclusion*, for Senior Policy Makers, Brussels, by Lisbon Council, EU2020 Regions Network, 2011/02, Id.86051
50. Ederer, Peer: *The Human Capital Index*, for High Level Working Group on Skills and Human Capital, Brussels, by Lisbon Council, 2010/11, Id.86050
49. Ederer, Peer: *University Systems Ranking: Citizens and Society in the Age of Knowledge*, for Conference on Skills and Universities, Monte Negro, by World Bank, 2009/10, Id.86049
48. Ederer, Peer: *Geschäftsplan Deutschland*, for Internationaler Club La Redoute, Bonn, by Deutschland Denken!, 2009/06, Id.86048

47. Ederer, Peer: *University Systems Ranking: Citizens and Society in the Age of Knowledge*, for Conference on Universities of Excellence, Kazakhstan, by World Bank, 2009/06, Id.86047
46. Ederer, Peer / Schuller, Philipp: *Geschäftsplan Deutschland*, for Friedrich Ebert Stiftung and Federal Ministry of Research, Berlin, by Deutschland Denken!, 2008/12, Id.86046
45. Ederer, Peer: *Time Based Measurement of Human Capital*, for Workshop on the Measurement of Human Capital, Turino, by OECD, Fondazione Giovanni Agnelli, 2008/11, Id.86045
44. Ederer, Peer: *The Role of Politics and Political Framework*, for 1st European Young Leaders Forum, Berlin, by BMW Foundation, 2008/11, Id.86044
43. Ederer, Peer / Schuller, Philipp / Willms, Stephan: *University Systems Ranking: Citizens and Society in the Age of Knowledge*, for Human Capital Summit 2008, Brussels, by Lisbon Council, 2008/09, Id.86043
42. Ederer, Peer: *Rationalität für Deutschland - Besser Wachsen!*, for Zeppelin University Research Day, Friedrichshafen, by Deutschland Denken!, 2008/08, Id.86042
41. Ederer, Peer: *Addressing the human resource crisis in TB laboratories*, for Moving Forward in Diagnosis of Infectious Diseases in Developing Countries, Annecy, by WHO, Stop TB Partnership, 2008/05, Id.86041
40. Ederer, Peer: *Geschäftsplan Deutschland*, for Vortrags- und Diskussionsabend - Deutschland zurück an die Spitze: 3 % Wachstum über 5 Jahre = Vollbeschäftigung?, Frankfurt, by Economic Forum Deutschland, 2008/04, Id.86040
39. Ederer, Peer: *A Business Plan for Europe*, for Senior Policy Makers, Brussels, by Lisbon Council, 2008/04, Id.86039
38. Ederer, Peer: *Assessing the Process of Human Capital and Skills Formation in European Cities*, for Project Kick-Off Conference, Madrid, by Open Cities Conference, 2008/02, Id.86038
37. Ederer, Peer: *Assessing Human Capital and Skills for Long-Term Economic Growth Prospects in Central and Eastern Europe and Turkey*, for Web-conference, by The Conference Board, 2008/02, Id.86037
36. Ederer, Peer: *Geschäftsplan Deutschland*, for Gesprächskreis Feldafing, by Deutschland Denken!, 2008/02, Id.86036

35. Ederer, Peer: *Human Capital Biographical Pathways*, for Chief Economist Series of the World Bank, Washington DC, by World Bank, 2008/01, Id.86035
34. Ederer, Peer: *Assessing the Development of Human Capital and Skills across the Life Cycle*, for Discussion Series, Bornholm, by B7 Baltic Islands Network, 2007/12, Id.86034
33. Ederer, Peer: *Assessing Human Capital and Skills for Long-Term Economic Growth Prospects*, for 7th Qualification Africa Conference, South Africa, by SA Qualification Authority, German Q Federation, 2007/11, Id.86033
32. Ederer, Peer / Schuller, Philipp / Willms, Stephan: *The European Human Capital Index: The Challenge of Central and Eastern Europe*, for Human Capital Summit 2007, Brussels, by Lisbon Council, 2007/10, Id.86032
31. Ederer, Peer / Hofheinz, Paul: *Assessing human capital and skills for Long-Term Economic Growth Prospects*, for 399th Economic Policy Committee Plenary, Brussels, by European Union, 2007/09, Id.86031
30. Ederer, Peer: *Leveraging Human Capital for Rising Prosperity of the North Sea Region*, for Kick-Off Conference, Oslo, by Interreg IV, 2007/06, Id.86030
29. Ederer, Peer: *Assessing the Balkan's/Central European Human Capital*, for State Department of US Government, Intelligence and Research Bureau, Washington DC, by Lisbon Council, 2007/04, Id.86029
28. Ederer, Peer / Schuller, Philipp: *Measuring Human Capital Comprehensively*, for OECD Ines B Network, Dublin, by Deutschland Denken!, 2007/03, Id.86028
27. Ederer, Peer: *The European Human Capital Index*, for Joint Research Center, Ispra, by European Union, 2007/02, Id.86027
26. Ederer, Peer / Hofheinz, Paul: *Le consensus économique européen sur l'éducation-formation: contenu et limites*, for Séminaire "Stratégie de Lisbonne 3", Paris, by Centre de analyse stratégique, République Française (Think Tank of the French prime minister), 2007/01, Id.86026
25. Ederer, Peer / Hofheinz, Paul: *Managing Change in Europe*, for Workshop on Skills, Talent and Cultures, London, by Chatham House, 2006/12, Id.86025



24. Ederer, Peer: *The European Human Capital Index*, for Korea OECD International Seminar, Korea, by Lisbon Council, 2006/12, Id.86024
23. Ederer, Peer: *Innovation at Work: The European Human Capital Index*, for Human Capital Summit 2006, Brussels, by Lisbon Council, 2006/11, Id.86023
22. Ederer, Peer: *Eine Vision von Deutschland in 2020 – der Geschäftsplan der „Deutschland AG“*, for Germany back to the top!, Berlin, by Economic Forum Deutschland, 2006/10, Id.86022
21. Ederer, Peer: *An Integrated Human Capital Model*, for OECD Working Group Education, Paris, by Lisbon Council, 2006/07, Id.86021
20. Ederer, Peer / Deutschland Denken! / Lisbon Council: *Time-Based Measurement of Human Capital Accounting in Canada, US and EU*, for Workshop for the Prime Minister's Think Tank, Ottawa, by Policy Research Initiative of Federal Government of Canada, 2005/05, Id.86020
19. Ederer, Peer: *Besserwisser wachsen besser*, for Leadership in Deutschland - den Herausforderungen der Zukunft gewachsen?, Frankfurt, by Economic Forum Deutschland, 2005/02, Id.86019
18. Ederer, Peer: *Können wir uns Deutschland noch leisten?*, for Wie kurbeln wir die deutsche Wirtschaft mit Leadership an?, Berlin, by Economic Forum Deutschland, 2003/11, Id.86018
17. Ederer, Peer: *Nachhaltigkeitsindikator*, for SRzG Conference, Berlin, by Deutschland Denken!, 2003/11, Id.86017
16. Ederer, Peer: *Generationengerechtigkeit*, for Deutscher Bundestag, Berlin, by FDP, FORUM Frauen, kinderfreundliches Deutschland und Generationengerechtigkeit, 2003/10, Id.86016
15. Ederer, Peer: *Einführung in die Generationenbilanzierung*, for Anhörung Generationsbilanz, Dresden, by Sächsischer Landtag, 2003/09, Id.86015
14. Ederer, Peer: *European Energy Companies - Paths towards the Future*, for Research Symposium on European Electricity Markets, Den Haag, by Strategy Academy, 2003/09, Id.86014
13. Ederer, Peer: *European Energy Companies - Paths towards the Future*, for Research Symposium on European Electricity Markets, Delft, by Strategy Academy, 2003/08, Id.86013

12. Ederer, Peer / Schuller, Philipp / Willms, Stephan: *Ist Nachhaltigkeit der Öffentlichkeit vermittelbar?*, for Rickert Conference, Munich, by Deutschland Denken!, 2003/07, Id.86012
11. Ederer, Peer: *Deutschland, eine Aktiengesellschaft?*, for Hospitalhof Stuttgart, by Deutschland Denken!, 2001/05, Id.86011
10. Ederer, Peer / Priddat, Birger: *Wissen verpflichtet: Biotechnologie, Ethik und die Sozialversicherung*, for Braucht die New Economy eine Neue Soziale Marktwirtschaft?, Berlin, by Arbeitskreis Dialog Wirtschaftspolitik, Bundesministerium für Wirtschaft und Technologie, Friedrich Ebert Stiftung, 2001/05, Id.86010
9. Ederer, Peer / Priddat, Birger: *Staat AG - Operative Rolle der Vernetzung zur privatwirtschaftlichen Organisationsstruktur*, for 8th World Business Dialogue - Net Planet, Cologne, by University of Cologne, 2001/04, Id.86009
8. Ederer, Peer: *Globalisierung und Soziale Sicherungssysteme - Chancen und Bedrohungen für die Steuerbasis des Staates*, for Impuls 2001, Fulda, by Katholische Arbeitnehmerbewegung Diözesanverband Fulda, 2001/01, Id.86008
7. Ederer, Peer: *Die Zukunft des Sozialstaats*, for Internationaler Club La Redoute, Bonn, by Deutschland Denken!, 2001/01, Id.86007
6. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Zukunft des Staates, Offenbach, by Friedrich Ebert Stiftung, 2000/05, Id.86006
5. Ederer, Peer / Schuller, Philipp / Willms, Stephan: *Geschäftsbericht Deutschland AG*, for Statistisches Bundesamt, Wiesbaden, by Deutschland Denken!, 2000/02, Id.86005
4. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Herbsttagung, Berlin, by Initiativkreis Wirtschaft (junge Führungskräfte für die SPD), 1999/11, Id.86004
3. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Ladenschlußgesetz und Sonntagsarbeit?, Freigericht, by Katholische Arbeitnehmerbewegung Diözesanverband Neuses, 1999/10, Id.86003
2. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Landesfachausschuß Tagung, by FDP Nordrhein Westfalen, 1999/08, Id.86002
1. Ederer, Peer: *Das Erbe der Egoisten*, for CEMS Graduate Conference, by University of St Gallen, 1996/01, Id.86001

## Presentation companies and business associations

43. Ederer, Peer: *Building a database of livestock facts as a foundation*, for Animal Health Europe Annual Conference, Brussels, 2019/06, Id 76043
42. Ederer, Peer: *Welche Chancen & Herausforderungen für die Landwirtschaft?*, für die DLG Wintertagung Hannover, 2019/02, Id 76042
41. Ederer, Peer: *Wie aus der Schweiz die Schweiz wurde*, für die Münchner Wirtschaftsgespräche, 2019/01, Id 76041
40. Ederer, Peer: *Ethical Capital*, for Hendrix Genetics, Inspiration Day Boxmeer Netherlands, 2018/12, Id 76040
39. Ederer, Peer: *How to Feed the World, the Food Challenge 2050*, for Africa Farmers Network, Farmers Day Johannesburg South Africa, 2018/10, Id 76039
38. Ederer, Peer: *How to Feed the World, the Food Challenge 2050*, for Erber Group, World Nutrition Forum Cape Town South Africa, 2018/10, Id 76038
37. Ederer, Peer: *How to Feed the World, the Food Challenge 2050*, for Marine Harvest, General Management Meeting, Geilo Norway, 2018/09, Id 76037
36. Ederer, Peer: *Creating Innovation*, for Energy.Com, Gottfried Duttweiler Institute Zurich, 2018/05, Id 76036
35. Ederer, Peer: *How to Feed the World, the Food Challenge 2050*, for Temasek, Advisory Board Meeting, Paris, 2018/05, Id 76035
34. Ederer, Peer: *New Technologies and the New Chinese Consumer*, for ING Bank, Client Leadership Workshop, Amsterdam, 2018/04, Id 76034
33. Ederer, Peer: *Linking Business and Innovation in Agri Nutrients*, for Gulf Petroleum and Chemical Association Annual Conference, Manama Bahrain, 2017/09, Id 76033
32. Ederer, Peer: *The Future of Food & Agribusiness 2027*, for H.E. Shaikha Maram bint Isa Al Khalifa, Manama Bahrain, 2017/04, Id 76032

31. Ederer, Peer: *LLLight'in'Europe - How complexity creates innovation, value and income?*, Seminar for Opteam Helsinki, by Innovation & Growth Academy, 2015/12, Id. 76031
30. Ederer, Peer: *Zukunftssalon: Wir sind Deutschland !*, Ulm, for Forum für Unternehmerinnen und Gründerinnen e.V. und der Volksbank Ulm-Biberach eG, 2015/11, Id 76030
29. Ederer, Peer: *LLLight'in'Europe - Lifelong Learning, Innovation, Growth and Human Capital Tracks in Europe*, "Problemlösungs-Intelligenz", for Talk&Visit St Gallen, Contagi, 2012/12, Id.76029
28. Ederer, Peer: *Innovation und Wachstum - Der Beitrag von HR*, for 9. Jahrestagung, Cologne, Kienbaum, 2010/06, Id.76028
27. Ederer, Peer: *Geschäftsplan Deutschland*, for Audicon - Audiconale, Cologne, Audicon, 2009/10, Id.76027
26. Ederer, Peer: *Geschäftsplan Deutschland*, for Jahrestagung, Frankfurt, BDVB Frankfurt, 2009/01, Id.76026
25. Ederer, Peer: *Biographical Pathways in Human Capital Accounting*, for Discussion Series, Beijing, Central University for Finance and Economics Beijing, 2009/08, Id.76025
24. Ederer, Peer: *Investition in das Humanvermögen Ihres Unternehmens: Wenn nicht jetzt, wann sonst?*, for Discussion Series - Ensuring Growth via Skilled Personnel, Munich, IHK München, 2009/05, Id.76024
23. Ederer, Peer: *Geschäftsplan Deutschland*, for DLG Kolloquium, Berlin, DLG, 2008/12, Id.76023
22. Ederer, Peer / Schuller, Philipp: *Rationalität für Deutschland - Besser Wachsen!*, for Harvard Association Conference, Eltville, Deutschland Denken!, 2008/08, Id.76022
21. Ederer, Peer / Schuller, Philipp / Willms, Stephan: *Geschäftsplan Deutschland*, for Press Conference for book publication, Frankfurt, Deutschland Denken!, 2008/06, Id.76021
20. Ederer, Peer: *Fortschritt als Chance und Herausforderung für den landwirtschaftlichen Unternehmer*, for Junge Tagung, Stuttgart, DLG, 2008/06, Id.76020

19. Ederer, Peer: *Rapid Growth and the Art of Innovativeness*, for Innovation & Wachstum Sommerakademie 2007, Bonn, Ergo Management Akademie, 2007/06, Id.76019
18. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Vortrags- und Diskussionsveranstaltung "Geschäftsbericht Deutschland", Friedrichshafen, Wirtschaftsrat Deutschland, Sektion Ravensburg-Friedrichshafen, 2005/04, Id.76018
17. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Discussion Series, Frankfurt, Consart, 2001/11, Id.76017
16. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Gesellschafterversammlung, Großefehn, Novebau GmbH & Co KG, 2001/11, Id.76016
15. Ederer, Peer / Willms, Stephan: *Deutschland Denken!*, for RAG-USW Führungskolleg, Cologne, RAG Aktiengesellschaft, 2001/09, Id.76015
14. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Discussion Series, Haiger, Gesamtverband der Unternehmen, 2001/09, Id.76014
13. Ederer, Peer / Schuller, Philipp: *Humankapitalinvestitionen in Deutschland*, for KPMG - Young Leaders Conference, Frankfurt, Deutschland Denken!, 2001/05, Id.76013
12. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Discussion Series, Oldenburg, Marketing-Club Weser-Ems e.V., 2001/03, Id.76012
11. Ederer, Peer / Schuller, Philipp: *Deutschland AG - Erfolg und Herausforderungen in Zahlen*, for 2nd SAP Symposium Verwaltungsmanagement, Berlin, SAP, Deutsche Parlamentarische Gesellschaft, 2000/10, Id.76011
10. Ederer, Peer: *Humankapital als Finanzprodukt - neue Wege der persönlichen Bildungsfinanzierung*, for Finanzinnovationspreis der Bethman Bank, Frankfurt, Bethman Bank, 2000/05, Id.76010
9. Ederer, Peer: *Geschäftsbericht der Deutschland AG*, for Gesellschafterversammlung, Bad Brückenau, Bayerischer Industrieverband Steine und Erden - Fachabteilung Beton- und Fertigteilwerke, 2000/05, Id.76009
8. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for NRW Kick-off Plansecur, Münster, Sozietät Plansecur, 2000/01, Id.76008

7. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for TOP-Management Tagung, Dortmund, TOP, 1999/12, Id.76007
6. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Discussion Series, Schlüchtern, Kreissparkasse Schlüchtern, 1999/12, Id.76006
5. Ederer, Peer / Schuller, Philipp: *Geschäftsbericht Deutschland AG*, for Rotary Club Meeting, Frankfurt, Rotary Club Frankfurt am Main, 1999/11, Id.76005
4. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Kölner Fachbuchwoche 1999, Cologne, Vereinigte Universitäts- und Fachbuchhandlung, 1999/11, Id.76004
3. Ederer, Peer: *Geschäftsbericht Deutschland AG*, for Discussion Series, Freigericht, Raiffeisenbank Nordspessart Freigericht eG, 1999/11, Id.76003
2. Ederer, Peer: *Deutschland*, for Der Nürnberger Qualitätstag, TQM AG, 1996/06, Id.76002
1. Ederer, Peer: *Das Erbe der Egoisten*, for Book Presentation, Buchhandlung Freigericht, 1995/10, Id.76001

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
<b>University teaching</b>				
2019/10	Singapore Edition 2019	Program and Science Director Zurich Institute of Business, CEIBS Group	Asia Pacific Food & Agribusiness Forum	82081
2019/09	General Business and Ethics #6	Course Creator/Lecturer for University of Luxembourg (4 ECTS)	Master Program	82080
2019/06	ADECA 2019	Lecturer for San Telmo Business School	Executive Porgram	82079
2018/09	General Business and Ethics #5	Course Creator/Lecturer for University of Luxembourg (4 ECTS)	Master Program	82078
2018/06	Zurich Edition 2018	Program and Science Director Zurich Institute of Business, CEIBS Group	European Food & Agribusiness Seminar	82077
2018/03	Singapore Edition 2018	Program and Science Director Zurich Institute of Business, CEIBS Group	Asia Pacific Food & Agribusiness Forum	82076
2017/12	Horizons of Growth	Lecturer for CEIBS Group (2 ECTS)	Global Executive MBA Program	82075
2017/09	General Business and Ethics #5	Course Creator/Lecturer for University of Luxembourg (4 ECTS)	Master Program	82074
2017/06	Zurich Edition 2017	Program and Science Director Zurich Institute of Business, CEIBS Group	European Food & Agribusiness Seminar	82073

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
2016/11	Singapore Edition 2016	Program Director for Lorange Institute, CEIBS Group	Asia Pacific Food & Agribusiness Forum	82072
2016/10	Germany's hidden champions	Lecturer for Lorange Institute, CEIBS Group	CEIBS	82071
2016/09	General Business and Ethics #4	Course Creator/Lecturer for University of Luxembourg (4 ECTS)	Master Program	82070
2016/07	Innovation Strategy	Lecturer for Zeppelin University (1/2 Day Module)	Audi	82069
2016/04	Leading in complex worlds	Lecturer for ZF Friedrichshafen	Zeppelin University	82068
2016/04	Innovation@RUAG	Lecturer for Lorange Institute, CEIBS Group	RUAG	82067
2016/01	Going to Market Innovativeness	Lecturer for Lorange Institute, CEIBS Group	DLG	82066
2016/01	Global Markets, Winter Academy 2016	Course Creator/Lecturer for Zeppelin University (8 ECTS)	EmaBEL Executive Master Program Zeppelin University Singapore	82065
2015/09	General Business and Ethics #3	Course Creator/Lecturer for University of Luxembourg (4 ECTS)	Master Program	82064
2015/09	Innovation Strategy	Lecturer for Zeppelin University (1 Day Module)	VIG	82063
2015/07	Innovation Strategy	Lecturer for Zeppelin University (1/2 Day Module)	Audi	82062



<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
2014/10	Solution and Innovation Skills	Course Creator/Course Head for Digital School Leuphana University (4 ECTS)	MOOC (mentored open online course)	82061
2014/09	General Business and Ethics #2	Course Creator/Lecturer for University of Luxembourg /4ECTS)	Master Program	82060
2014/07	Innovation and Growth	Lecturer for Zeppelin University (1 Day Module)	Audi	82059
2014/05	Innovation	Lecturer for Wageningen University (1 Day Module)	Horticulturalists of Netherlands	82058
2013/11	Global Entrepreneurship and Global Society #3	Course Creator/Lecturer for Zeppelin University (4 ECTS)	Bachelor/Master Programme CME, Ethiopia	82057
2013/10	Connect to Where the Changes are Made #5	Scientific Director for Wageningen University (4 day seminar)	European Food and Agribusiness Seminar 2013, Rome	82056
2013/09	Das Lernen-zu-lernen erlernen	Presenter at Sommerfest	Zeppelin University	82055
2013/09	General Business and Ethics #1	Course Creator/Lecturer for University of Luxembourg (4 ECTS)	Master Program	82054
2013/08	Global Markets - Summer Academy #3	Course Creator/Lecturer for Zeppelin University (8 ECTS)	eMA FESH Executive Master Programme, Singapore, Indonesia, Vietnam	82053
2013/05	LLLight'in'Europe - Lifelong Learning, Innovation, Growth and Human Capital Tracks in Europe	Presenter at PHD Colloquium	Jena University	82052

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
2013/03	Manager Gehälter	Panelist	Zeppelin University	82051
2013/03	Aufsichtsratssitzung Deutschland AG	Antrittsvorlesung	Zeppelin University	82050
2012/11	Global Entrepreneurship and Global Society #2	Course Creator/Lecturer for Zeppelin University (4 ECTS)	Bachelor/Master Programme CME, Ethiopia	82049
2012/11	LLLight'in'Europe - Lifelong Learning, Innovation, Growth and Human Capital Tracks in Europe	Presenter at PHD Colloquium	Freiburg University	82048
2012/08	Global Markets - Summer Academy #2	Course Creator/Lecturer for Zeppelin University (8 ECTS)	eMA FESH Executive Master Programme, India	82047
2012/06	The Rise of the Rural Entrepreneur	Co-Creator, Senior Moderator, Case Lecturer for Wageningen University	Rabobank, Venlo	82046
2011/11	Global Entrepreneurship and Global Society #1	Course Creator/Lecturer for Zeppelin University (4 ECTS)	Bachelor/Master Programme CME, Ethiopia	82045
2011/10	Connect to Where the Changes are Made #4	Scientific Director for Wageningen University (4 day seminar)	European Food and Agribusiness Seminar 2011, Rome	82044
2011/08	Global Markets - Summer Academy #1	Course Creator/Lecturer for Zeppelin University (8 ECTS)	eMA FESH Executive Master Programme, Brazil	82043
2011/05	Corporate Social Value Creation	Scientific Director for Wageningen University	Friesland Campina, Utrecht	82042

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
2011/02	Corporate Social Value Creation	Scientific Director for Wageningen University	Friesland Campina, Utrecht	82041
2011/01	Customer Value Creation	Scientific Director for Wageningen University	Hendrix Genetics Senior Management Forum 2011, Maastricht	82040
2010/09	Entrepreneurship Clinic 2010	Course Creator/Lecturer for Zeppelin University (4 ECTS)	Bachelor/Master Programme CME, Friedrichshafen	82039
2010/04	Innovation als Treiber für Wachstum	Lecturer for Zeppelin University	Management Perspektiven 2010 - Wachstum durch Innovations- und Technologie-management, Friedrichshafen	82038
2009/10	Connect to Where the Changes are Made #3	Scientific Director for Wageningen University (4 day seminar)	European Food and Agribusiness Seminar 2009, Rome	82037
2009/06	Global Organisational Culture	Lecturer for Frankfurt School of Finance	NTT - Global Leadership Programme, Stuttgart	82036
2009/05	International Module on Strategic Leadership #6	Lecturer for Rotterdam School of Management (5 day module)	IBS Moscow Executive MBA, Rotterdam	82035
2008/09	Entrepreneurship Clinic 2008	Course Creator/Lecturer for Zeppelin University (4 ECTS)	Bachelor/Master Programme CME, Friedrichshafen	82034
2008/05	International Module on Strategic Leadership #5	Lecturer for Rotterdam School of Management (5 day module)	IBS Moscow Executive MBA, Rotterdam	82033

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
2008/04	Innovation für radikales Wachstum	Lecturer for Zeppelin University	Management Perspektiven 2008 Das Unternehmen als Ganzes verstehen, Friedrichshafen	82032
2008/01	Change Management	Lecturer for Frankfurt School of Finance	Volksbank Mittelhessen ProFi Executive Seminar, Gießen	82031
2007/11	Strategy Thinking, Formation and Change	Lecturer for Rotterdam School of Management	PwC Executive Seminar, Budapest	82030
2007/10	Connect to Where the Changes are Made #2	Scientific Director for Wageningen University (4 day seminar)	European Food and Agribusiness Seminar 2007, Rome	82029
2007/09	Entrepreneurship- und Innovations-management	Lecturer for Zeppelin University (4 ECTS)	Bachelor Programme CME, Friedrichshafen	82028
2007/09	Strategy Thinking, Formation and Change	Lecturer for Rotterdam School of Management	PwC Executive Seminar, Paris	82027
2007/05	International Module on Strategic Leadership #4	Lecturer for Rotterdam School of Management (5 day module)	IBS Moscow Executive MBA, Rotterdam	82026
2006/11	Innovation and Growth Academy	Course Creator/Lecturer for Zeppelin University	Executive Seminar, Friedrichshafen	82025
2006/10	Organisational Context and Change	Lecturer for DELFT Top Tech	MSHE Master Programme, Delft	82024
2006/08	Strategic Management	Lecturer for Rotterdam School of Management	PwC Executive Seminar, Rotterdam	82023

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
2006/08	Innovation Management	Lecturer for Rotterdam School of Management	PLIVA Executive MBA, Rotterdam	82022
2006/06	Strategy	Lecturer for Maastricht School of Management (5 day module)	Executive MBA Programme, Peru	82021
2006/05	International Module on Strategic Leadership #3	Lecturer for Rotterdam School of Management (5 day module)	IBS Moscow Executive MBA, Rotterdam	82020
2006/03	Global Political Environment and International Business	Lecturer for Rotterdam School of Management	Schlumberger Executive Seminar, Rotterdam	82019
2005/11	Innovation and Growth Academy	Course Creator/Lecturer for Zeppelin University	Executive Seminar, Friedrichshafen	82018
2005/11	Strategy	Lecturer for Maastricht School of Management (5 day module)	Executive MBA Programme, Shanghai	82017
2005/11	Strategy Tools	Lecturer for Maastricht School of Management	Yemeni University Senior Management, Yemen	82016
2005/10	Connect to Where the Changes are Made #1	Scientific Director for Wageningen University (4 day seminar)	European Food and Agribusiness Seminar 2005, Rome	82015
2005/10	Technologie- und Innovations-management	Lecturer for Zeppelin University (4 ECTS)	Bachelor Programme CME, Friedrichshafen	82014
2005/06	Strategy	Lecturer for Maastricht School of Management (5 day module)	Executive MBA Programme, Uganda	82013

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
2005/05	International Module on Strategic Leadership #2	Lecturer for Rotterdam School of Management (5 day module)	IBS Moscow Executive MBA, Rotterdam	82012
2005/05	Corporate Strategy	Lecturer for Rotterdam School of Management	HAL, Rotterdam	82011
2005/02	Global Political Environment and International Business	Lecturer for Rotterdam School of Management	Schlumberger Executive Seminar, Rotterdam	82010
2004/12	Strategic Management	Lecturer for Rotterdam School of Management	Getronics, Utrecht	82009
2004/12	Organisational Context and Change	Lecturer for DELFT Top Tech	MSHE Master Programme, Delft	82008
2004/11	Corporate Strategy	Lecturer for Rotterdam School of Management	HAL, Rotterdam	82007
2004/09	Innovations- und Technologiemanagement	Lecturer for Zeppelin University (4 ECTS)	Bachelor Programme CME, Friedrichshafen	82006
2004/07	Global Strategic Management	Lecturer for Management Center Innsbruck (5 day module)	Executive MBA Program, Innsbruck	82005
2004/05	International Module on Strategic Leadership #1	Lecturer for Rotterdam School of Management (5 day module)	IBS Moscow Executive MBA, Rotterdam	82004
1998/10	Geschäftsbericht Deutschland Ag	Lecturer for University Witten/Herdecke	Business Management Bachelor, Witten	82003
1997/10	Geschäftsbericht Deutschland Ag	Lecturer for University Witten/Herdecke	Business Management Bachelor, Witten	82002

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
1995/02	Russian Agribusiness	Lecturer for Harvard University Kennedy School	Agribusiness Executive Seminar, Boston	82001

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
<b>Executive teaching</b>				
2019/09	Innovation Leadership	C4SL	Bunzl	78043
2019/01	Technologie und Ethik	DLG-Alumni	Business Course for Farmer Entrepreneurs	78042
2018/11	Unternehmensführung #3	DLG	Business Course for Farmer Entrepreneurs	78041
2018/10	Strategy Capacity Building for a Port Authority #3	Mogadishu Harbor, Somalia	World Bank SCORE Program	78040
2018/08	Strategy Capacity Building for a Port Authority #2	Mogadishu Harbor, Somalia	World Bank SCORE Program	78039
2018/04	Strategy Capacity Building for a Port Authority #1	Mogadishu Harbor, Somalia	World Bank SCORE Program	78038
2018/03	Innovation and Technology	Peterson & Control Union	Global Management Meeting 2018, Saigon	78037
2016/10	Komplexität als Quelle für Innovation und Wachstum – Langlebige Merkmale erfolgreicher Führungsstrategien	Audi	Audi-Akademie	78036
2015/10	Customer Centricity	Ceva	Ceva Senior Management Conference 2015, Rome	78035
2015/02	Assessing Your individual innovation	Hendrix Genetics	Hendrix Genetics Senior Management	78034



<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
			Forum 2015, Roermond, NL	
2014/09	Progressing Our Vision	PostNL	PostNL, NL	78033
2014/06	Young Global Farmers	Rabobank	Rabobank, NL	78032
2014/04	Internal Strategy Analysis	C4LS	HAL	78031
2012/05	Strategy	Rosenberger	Janoschka Group Academy	78030
2012/03	Internal Strategy Analysis	C4LS	HAL	78029
2011/09	Organizational Change	IMEC	TNT - MYLP Executive Seminar	78028
2011/03	Unternehmensführung #2	DLG	Business Course for Farmer Entrepreneurs	78027
2010/10	Change Leadership	IMEC	SHV	78026
2010/09	Business and Personal Leadership	IMEC	TNT - MYLP Executive Seminar	78025
2010/03	Change Management	IMEC	SHV	78024
2009/12	Unternehmensführung #1	DLG	Business Course for Farmer Entrepreneurs	78023
2009/09	Organizational Change	IMEC	TNT - MYLP Executive Seminar	78022

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
2009/06	Change Management	IMEC	Atradius - On the Move Executive Seminar	78021
2009/03	Change Management	IMEC	SHV	78020
2009/02	Strategy	Rosenberger	Janoschka Group Academy	78019
2008/09	Organizational Change	IMEC	TNT - MYLP Executive Seminar	78018
2008/09	Business Strategy Issues	Strategy Academy	IMTECH Senior Management Programme 3	78017
2008/06	Organisational Change	IMEC	Atradius - On the Move Executive Seminar	78016
2008/04	Advanced Strategy Analysis Training	Strategy Academy	Allianz Aequitas	78015
2008/01	Strategy Masterclass	Strategy Academy	NUON	78014
2007/11	Business Strategy	Strategy Academy	ING - Bank of Beijing	78013
2007/07	Radical Growth and Innovation	Strategy Academy	Altana	78012
2007/03	Strategy Module	Krauthammer International	Kone - Kone Lex Programme	78011
2006/11	Business Strategy	Strategy Academy	ING - Bank of Beijing	78010
2006/04	Strategy Module	Krauthammer International	Kone - Kone Lex Programme	78009

<b>When</b>	<b>Course title</b>	<b>For whom</b>	<b>Where</b>	<b>Id #</b>
2005/11	Strategy Synthesis	Strategy Academy	Cap Gemini	78008
2005/10	Business Strategy	Strategy Academy	ING Direct	78007
2004/06	Superior Value Creation and Growth	Strategy Academy	Perstorp, Seminar in Japan	78006
2004/05	Superior Value Creation and Growth	Strategy Academy	Perstorp, Seminar in Japan	78005
2004/04	Superior Value Creation and Growth	Strategy Academy	Perstorp, Seminar in Japan	78004
2003/03	Optimizing Value	Strategy Academy	EADS Fast Programme	78003
2003/03	The Tension between Chaos and Control	Strategy Academy	Senter IOP	78002
2003/01	Managing a Network of Stakeholders	Strategy Academy	EADS Fast Programme	78001

## Awards and memberships

- 2008      Wirtschaftsbuch 2008, Top 10 Economics Book of Germany
- 2008      Young Leader BMW foundation
- 2007      Friedrich A. von Hayek Gesellschaft, 2007 - 2017
- 2003      Best Article Award, for ICT Innovation Research Paper
- 2000      New Economy Top 20, for Business Plan Competition by German business weekly Wirtschaftswoche
- 2000      Young Leader Atlantik Brücke
- 1999      National Best Seller Position #9, for Geschäftsbericht Deutschland
- 1999      Wolfram Engels Preis, other Awardwinners were Rüdiger Soltwedel, Gunnar Uldall (1998), Mario Monti (2001), Tommy Thompson (2003), Notker Wolf (2007), Jens Weidmann (2014)
- 1998      Tönissteiner Kreis, Member since 1998
- 1996      Elite der Zukunft, for 7 future leaders selected from application pool of 3500 candidates
- 1995      Buch des Jahres, Book of the Year
- 1995      National Best Seller Position #5, for Das Erbe der Egoisten
- 1994      Baker Scholar, Awarded to the top 5% of graduating class
- 1993      Gesellschaft Berliner Schloß, Member since 1993
- 1988      Academic Scholarship Award, Awarded to the best two students of each department
- 1987      Academic Scholarship Award, Awarded to the best two students of each department
- 1986      Academic Scholarship Award, Awarded to the best two students of each department
- 1985      Stefan George Gesellschaft, Member since 1985

## Selected press coverage

63. *Radical Technology Deployment for African Agriculture*, in Feedinfo News (2019/01), Id 58063
62. *Taxing meat is wrong, dangerously wrong*, in feednavigator.com (2018/10), Id 58062
61. *Zukunftsbilder für die Bodenseeregion: Die smarte Metropole 4.0*, in Internationale Bodensee Hochschule (2016/04), Id. 58061
60. *Komplexes Denken zählt*: in Südkurier Wirtschaft (2015/07), Id. 58060
59. *Blick in die Zukunft: Bodenseeraum in 2030*, in Volksblatt Liechtenstein (2015/02), Id. 58059
58. *Aysha 300 MW Wind Farm will begin construction in 2015*. in Ethiopian Television (2014/12), Id.58058
57. *Effiziente Planlosigkeit*, ZU-Daily, in Zeppelin University (2014/11), Id 58057
56. EU Research Success Stories: *LLightineurope: Imaginative Solutions to lifelong learning*. European Union, Cordis Website (2014/09), Id 58056
55. *German and American Investors will build 300 MW Wind Farm in Ethiopia and Meet Ethiopian President*, in Ethiopian News Agency (2014/03), Id.58055
54. *Gut, aber nicht gut genug*, ZU-Daily, in Zeppelin University (2013/12), Id.58054
53. *Studierende der Zeppelin Universität erleben bei Sommerakademie Asiens Aufsteigerländer*, for Newsletter, in Zeppelin University (2013/09), Id.58053
52. *Schrumpfen um zu Überleben*, ZU-Daily, in Zeppelin University (2013/08), Id.58052
51. *Managergehälter zwischen Gier und Gerechtigkeit*, ZU-Daily, in Zeppelin University (2013/04), Id.58051
50. *Wenn das Problem zum Adrenalin Kick wird*, ZU-Daily, in Zeppelin University (2013/02), Id.58050

49. *Studenten besuchen indische Firmen*, Report, in Schwäbische Volkszeitung, (2012/10), Id.58049
48. *Der Mensch ist immer das wichtigste "Kapital"*, Symposium Review, in Neues Volksblatt (2012/01), Id.58048
47. *Talent in Zahlen fassen*, Haufe-Lexware GmbH&Co.KG, in Personalmagazin (2010/01), Id.58047
46. *Jetzt in Humankapital investieren*, Interview, in IHK Magazin Wirtschaft (2009/04), Id.58046
45. *Fürs Arbeitsleben ungeeignet*, Research Review, in Süddeutsche Zeitung (2008/11), Id.58045
44. *Faszinierende Strategie – ein Geschäftsplan für ein erfolgreiches Deutschland*, Recencion, in FAZ.Net (2008/10), Id.58044
43. *Mindestbildung statt Mindestlohn*, Quote, in Financial Times Deutschland (2008/10), Id.58043
42. *Nominierung des Geschäftsplan Deutschland für Wirtschaftsbuchpreis 2008*, Book Nomination, in Handelsblatt.com (2008/08), Id.58042
41. *Eine ökonomische Generalmobilmachung für Deutschland*, Recencion, in NZZOnline (2008/07), Id.58041
40. *Erfolgsplan für Deutschland*, Recencion, in Handwerk BW (2008/07), Id.58040
39. *Auf dem Weg zum Wohlstandsmeister*, Recencion, in Börsen Zeitung (2008/07), Id.58039
38. *Eine Vision für den Standort D*, Recencion, in Börsen Zeitung.de (2008/06), Id.58038
37. *Doppelter Wohlstand*, Recencion, in Wirtschaftswoche (2008/06), Id.58037
36. *Deutschland Wohlstandsweltmeister?*, P.T. Verlag GmbH & Co. KG, Recencion, in P.T. Magazine (2008.05), Id.58036
35. *Gone West, why Eastern European is laboring*, Research Review, in FT.com, (2008/02) Id.58035

34. *Cesko zaostava v peci o mozky za Slovinci a Litevce*, Research Review, in *Hospodarske Noviny* (2007/11), Id.58034
33. *Se veliko neizkoriscenega cloveskega kapitala*, Research Review, in *Finance Slovenia* (2007/11) Id.58033
32. *The Brainpower Famine Begins to Bite*, Research Review in Europe.view column, in *The Economist* (2007/11), Id.58032
31. *Sonst wäre ich schon längst ausgewandert*, Interview, in *Südkurier / Handelsblatt* (2006/11), Id.58031
30. *Nederland heeft snuffje Zweden nodig*, Research Review, in *NRC Handelsblad* (2006/10), Id.58030
29. *The Brain Business*, Research Review in Charlemagne column, in *The Economist* (2006/10), Id.58029
28. *Schlechtes Zeugnis für die Deutschen*, Research Review, in *Süddeutsche Zeitung* (2006/10), Id.58028
27. *Goed nieuws over de kenniseconomie*, Research Review, in *Nrc next* (2006/10), Id.58027
26. *España es uno de los países de la UE que menos gastan en formación de sus ciudadanos*, Research Review, in *El Pais* (2006/10), Id.58026
25. *"Wir müssen uns wieder mehr anstrengen"*, Interview, in *Merkur* (2002/06), Id.58025
24. *Gegen Plünderung*, Conference Review, in *Focus* (2001/06), Id.58024
23. *Jugend setzt sich gegen die Rentenpolitik zur Wehr*, Conference Review, in *Berliner Morgenpost* (2001/02), Id.58023
22. *Die Deutschland AG*, Presentation Review, in *Bayerischer Industrieverband Steine und Erden - Fachabteilung Beton- und Fertigteilwerke* (2000/12), Id.58022
21. *Wir sind eine AG*, Recencion, in *Berliner Zeitung* (2000/06), Id.58021

20. *Hausbank springt bei Krise ein*, Quote/ Presentation Review, in FAZ Rhein Main Zeitung (2000/05), Id.58020
19. *Professoren - Besoldung und Leistung*, Research Review (CHE), in Frankfurter Allgemeine Zeitung (2000/04), Id.58019
18. *Deutschland holt auf*, Research Review (CHE), in Focus Money (2000/04), Id.58018
17. *Studie zum Studium*, Research Review (CHE), in Focus (2000/04), Id.58017
16. *Ziemlich Dramatisch*, Recencion, in Börsen Zeitung (1999/12), Id.58016
15. *Als Unternehmen pleite*, Recencion, in Die Zeit (1999/11), Id.58015
14. *Der Voteholder Value Ansatz*, Recencion, in Börsen Zeitung (1999/11), Id.58014
13. *Die Deutschland AG*, Interview, in Unicum Beruf (1999/11), Id.58013
12. *"Nicht börsenfähig" - Deutschland, als Aktiengesellschaft betrachtet*, Recencion, in Neue Zürcher Zeitung (1999/11), Id.58012
11. *"Unternehmen" Bundesrepublik*, Quote, in Stern (1999/10), Id.58011
10. *Bundesrepublik müsste Konkurs anmelden*, Recencion, in Handelsblatt (1999/09), Id.58010
9. *Deutschland als Unternehmen betrachten?*, Recencion, in Focus (1999/09), Id.58009
8. *Gewinn vor Gemeinwohl*, Recencion, in Spiegel (1999/09), Id.58008
7. *Auf den Punkt*, Recencion, in Welt am Sonntag (1999/09), Id.58007
6. *Konkursreif und nicht börsenfähig*, Recencion, in Frankfurter Allgemeine Zeitung (1999/09), Id.58006
5. *Deutschland, einig Zockerland*, Quote, in Die Zeit (1999/01), Id.58005
4. *Harte Auslese*, Nomination, in Wirtschaftswoche (1996/02), Id.58004



3. *Die Wurzeln der Rücksichtslosigkeit*, Recencion, in Frankfurter Allgemeine Zeitung (1995/10), Id.58003
2. *Echter Egoist*, Recencion, in Wirtschaftswoche (1995/06), Id.58002
1. *Die Verlierer*, Recencion, in Stern (1995/05), Id.58001