

Olaf Plötner

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10178 Berlin
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Current employment

Director of Bringing Technology to Market Center (BTMC), January 2019–Present;
Professor, September 2012–Present;
ESMT Berlin, Berlin, Germany

Visiting Professor, Darden Graduate School of Business, University of Virginia, Charlottesville, VA, USA, 2008–Present.

Education

Participant Centered Learning, Program for Faculty Members, Harvard Business School, Harvard University, Boston, MA, USA, 2006.

Extension School Program in International Marketing, Harvard University, Boston, MA, USA, 1998.

Dr. rer. pol., (Magna cum laude), Free University, Berlin, Berlin, Germany, 1994.

Dipl.-Kfm., Ludwig Maximilians University of Munich, Munich, Germany, 1989.

Past employment

International Distinguished Professor (visiting Professor), China Business Executives Academy Dalian (CBEAD), Dalian, China, 2021–February 2023.

Visiting Professor, Chinese Executive Leadership Academy Pudong CELAP, Shanghai, China, 2017–2020.

Adjunct Professor, Antai College of Economics and Management, Jiao Tong University, Shanghai, China, 2014–2017.

Dean of Executive Education, April 2011–December 2017.

Associate Dean of Executive Education, January 2010–March 2011.

Managing Director, ESMT Customized Solutions, Berlin, Germany, November 2002–December 2014.

Faculty Professional, October 2002–September 2012.

Guest lecturer, Managerial Accounting, Freie Universität Berlin, 2000-2010.

Managing Director, Institute of Management and Technology IMT Berlin, Berlin, Germany, 1999–October 2002.

Head of Business Development, Customer Care and Billing, Siemens Business Services, Siemens AG, 1999.

Director, Liaison Office Siemens Telecommunication Networks, Siemens AG, Boston, MA, USA, 1997–1999.

Communications Manager, Public Networks, Siemens AG, 1996–1997.

Consultant, The Boston Consulting Group, 1995–1996.

Research Associate, Freie Universität Berlin, Berlin, Germany, 1989–1994.

Publications

Peer reviewed journal articles

Cardy, C., N. Chaker, J. Habel, M. Klarmann, and O. Plötner (2023). Customer - salesperson price negotiations during exceptional demand contractions. *Journal of Service Research* 26 (3): 351–370.

Habel, J., V. Jarotschkin, B. Schmitz, A. Eggert, and O. Plötner (2020). Industrial buying during the coronavirus pandemic: A cross-cultural study. *Industrial Marketing Management* 88: 195–205.

Dannenbaum, J., LM. Edinger-Schons, M. Rese, O. Plötner and J. Wieseke (2020). What Does it Take to Successfully Implement a Hybrid Offering Strategy? A Contingency Perspective. *Journal of Service Management Research* 4(2-3): 100-120.

Bidault, F., M. Lüth, and O. Plötner (2011). A framework for monitoring relational quality in B2B technology partnerships. *Business Management Review* 1 (1): 34–43.

Plötner, O., and M. Kupp (2010). High-tech for low-frills markets: New challenges for German high tech companies. *Innovative Marketing* 6 (2): 77–81.

Plötner, O. (2008). The development of consulting in goods-based companies. *Industrial Marketing Management* 37 (3): 329–338.

Plötner, O. (2006). ESCRA. *Journal of Business and Industrial Marketing* 21 (3): 189–194.

Plötner, O., and M. Ehret (2006). From relationships to partnerships: New forms of cooperation between buyer and seller. *Industrial Marketing Management* 35 (1): 4–9.

Plötner, O. (2004). NEGBI: Introducing new systems in the telecom market. *Journal of Business and Industrial Marketing* 19 (5): 344–350.

Working papers

Plötner, O., J. Lakotta, and F. Jacob (2010). Differentiating market offerings using complexity and co-creation: Implications for customer decision-making uncertainty. ESCP Working Paper, No. 53.

Bidault, F., M. Lüth, and O. Plötner (2009). *A framework for monitoring relational quality in B2B technology partnerships*. ESMT Working Paper, No. 09-008.

Plötner, O., F. Jacob, and C. Zedler (2006). Competence Commercialization von Industrieunternehmen: Phänomen, Einordnung und Forschungsfragen. ESCP Working Paper, No. 17.

Books

Plötner, O., B. Schmitz, and J. Habel (2023). *Solid growth. Strategies of industrial champions in global markets*. Singapore: World Scientific.

Plötner, O., J. Habel and B. Schmitz, (2020). *The essence of business strategy. Developing a robust planning framework*. BTM Center Solid Growth Series 1.

Plötner, O., J. Habel and B. Schmitz, (2020). *Advanced premium products. Understanding the success formula of hidden champions*. BTM Center Solid Growth Series 2.

Plötner, O., J. Habel and B. Schmitz, (2020). *No-frills products. Achieving profitability in low-price segments*. BTM Center Solid Growth Series 3.

Plötner, O., J. Habel and B. Schmitz, (2020). *Complex service solutions. Bringing digital offerings to industrial markets*. BTM Center Solid Growth Series 4.

Plötner, O., J. Habel and B. Schmitz, (2020). *The bigger picture. Managing different businesses within a single company*. BTM Center Solid Growth Series 5.

Plötner, O. (2012). *Counter Strategies im globalen Wettbewerb*. Berlin: Springer Gabler.

Plötner, O. (2011). *Counter strategies in global markets*. Basingstoke: Palgrave Macmillan.

Plötner, O., B. Sieben, T.-F. Kummer, X. Wang, and W. Shi (2011). *应用成本效益分析-理论、方法和习题*. Shanghai: Shanghai University of Finance and Economics Press.

Plötner, O., B. Sieben, and T.-F. Kummer (2010). *Kosten- und Erlösrechnung*. 2 ed. Berlin: Springer.

Plötner, O., and R. Spekman (Eds.) (2007). *Bringing technology to market: Trends, cases, solutions*. Weinheim: Wiley-VCH.

Plötner, O. (Ed.) (1995). *Das Vertrauen des Kunden: Relevanz, Aufbau und Steuerung auf industriellen Märkten*. Wiesbaden: Gabler.

Book chapters

Jarotschkin, V., J. Habel, A. Eggert, B. Schmitz, and O. Plötner (2023). Bringing industrial software to market: Managerial challenges and an agenda for future research. In *Serving the customer*, ed. T. Aichner, 175–211. Wiesbaden: Springer.

Plötner, O., M. Kupp, and M. Ehret (2015). Kundenintegration und die Gestaltung von Geschäftsmodellen: Der Fall Siemens Cerberus ECO. In *Kundenintegration und Leistungslehre: Integrative Wertschöpfung in Dienstleistungen, Solutions und Entrepreneurship*, ed. S. Fließ, M. Haase, F. Jakob, and M. Ehret, 457–471. Wiesbaden: Gabler.

Plötner, O., and F. Jacob (2007). Adjusting corporate customer communication. In *Bringing technology to market: Trends, cases, solutions*, ed. O. Plötner and R. Spekman, 105–118. Weinheim: Wiley.

Burger, C., and F. Frank (2007). Creating a competitive edge in global markets. In *Bringing technology to market*, ed. O. Plötner and R. Spekman, 147–158. Weinheim: Wiley.

Plötner, O., and B. Gögdün (2007). Creating new business by redefining the value chain: Case MAN Roland Druckmaschinen AG. In *Bringing technology to market: Trends, cases, solutions*, ed. O. Plötner and R. Spekman, 159–166. Weinheim: Wiley.

Plötner, O. (2007). From selling goods to marketing services. In *Bringing technology to market: Trends, cases, solutions*, ed. O. Plötner and R. Spekman, 33–46. Weinheim: Wiley.

Plötner, O. (2007). The services shift in the IT industries. In *Bringing technology to market: Trends, cases, solutions*, ed. O. Plötner and R. Spekman, 177–190. Weinheim: Wiley.

Plötner, O. (2006). Grundlagen der Gestaltung der Kommunikationsleistung. In *Markt- und Produktmanagement: Die Instrumente des Business-to-Business-Marketing*, ed. M. Kleinaltenkamp, W. Plinke, F. Jacob, and A. Söllner, 497–547. Wiesbaden: Gabler.

Plötner, O., M. Kleinaltenkamp, and C. Zedler (2004). Industrielles Servicemanagement. In *Handbuch Industriegütermarketing*, ed. K. Backhaus and M. Voeth, 625–648. Wiesbaden: Gabler.

Plötner, O., and F. Jacob (1998). Prozessorientiertes Kommunikationsmanagement. In *Prozessorientiertes Marketing*, ed. M. Kleinaltenkamp and M. Ehret, 121–145. Berlin: Springer.

Plötner, O. (1996). Die Gestaltung der Kommunikationsleistung. In *Technischer Vertrieb – Grundlagen*, ed. M. Kleinaltenkamp and W. Plinke, 785–829. Berlin: Springer.

Plötner, O., and F. Jacob (1996). Customer Integration und Kundenvertrauen. In *Customer Integration – von der Kundenorientierung zur Kundenintegration*, ed. M. Kleinaltenkamp, S. Fließ, and F. Jacob, 105–119. Wiesbaden: Gabler.

Case studies and technical notes

Cardy, C., B. Schmitz, O. Plötner, and J. Habel (2022). Wilo SE: Corporate structures in times of de-globalization. ESMT Case Study, No. ESMT-321-0193-1.

Schmitz, B., O. Plötner, and J. Habel (2020). *The future of Basler AG*. ESMT Case Study, No. ESMT-319-0185-1.

Plötner, O., and B. Gögdün (2016). Heraeus: *Mid-size company striving for global market leadership*. ESMT Case Study, No. ESMT-316-0174-1.

Plötner, O., P. Utzig, X. Wang, and Q. Zhang (2014). *Shanghai Zhenhua Heavy Industries Co., Ltd (ZPMC)*. ESMT Case Study, No. ESMT-314-0148-1.

Plötner, O., and S. Pandit (2014). *China's largest investment in Germany: The strategic partnership between Weichai and KION*. ESMT Case Study, No. ESMT-314-0147-1.

Kupp, M., O. Plötner, and C. Liesener (2011). *Siemens CerberusEco in China: Introducing low-frills products in a high-quality company*. ESMT Case Study, No. ESMT-311-0123-1.

Spekman, R., O. Plötner, and B. Gögdün (2011). *Infoterra GmbH*. Darden School of Business Case Study, No. UVA-M-0796.

Plötner, O. (2009). *Voith Paper: Transforming sales costs into consulting revenue*. ESMT Case Study, No. ESMT-509-0095-1.

Non peer reviewed journal articles

Schmitz, B., O. Plötner, V. Jarotschkin, and J. Habel (2020). The current frontier in industrial manufacturing: Bringing software systems to market. *The European Business Review*.

Habel, J., and O. Plötner (2017). From products to solutions: Mastering sales force incentives. *European Business Review* 2017 (September–October): 33–35.

Hagen, J., and O. Plötner (2014). Fehler im System. *Harvard Business Manager* (10): 82–86.

Plötner, O., J. Lakotta, and F. Jacob (2013). Differentiating market offerings using complexity and co-creation: Implications for customer decision-making uncertainty. *European Business Review* 25 (1): 65–85.

Plötner, O. (2005). Mehr Dienstleistung? Neues Vertriebsmanagement! *Absatzwirtschaft* 1: 66–67.

Plötner, O., and M. Voeth (2005). Partnersuche im Technischen Vertrieb. *Absatzwirtschaft* Special Issue: 24–26.

Plötner, O., and F. Jacob (1999). Prozeßorientiertes Kommunikationsmanagement: Auf dem Weg zur Hyper-Kommunikation. *Absatzwirtschaft* 6: 100–103.

Plötner, O., and F. Jacob (1999). ProKom: Marketingkommunikation für den Business-to-Business-Bereich. *Technischer Vertrieb* 1 (1): 48–51.

Plötner, O., and T. Klatt (1997). Fitting the bill. *Telcom Report International* 4: 44–47.

Plötner, O., and F. Jacob (1996). Die Qualitätszertifizierung nach DIN ISO 9000-9004 und die Auswirkungen für das Marketing im Business-to-Business-Sektor. *IO Management* 65(9): 59–65.

Plötner, O., and M. Kleinaltenkamp (1994). Business-to-Business-Kommunikation: Die Sicht der Wissenschaft. *Wirtschaft und Weiterbildung* 39: 130–137.

Plötner, O. (1992). Bedeutung des Kundenvertrauens im Systemmarketing. *Marktforschung und Management* 36(3): 75–79.

Other publications

Cardy, C., Habel, J., Klarmann, M., Ploetner, O., and Schmitz, B. (2023). “The Hybrid Reorganization of Marketing During Times of Deglobalization”, AMA Winter Academic Conference, American Marketing Association.

Plötner, O., B. Schmitz, J. Habel, and C. Cardy (2022). Four Questions Corporate Executives Must Answer Before Deglobalization. *Forbes*.

Jarotschkin, V., J. Habel, A. Eggert, B. Schmitz and O. Plötner (2021): Bringing digital innovations to industrial markets: A research agenda on manufacturers' emerging focus on software systems. 2021 AMA Winter Academic Conference Proceedings 32.

Cardy, C., J. Habel, O. Plötner and N. Chaker (2021). Customer–salesperson negotiations in times of crisis. 2021 AMA Summer Academic Conference Proceedings 32.

Schmalstieg, J., B. Schmitz, A. Eggert, O. Plötner and J. Habel (2021). The human side of selling digital innovations: Understanding the role of salespeople's fear of losing face. 2021 AMA Winter Academic Conference Proceedings 32.

Plötner, O., and H. Hungenberg (2018). The essence of strategy. ESMT Berlin publication.

Plötner, O. (2016). Cost traps in business models 4.0. ESMT Berlin publication.

Plötner, O. (2013). Kommentar zu: Will der Partner unser Wissen stehlen? *Harvard Business Manager*.

Plötner, O. (2012). Fighting back: *Euroasia Industry*, 6–9.

Honors and awards

President's Honor Roll for Teaching Excellence (Received), *Strategies of Industrial Champions in Global Markets*, EMBA 2021-23, EMBA program, ESMT Berlin, Germany, 2023.

President's Honor Roll for Teaching Excellence (Received), *Global Strategies of Industrial Champions*, MBA Class 2023, MBA program, ESMT Berlin, Germany, 2023.

President's Honor Roll for Teaching Excellence (Received), *Strategic International Management*, MIM 2020-22, MIM program, ESMT Berlin, Germany, 2022.

President's Honor Roll for Teaching Excellence, *Strategies of Industrial Champions in Global Markets*, EMBA 2020-22, ESMT Berlin, 2022.

Winner of a Best Paper Award (*Track: B2B Marketing, Supply Chain Management and Sales Management*), AMA Summer Academic Conference 2021, American Marketing Association.

President's Honor Roll for Teaching Excellence, *Marketing Management*, MIM Class of 2019–21, ESMT Berlin, 2021.

President's Honor Roll for Teaching Excellence, *Strategies of Industrial Champions in Global Markets*, EMBA Class 2019-21, ESMT Berlin, 2021.

President's Honor Roll for Teaching Excellence, *Global Industrial Strategies*, MBA Class of 2020, ESMT Berlin, 2021.

President's Honor Roll for Teaching Excellence, *Strategies of Industrial Champions in Global Markets*, EMBA 2018-20, ESMT Berlin, 2021.

President's Honor Roll for Teaching Excellence, *Strategic International Management*, MIM Class of 2017-19, ESMT Berlin, 2019.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, MBA Class of 2018, ESMT Berlin, 2018.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, MBA Class of 2017, ESMT Berlin, 2017.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, MBA Class of 2016, ESMT Berlin, 2016.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, MBA Class of 2015, European School of Management and Technology, 2015.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, MBA Class of 2014, European School of Management and Technology, 2014.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, MBA Class of 2013, European School of Management and Technology, 2013.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, EMBA Class 2011-13, European School of Management and Technology, 2013.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, EMBA Class 2010–12, European School of Management and Technology, 2012.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, MBA Class of 2010, European School of Management and Technology, 2011.

President's Honor Roll for Teaching Excellence, *Bringing Technology to Market*, MBA Class of 2010, European School of Management and Technology, 2010.

Presentations

Keynote addresses and plenary sessions

Unsere Kunden im Spannungsfeld globaler Entwicklungen

09/01/21: Service Provider Summit 2021, Vogel IT-Akademie, Frankfurt, Germany.

Peer reviewed paper presentations

Cost traps in innovative business models

04/27/18: Hidden Champions Conference, ESMT Berlin and Yale School of Management, New Haven, CT, USA.

Other presentations

CUSTOMER REQUIREMENT - Vorteile und Grenzen von performance based pricing

09/02/21: Other, Service Provider Summit 2021, Vogel IT-Akademie, Frankfurt, Germany.

Selling Digital Offerings in Industrial Markets

06/11/19: Author & Presenter, JAMS Thought Leaders' Conference on Innovating in the Digital Economy, Bocconi University, Milan, Italy.

European companies in China: Overcoming challenges through innovation

11/29/12: Panelist, 2012 CEIBS - EFMD Conference, CEIBS, Beijing, China.

News/Media

From Products to Solutions – Mastering Sales Force Incentives

August 30, 2017 The European Business Review:

<http://www.europeanbusinessreview.com/from-products-to-solutions-mastering-sales-force-incentives/>

What's Wrong with Germany's Tech Scene?

July 14, 2017 Handelsblatt Global Edition: An article by Handelsblatt Global Edition on Germany's tech scene referred to Olaf Plötner's expertise.

<https://global.handelsblatt.com/companies-markets/whats-wrong-with-germanys-tech-scene-797583>

Die sieben Lehren des Silicon Valleys

July 14, 2017 Handelsblatt

为世界经济发展增添正能量 - Boost the positive energy to the global economic development

June 8, 2016 People's Daily

Cómo crear una multinacional de bolsillo

March 18, 2017 El País:

http://economia.elpais.com/economia/2017/03/17/actualidad/1489751683_947771.html

Can Germany's Mittelstand Solve China's Economic Challenge?

March 5, 2017 People's Daily China

After After-Sales: New Business Models Tempt, Fail Industry

January 27, 2017 The European Business Review:

<http://www.europeanbusinessreview.com/after-after-sales-new-business-models-tempt-fail-industry/>

Finding your way in a wild new world

January 9, 2017 The Edge Malaysia

Strategie: So schmieden Sie trotz Alltagsstress Langfristpläne

June 20, 2016 WirtschaftsWoche: This article quotes Olaf Plötner on long-term corporate strategies.

<http://www.wiwo.de/erfolg/management/strategie-so-schmieden-sie-trotz-alltagsstress-langfristplaene/13741204-all.html>

Heute schon für morgen planen

June 17, 2016 WirtschaftsWoche

Wohin die Reise geht

October 17, 2015 Der Tagesspiegel – Supplement

Five family firms that sold to Chinese investors

November 6, 2014 Family Capital:

<http://famcap.com/blog/post/five-family-firms-that-sold-to-chinese-investors#>

The key to a successful business? Keep it in the family

October 30, 2014 CNN:

<http://edition.cnn.com/2014/10/30/world/europe/the-key-to-a-successful-business/index.html>

Fehler im System

October 1, 2014 Harvard Business Manager:

Are niche markets the answer?

September 1, 2014 Teamwork: Heraeus Mitarbeitermagazin: Issue 142

Case Study

October 22, 2013 Financial Times

Strategies for success in global competition

October 1, 2013 Siemens Industry Journal

Siemens Leadership Forum

September 16, 2013 Chuandong in China:

<http://www.chuandong.com/news/news.aspx?id=121668>

September 13, 2013 Multinationals in China:

<http://www.mnc360.com/contentView.asp?id=892>

Mehr Profit, bitte!

July 19, 2013 Handelsblatt

The Evolution of Automation

July 1, 2013 Euroasia Industry Magazine

April 2, 2013 Euroasia industry:

<http://www.euroasiaindustry.com/article/the-evolution-of-automation>

"Made in Germany" - das kann eigentlich jeder behaupten

April 8, 2013 Focus Online:

http://www.focus.de/finanzen/news/unternehmen/guesiegel-mit-qualitaetsmangel-made-in-germany-das-kann-eigentlich-jeder-behaupten_aid_955927.html

IT-Geschäft in Zeiten des sich beschleunigenden Wandels

April 8, 2013 IT-Business

Will der Partner unser Wissen stehlen?

April 1, 2013 Harvard Business Manager

Konzerneigene Talentschmiede

March 30, 2013 Die Welt:

http://www.welt.de/print/die_welt/wirtschaft/article114884468/Konzerneigene-Talentschmiede.html

Quest means business

March 6, 2013 CNN:

<http://transcripts.cnn.com/TRANSCRIPTS/1303/06/qmb.01.html>

Die Talentschmieden der deutschen Großkonzerne

February 28, 2013 Berliner Morgenpost:

<http://www.morgenpost.de/wirtschaft/article114876968/Die-Talentschmieden-der-deutschen-Grosskonzerne.html>

Auf in die weite Welt

February 21, 2013 Süddeutsche Zeitung: The article quotes Olaf Plötner and describes the international focus of Bringing Technology to Market. It also mentions ESMT's high placement in the FT Executive Education rankings.

http://sz-media.sueddeutsche.de/de/sueddeutsche-zeitung/files/13_02_21_mba1.pdf

The family secret that makes German companies so successful

August 14, 2012 Forbes:

<http://www.forbes.com/sites/frederickallen/2012/08/14/the-family-secret-that-makes-german-companies-so-successful/>

Business advantage lies in creativity

July 13, 2012 China Daily European Weekly:

http://europe.chinadaily.com.cn/epaper/2012-07/13/content_15577481.htm

Entering a cut-price market in China

January 17, 2012 Financial Times:

<http://www.ft.com/cms/s/0/2f6a4b46-3c7e-11e1-8d38-00144feabdc0.html#axzz2EMh5e8ug>

Dienstleistungen als Antwort auf China

December 27, 2011 Frankfurter Allgemeine Zeitung:

http://fazjob.net/ratgeber_und_service/beruf_und_chance/sales/120650_Dienstleistungen-als-Antwort-auf-China.html

Realign strategy to stay in business

December 20, 2011 Times of India

Made in Germany: Einst billig statt gut

November 15, 2011 Deutsche Welle:

<http://www.dw.de/made-in-germany-einst-billig-statt-gut/a-6660201-0>

Kopieren geht über Studieren

November 13, 2011 The European:

<http://www.theeuropean.de/olaf-ploetner/8707-historische-produktpiraterie-in-deutschland>

Strategien gegen Billigkopien

May 16, 2011 Deutsche Welle:

<http://www.dw.de/strategien-gegen-billigkopien/a-6527542>

The way to beat the cheap imitators

February 25, 2011 Wall Street Journal Europe:

<http://online.wsj.com/article/SB10001424052748703408604576164221510048698.html>

Interkulturell und Interdisziplinär

October 9, 2010 Die Welt:

http://www.welt.de/print/die_welt/finanzen/article10169180/Interkulturell-und-interdisziplinaer.html

So grün und erfolgreich ist deutsche Technologie

May 11, 2010 Manager Magazin:

<http://www.manager-magazin.de/unternehmen/it/0,2828,693636,00.html>

Innovation ohne Schnickschnack

April 19, 2010 Frankfurter Allgemeine Zeitung:

<http://www.faz.net/aktuell/wirtschaft/innovation-ohne-schnickschnack-1966116.html>

Jenseits des Stammgeschäfts

June 18, 2009 Manager Magazin:

<http://www.manager-magazin.de/finanzen/artikel/0,2828,631131,00.html>

Languages

German (native), English (advanced), French (beginner), Spanish (beginner)

September 5, 2023