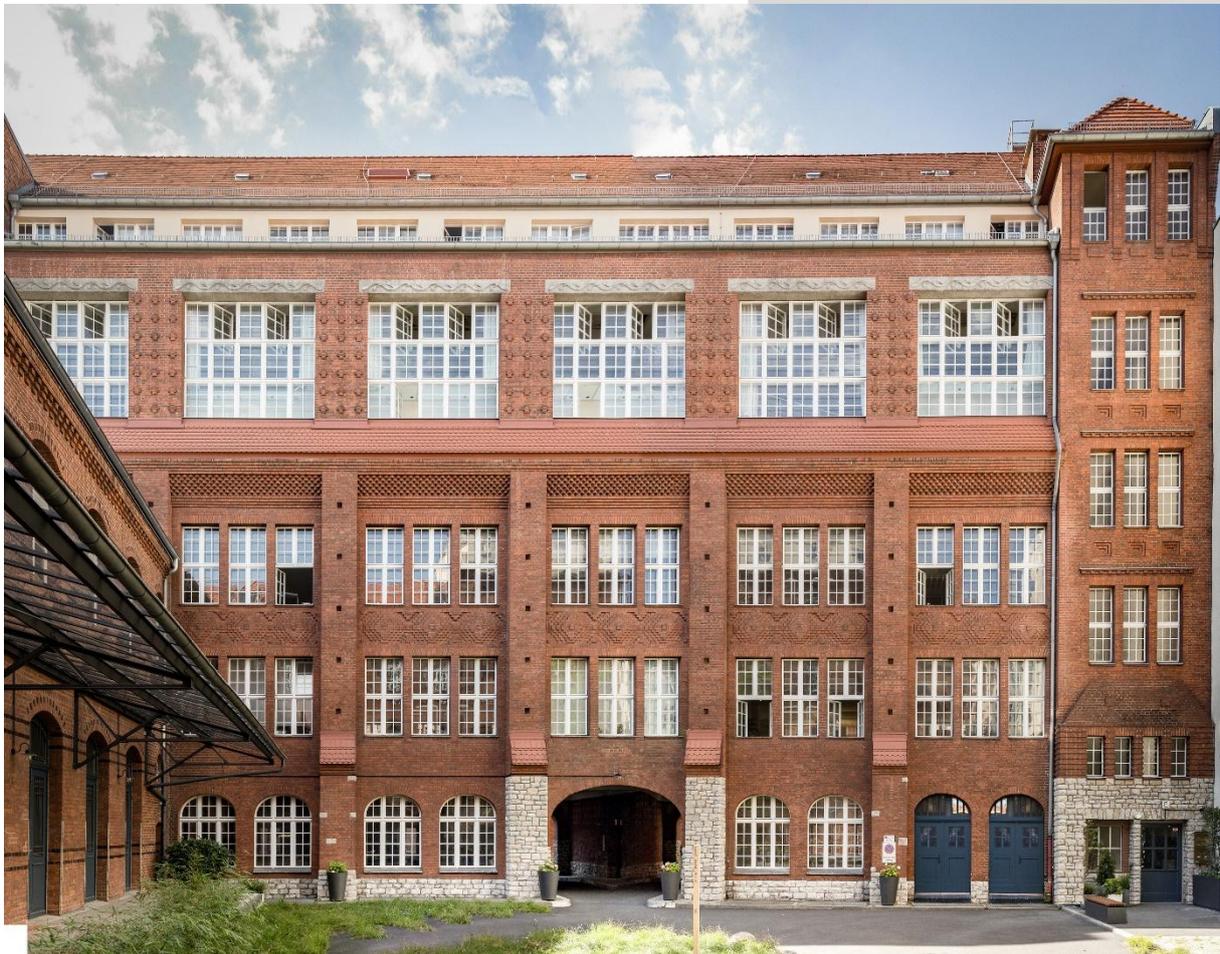


# ISM

INTERNATIONAL  
SCHOOL OF MANAGEMENT

University of Applied Sciences

## ISM Research Report 2020



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ISM - International School of Management gGmbH

Otto-Hahn-Str. 19, 44227 Dortmund

en.ism.de

Phone: 0231 975139 0, Fax: 0231 975139 39

ism.dortmund@ism.de

## Contents

Preface.....	3
I Development in the Reporting Year .....	5
Interview with Daniel Müller, Co-CEO of the Motel One hotel chain.....	8
II Institute Reports .....	13
Brand & Retail Management Institute @ ISM .....	13
a Presentation of the Institute .....	13
b Main Research Projects .....	15
c Third-party Funded Projects .....	17
d Other Projects (ongoing).....	18
e Organization and Structure.....	19
Kienbaum Institute @ ISM for Leadership & Transformation .....	20
a Presentation of the institute.....	20
b Projects .....	22
c Third-party funded projects.....	23
d Ongoing studies .....	23
e Publications.....	24
Institute for Real Estate & Location Research REL@ISM .....	26
a Presentation of the Institute .....	26
b Main Research Projects .....	26
c Other Projects (ongoing).....	31
d Organization and Structure.....	31
Entrepreneurship Institute @ ISM .....	32
a Presentation of the Institute .....	32
b Staff member at the Entrepreneurship Institute @ISM .....	33
c Research.....	33
d Education and Events.....	35
e Consulting .....	36
f Other activities.....	36
g Scientific contributions, practical contributions as well as conference presentations ....	37
h Outlook .....	38
SCM@ISM - Institute for Supply Chains & Mobility.....	38
Institute for Business Innovation & Evolution @ ISM.....	40
a Presentation of the Institute .....	40
b Range of services .....	42
III Further Project Reports.....	43
Project "The Influence of Selected Megatrends on the German Event Market" [orig.: Die Einflüsse ausgewählter Megatrends auf den Veranstaltungsmarkt Deutschland] .....	43
IV Bachelor/Master Theses .....	47
V Reports on Doctorates .....	53
VI Outlook for 2021 .....	65
VII Research-relevant achievements of ISM professors.....	67

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a	Research Profiles .....	67
b	Ongoing research projects at or with the participation of ISM .....	93
c	Research projects completed in the reporting year at or with the participation of ISM .	94
d	Current Publications .....	95
e	Presentations at a Conference or Congress .....	109
f	Guided Research (Consulting-Projects, Workshops, Market Research Projects).....	111
g	ISM Publications 2020.....	114
VIII	News from the Library .....	115

## Preface

In the research year 2020, the six institutes of the ISM were able to further establish themselves through numerous projects and publications. The offer of doctoral programs has also been firmly established in the meantime and has received very positively, attracting numerous new applicants. In addition to the four cooperating partner universities, the ISM was able to establish contact with other universities, such as the University of Twente in Enschede, and expand its network accordingly. The same applies to the ongoing AACSB accreditation process. The standards required in regards to research and in the research infrastructure were implemented and in many cases fulfilled beyond the minimum requirements.

The current research report gives all interested readers an insight into the research activities and research structures of the ISM and presents the activities of the institutes of the ISM. In addition to the progress reports of the participants in our doctoral programs, the various activities of the university professors, such as publications, lectures and projects, have also been presented. Important ISM milestones have been, for example, the engagement in research accreditation and in various research networks. The Entrepreneurship Institute @ ISM was able to complete the concept phase of the funding project for the establishment and expansion of a perceptible and activating start-up culture at ISM. This has been achieved within the framework of the funding measure EXIST-Potentials (EXIST start-up culture) with a term of four years after successful application and to initiate the first steps of the created start-up supporting structures since the beginning of the project at the end of 2020. The Brand & Retail Management Institute @ISM was also able to further expand its scope of activities through its involvement in the two-year project at the DRZ (German Rescue Robotics Center). With the aim of getting the association on its own feet even after the completion of the first funding periods, ISM has been supporting the development of a business model as well as the strategic and operational communication and marketing activities with an additionally created position since November 2018.

The following chapters also provide an insight into developments in the research year 2020. The interview with Mr. Daniel Müller, Co-CEO at Motel One since 2007, provides information on current trends and implications for the hotel industry, among other things, against the backdrop of the current Corona pandemic. In the following chapter, the ISM institutes report on current research activities. This is followed in another chapter by a presentation of ongoing third-party funded projects with a brief outlook on future activities and by reports from the ISM doctoral programs and an overview of the research-relevant achievements of the professors with a brief profile. A short outlook on the research year 2021 concludes the research report.

We would like to take this opportunity to thank all professors for their contributions to the current research report. Special thanks are due to all employees who contributed to the editorial work of the research report.

Dortmund, December 2020



Prof. Dr. Ingo Böckenholt  
President



Dr. Kai Rommel  
Vice President for Research



## *I Development in the Reporting Year*

The pandemic that began in February 2020 posed major challenges for the year in many respects and for almost all sectors. The topic of research was also not unaffected. Many previously planned conferences were held online or had to be canceled, publications stalled or did not materialize. Despite many restrictions and the extraordinary situation, which intervened as a determining factor in all areas, the structures previously created at ISM in teaching and research could be further expanded and consolidated in 2020. Fortunately, the ISM Campus in Berlin, which was newly opened last year, has also developed well in retrospect and has already been able to attract a number of national and international students. The doctoral programs have also established themselves as an integral part of ISM's research offerings with growing numbers of participants and the regular offering of a seminar week. Furthermore, with the start of the EXIT project this year, the first cornerstone for the emergence of a start-up culture at ISM has been laid. After successful application, the conception for the four-year project phase under the direction of Professor Kutsch could be completed and the way to the emergence of innovative startups could be paved.

Another highlight of the work of our institutes is the participation in the joint project of the non-profit association "Deutsches Rettungsrobotik-Zentrum e.V." (DRZ e.V.), with the purpose of establishing a competence center at the Dortmund campus in the next few years, enabling research into mobile robot systems for civilian emergency response. By creating a new scientific position, ISM supports the development of a business model and strategic issues as well as marketing and communication activities. This commitment pursues the goal of ensuring the existence of the association even after the end of the funding period subsidized by the Federal Ministry of Education and Research with almost 12 million euros until October 2022.

In addition, there were further joint applications submitted for research tenders by ministries as well as the continuous expansion of the academic mid-level staff at the ISM locations. The research activities and networks of the Kienbaum Institute @ ISM for Leadership & Transformation, founded in 2014, and the in-institutes established in the following years were further established in the respective disciplines in the reporting year. The ISM research infrastructure was also further developed through the appointment of professors with experience in research and publications in peer-reviewed journals. This research infrastructure, consisting of six institutes and six departments, supports third party funding and publication activities.

The doctoral co-operations with our four different partner universities continue to enjoy increasing acceptance and have led to numerous new contracts being signed in 2020. With Bond University, ISM's doctoral program was expanded to four partner universities last year. ISM students and external candidates also increasingly desired the cooperation with Ramon Lull University in Barcelona, which began in 2018, as well as the cooperations with Strathclyde Business School (SBS) at Strathclyde University in Glasgow and with Newcastle Business School (NBS) at Northumbria University in Newcastle, which began at the end of 2013, during the reporting period. In addition, there are ongoing individual case cooperations with various universities, such as the University of Twente in Enschede.

On the one hand, the regional research network was further expanded in the year under review through activities in the acquisition of third party funding and in research cooperations such as the Academic Circle of the Dortmund Economic Development Corporation and the Master Plan of the

City of Dortmund. The memberships and regional networks, such as chairs at the TU Dortmund, the IfADo - Leibniz Institute for Employment Research, the Institute for Fire and Rescue (IFR) of the City of Dortmund, the Fraunhofer Institute for Material Flow and Logistics, the Institute for Retail Research (IFH) in Cologne, the Content Marketing Forum e.V. (CMF), the Gesellschaft für Immobilienwirtschaftliche Forschung e. V. (gif) and other institutions continued to be established. The following table shows ISM's research activities in the reporting year.

*Table 1: Research activities at ISM*

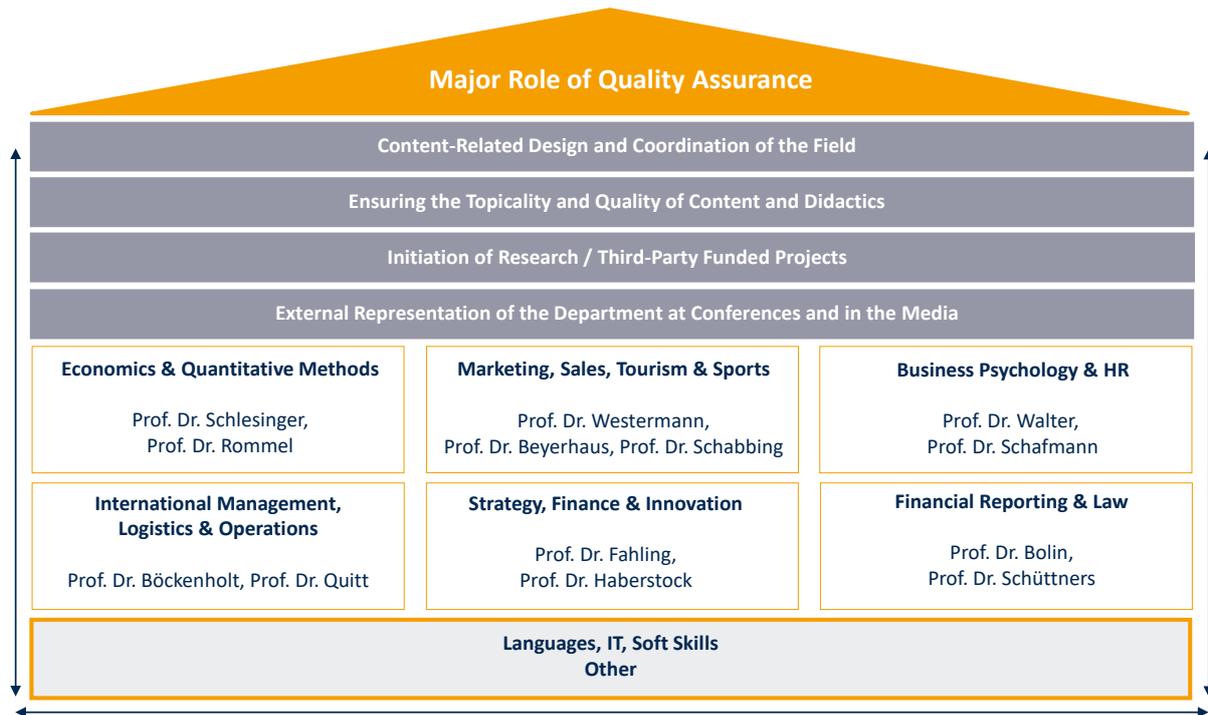
<b>Research Activities</b>	<b>Period 01.01.2020- 31.12.2020</b>
<b>third-party funds raised by the ISM</b>	<b>approx. 1.2 Mio. €</b>
<b>research associations and projects (applied and current)</b>	<b>approx. 1.5 Mio. €</b>
<b>research projects (in total)</b>	<b>approx. 53</b>
<b>current publications</b>	<b>116</b>
<b>second appraisal of promotions</b>	<b>20</b>

The doctoral supervision within the framework of the existing cooperations is shown in Table 2. In each case, ISM provides the second supervisor. In addition, it provides support in the application process and the preparation of a research proposal and assists the interested parties and participants with various questions. The doctoral programs presented here began at different times and run for three to five years, mostly on a part-time basis.

*Table 2: Overview of all doctoral supervisions at ISM (second reviews)*

ISM Supervisor	Candidate: Title	Program
Prof. Dr. Finken	Münster, F.: The relevance of risk management in the cash and carry wholesale industry	SBS - PhD
Prof. Dr. Groher	Köster, S.: Supplier Relationship Management: A transdisciplinary approach to leverage the innovation potential for financial service companies	NBS - DBA
	Turinsky, R.: Artificial Intelligence in Procurement	SBS - PhD
Prof. Dr. Hattula Prof. Dr. Reichel	Odoi, L.: Consumer Behaviour in the Sharing Economy: a motivation based segmentation	SBS - PhD
Prof. Dr. Kamran	Tian, Y.: Predictors and Effects of Sustainability-Based Retail Brand Equity on Intentional Purchase - In Perspective of Organic Food Marketing	Univ. of Twente - PhD
Prof. Dr. Kattenbach	Horn, A.: Leadership and its impact on corporate culture and the performance through an extension of the JD-R model to team and organization level in Greater China	SBS – PhD
Prof. Dr. Lütke Entrup	Stüve, D.: Supply chain analytics in the food industry: Utilization, challenges and best practices	SBS – PhD
Prof. Dr. Moss	Grimm, N.: The Newsroom Concept in Corporate Communication: A Phenomenological Perspective and Future Outlooks	Univ. of Twente – PhD
Prof. Dr. Meitner	Pröckl, C.: Key Success Factors of Young Companies and Their Implications on Value and Valuation	SBS - PhD
Prof. Dr. Reichel	Kropfeld, M. I.: Sufficiency-based business models in transitions towards sustainable consumer practices	Univ. Oldenburg
Prof. Dr. Rommel	Bertram, O.: Business Evaluation Models of the US Fracking Companies: Tendency for Excessive Risk Taking in Times of Oil & Gas Price Boom	SBS - PhD
	Mull, S.: Impacts of digitalization on the energy market: Service differentiation within the transforming energy and utility sector	SBS - PhD
	Saitta, S.: Collaboration between Marketing & Sales and the Implications on Business Performance	SBS - PhD
Prof. Dr. Schabbing	Franek von Schumann, S.: Service Experiences of Child-Tourists: An exploration of Preschooler's Kids Club Holiday Experience Practices	NBS - DBA
Prof. Dr. Schlesinger	Hartmann, K.: Brand influence on decision-making along the tourism value chain - Evaluation of consumer-based brand equity within package holidays	SBS - PhD
Prof. Dr. Westermann	Goebel, S.: Analyzing Crucial Customer Contact Sequences During The PRE- Purchase Phase In The German Premium Automobile Industry	SPS-PhD
	Forthmann, J.: A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional market Research	SBS - DBA
	Ghorbani, M.: My brands and my self – Understanding the influence of personality traits on why and how consumers build relationships with brands	SBS - PhD
Prof. Dr. Weber	Schmidt, D.: The data-driven leader: Developing a big data analytics leadership competency framework for the digital era	Rotterdam School - PhD

With the departmental structure shown in Figure 1, the degree programs are assigned thematically and then combined with the professor's respective research topics. In the year under review, the members of the departments carried out various projects and expanded their own networks. This made it possible to further develop the structure of quality assurance in teaching and research presented here and to create synergies with the institutes of the ISM. This development is described in detail in the following chapters.



**Figure 1:** Department structure of the ISM

Source: own illustration

The focus of ISM is on application-oriented research. The top-class board of trustees of ISM forms an important bridge to the economy and its associations. Therefore, it is a good tradition to conduct an expert interview with a member of the board of trustees on a selected current topic in the ISM research report.

### Interview with Daniel Müller, Co-CEO of the Motel One hotel chain

In the meantime, Daniel Müller can already look back on several years of experience and expertise in the hotel and tourism sector. The beginnings can certainly be traced back to his studies, where he discovered his passion for this industry during an internship in London. As a graduate of the International School of Management in International Business in 2003, Daniel Müller broadened his horizons first in Controlling, later in Sales, at Accor Hotels. Four years later, he decided to join the family business that his father had founded in 2000. After gaining a foothold as manager of a Motel One hotel in Berlin for the first three years, he took over the operational management of the hotel chain in 2010. An important milestone in Daniel Müller's life - as CO-CEO, the Munich native is now responsible for more than 60 hotels across Europe.



Motel One, based in Munich, is considered a pioneer of the budget design concept. As an innovative pioneer, the hotel chain is now represented in almost all German and Europe-wide international locations. The company has recognized the changing needs of its guests and the requirements of today's market: the company approaches its customers with the slogan "LIKE THE PRICE. LOVE THE DESIGN".

**Mr. Müller, how can Motel One conduct and use practical research in dynamic change processes and extraordinary situations such as in the COVID19 pandemic?**

Since the beginning of the pandemic, Motel One has engaged in intensive communication to share information on an unprecedented scale. To this end, we use regular weekly status updates to discuss the respective new legal situation in Germany, in Europe and in all other countries where we have locations worldwide. The main objective is to share and strategically advise throughout the company on how to respond to new challenges and legal frameworks, such as in particular the permanent changes in disinfection protection laws and the short-term changes in relaxations and restrictions at the individual sites.

In addition, it is necessary to create continuity in this situation and to provide as clear a perspective and clarity as possible, more so in this crisis than ever before. Employees are unsettled and, depending on the restriction situation, strong fluctuations arise. Employees are in particular need of reliable continuity and expect clear communication. Managers are encountering a multitude of human challenges in this pandemic. Many of these that are dealt with are not always easy to manage. Communicating clearly and holding a consistent line is therefore particularly important in such a crisis.

**In your view, what are the current research-relevant trends in the areas of international mobility, congresses and tourism, and what challenges do you see for Motel One in this regard?**

On the subject of research and future expansion, we can say quite clearly that Corona is a real digitalization accelerator. This covers a great many topics and aspects, such as the equipment in terms of cell phones and smartphones at our company and at many other companies. In the meantime, we have been able to establish numerous projects that are driving the topic forward more and more. These include improved technology processes such as the optimization of our recruiting measures, the digital web check and the digital check-in, which ensure processes even without direct contact with the reception desk or face-to-face contact with people. Although the technical capabilities were in place even before the crisis, use of the digital pathway was rather sporadic. However, with the advent of the pandemic, future-oriented projects have gained enormous importance and a stronger right to use than ever before. There is virtually no way around them anymore. From my point of view, it is therefore very important to continuously drive forward regarding the topic of digitization and to work intensively on projects involving the web, app development and smartphones.

**What does it look like in the conference business then? Do organizers also choose online models for congresses on a larger scale, for example on Zoom? Could this option possibly also create a new market?**

In principle, events such as medical congresses are very closely interlinked with the trade fair companies in the cities. Certain hybrid models are already being planned for next year, some of which will be held in person and others via video. As I have learned, the current situation is that the X-ray congress in Essen, for example, will also take place in May 2021 and is planned as a hybrid variant.

However, I have noticed on several occasions that both the demand for and the use of these new types of events are declining. The main reason for this is that the original characteristics of a congress, which are characterized by personal exchange, face-to-face meetings and networking can neither be represented, nor replaced by video. Moreover, these models, which are designed for more than 10,000 participants, involve immensely high investment costs. In this context, I cannot imagine that a structural change in demand is to be expected in the congress and event industry. Due to the low level of interest in digital formats, there is currently more of a trend toward waiting for the time after Corona, when the familiar structures and processes of real face-to-face events will be permitted again.

**So people are hoping for a quick end to the pandemic, especially in this sector, but you also describe an important trend when you say that online formats tend to flop.**

Very true, I cannot imagine a structural redistribution of demand in the congress and event sector, since video formats cannot fully substitute many aspects for the reasons mentioned above. However, I firmly believe that the classic business trip, as we knew it before Covid-19, will tend to decline. With the steady improvement in technology, we can assume a sharp decline in previously entrenched day trips and a movement toward more online meetings. I would imagine that many companies will firmly establish options like Zoom or Teams in place of traditional meetings.

**For the hotel industry, this would possibly mean a high loss of revenue? How will you and your colleagues react to this?**

A significant proportion, around two-thirds, of classic business trips are day trips that do not involve an overnight stay. For the travelers, this means getting up early in the morning, getting on the plane from Munich to Düsseldorf at six o'clock and getting back again in the evening. Not only is this an enormous effort, but the majority of the day consists of pure travel activity, while the time window in presence on site is relatively small. Accordingly, a change is conceivable here: I could well imagine that the typical day trips will be replaced by online events and that in return there will be a development towards travel activities with a longer stay at greater intervals - instead of once a week, then for example every three weeks three to four days on site. Such a trend could then even be an opportunity for the hotel industry.

Of course, this is only speculative, but for the reasons I just mentioned, as in the event sector, I simply don't believe that demand will change structurally; relationships with people simply can't be built up and lived out via video in the same way as in person. From my own experience in weekly meetings with our ten country managers, I know that a complex, proper exchange via video is very exhausting above a certain number of participants and can sometimes push you to your limits.

**Can you give an example of a practical project in which the insights gained from the activities of Motel One and the One University Training Academy have had a direct impact?**

Conditions that would have fundamentally changed the market did not really exist before Corona. Rather, we have been able to observe record tourist boom years in recent years, which can be attributed to the trend toward city trips and city breaks as weekend getaways. With Motel One, we have responded to this development and created a new segment: the Budget Design Hotel. Here, we took our cue from the very popular budget airlines and transferred these structures to the hotel industry. In the meantime, other competitors have entered the market who have imitated this model. However, this is also due to rising real estate prices, especially in large cities, which make it more lucrative to create hotels on smaller sites. Against this background, a fundamental change is taking place that is increasingly weakening the concept of the former service hotel. Established standards such as large rooms with a large desk, Internet access and a restaurant on the first floor are becoming blurred and are being replaced by hotels with smaller rooms that are characterized by better-developed public areas with a living room character and a pleasant working atmosphere. This new concept has been a major trend in the hotel industry for several years and will continue to be so in the future.

**What potential do you see in the current trends in the hotel industry internationally and in Germany for the education and training of specialists?**

The current trend toward home offices is definitely there, but I can't imagine that we should now only think in black and white and be of the opinion that renting office space is no longer worthwhile. Just sitting at home in your own four walls is certainly not the best way in the long run either. Basically, however, I assume that the working environment after Corona will be different than before. It is quite conceivable that hybrid concepts will also emerge, leading to the leasing of smaller office spaces, as fixed home office days become established and a combination of presence and home office days becomes conceivable. It is estimated that these structures, which are developing now, will continue to manifest themselves in the period after Corona. A huge trend for the hotel industry can then be derived from this: When smaller office spaces are rented, it is then obvious to hold meetings in the lobby, to arrange a meeting for a few hours where people work, exchange ideas or simply have a coffee with colleagues. I can very well imagine that this structure will come about.

There won't be any groundbreaking changes coming to hotel employees, at least in our country: The role of the host will not really change compared to the time before Corona. Our professional staff is selected, regularly trained and coached based on their character profile and personality to be a good host. The biggest changes in our company will be more about the Public Area design in terms of interior design and technology. The plan is to divide our lobby into smaller workspaces and, of course, to provide stronger Internet connections that will allow us to hold video conferences.

**Have you already developed marketing concepts for this in order to inform companies of your plans? Many of your customers will certainly not even be aware of this.**

Some time ago we started with a reboot of our sales team. Especially for the direct contact with companies, we have established an extra Key Account Management, which is responsible for the development and regular support of the B2B area. Unfortunately, due to travel restrictions and home office regulations, cooperation with our corporate customers was abruptly interrupted with the advent of the pandemic. However, after the initial crisis had calmed down a bit, we have been in strong personal contact with the companies' contacts again for some time. Currently we are conducting a lot of video conferences and phone calls, developing and communicating our future offers. Now personal contact to companies: Many video conferences/phone calls with companies about future offers.

**What contribution can Motel One make in cooperation with universities in this context?**

We have not yet thought about cooperating with universities. However, we are firmly behind the concept of our own One University. With Motel One employees from all over Germany coming to our campus in Munich, we are creating our own study classes. Due to Corona, we naturally had to react and have also changed everything here to digital concepts and distance learning. Nevertheless, we believe in our study classes and continue to build on them. After all, they provide a basis for our junior programs, from which great careers have already developed over time. One of the reasons for this is that the students are then heavily involved in current projects within the company. These include research projects that deal with topics such as the current changes in the world of work and the associated effects on our business model. Our students are then asked to think about such issues and develop a concept. In the fall of 2020, we also started a new class with freshmen, which we are already looking forward to, as it is always a lot of fun.

We now definitely want to continue to step on the gas in all areas, monitor current trends and developments in Germany and many other locations where we would like to gain a foothold. Overall, we at Motel One see Corona not only as a crisis, but also as a possible growth accelerator.

**Thank you very much for the good conversation and your honest assessment of the current developments that Corona brings for the hotel industry and Motel One.**

## II Institute Reports

<b>Brand &amp; Retail Management Institute @ ISM</b>		
<b>Institute Management:</b>		
<b>Prof. Dr. Ingo Böckenholt</b> (Managing Director)	<b>e-mail</b> <b>phone</b>	<b>ingo.boeckenholt@ism.de</b> <b>+49 231 975139 48</b>
<b>Prof. Dr. Arne Westermann</b> (Academic Director)	<b>e-mail</b> <b>phone</b>	<b>arne.westermann@ism.de</b> <b>+49 231 975139 580</b>
<b>Contact:</b>		
<b>Alexandra Krämer M.Sc.</b> (Research Associate)	<b>e-mail</b> <b>phone</b>	<b>alexandra.kraemer@ism.de</b> <b>+49 231 975139 942</b>

### a Presentation of the Institute

Founded in early summer 2016, the Brand & Retail Management Institute @ ISM focuses on current trends and developments in the field of brand management and retail. The focus is on combining scientific expertise and findings with the interests and needs of corporate practice. To this end, the institute conducts applied research projects and publishes the results for both a scientific and an application-oriented audience in trade media and industry publications. In addition, it offers companies a portfolio of market research and consulting services tailored to the needs of branded companies and retailers. In doing so, it specifically draws on the specific expertise of professors teaching in the field of marketing.

In the medium term, the institute aims to become a central competence center in the German-speaking region in its key areas, to help shape the discourse of applied science and to be the first point of contact for companies with questions in this area. In the long term, this range of activities is also to be extended to the international arena.

In concrete terms, the research areas and topics listed in the following figure are at the forefront. The institute's projects focus primarily on the areas of retail, brand management, marketing & communication, and consumer behavior, covering both the corporate and stakeholder perspectives under the umbrella of the megatrends of sustainability and digitization. In addition, it takes into account current topics that affect the industry and lead to new developments on the company and customer side.

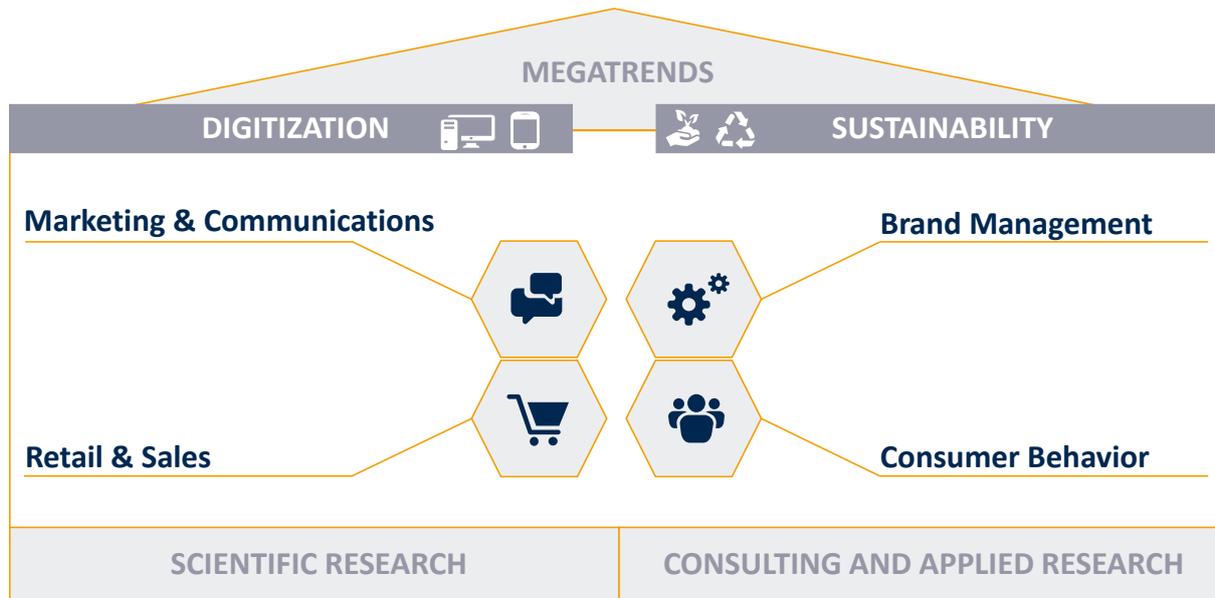


Figure 1: Main topics at the Brand & Retail Management Institute @ ISM

Source: own illustration

The current research projects of the institute can be seen in the following figure:

<b>b) Main Research Projects</b>
<ul style="list-style-type: none"> <li>• Content Marketing</li> <li>• Architectural Branding at the Point of Sale</li> <li>• Sports Sponsoring</li> <li>• Reputation Management</li> <li>• Newsroom Communication</li> </ul>
<b>c) Third-party Funded Projects</b>
<ul style="list-style-type: none"> <li>• Supporting the establishment of the German rescue robotics centre (A-DRZ)</li> </ul>
<b>d) Further Projects (on-going)</b>
<ul style="list-style-type: none"> <li>• Digital Barometer Germany</li> <li>• Social Listening</li> <li>• Consumers as Sellers in Re-Commerce</li> </ul>

Figure 2: Research projects at the Brand & Retail Management Institute @ ISM

Source: own illustration

## **b Main Research Projects**

### **Platform Economy**

Whether in the B2C, C2C or B2B sector - in the course of digitization, platforms have become an integral part of everyday life and have revolutionized the world in both business and social life. At the heart of their success is the networking of people and the bringing together of providers and consumers, which makes them central hubs of the Internet. Accordingly, a wide variety of platforms have established themselves in almost all industries in recent years. In retail in particular, the "platform economy" is considered the game changer and is redefining the rules of the game: If you want to be in the game, you have to stay on the ball and adapt to the new conditions.

For this reason, the topic is also of great interest to BRMI.

Especially since the pandemic lockdown at the beginning of the year, the relevance of the platform economy has become increasingly obvious. This gives rise to questions that can provide valuable insights for the establishment, development and promotion of a platform. Therefore, the Brand and Retail Management Institute is currently planning a research project that will provide further insights into the following topics:

1. What are the success factors, business models, strategies, potentials and challenges of high-revenue platform providers?
2. What are the antecedents of trust from the customer and provider perspective and how is it constituted?
3. What are the trends and developments across industries, product categories and consumer behavior in the platform economy?

BRMI has planned an initial series of lectures for November 2020, at which experts from successful trading platforms will speak on this topic and provide insights into the world of new business models. As part of the research project, both expert interviews and quantitative surveys are planned in order to gain insights with regard to the aforementioned research questions.

### **Reputation Management**

In the research project, social media data/Big Data for reputation management was analyzed on the basis of the Social Listening method. The following research questions were considered:

1. To what extent can reputation be measured by analyzing social media conversations?
2. Can existing reputation models be applied and what adjustments are useful?

As part of the Social Listening method, websites are first crawled to find statements about defined companies on the Internet using search terms. Artificial intelligence (algorithms) is then used to read this data and evaluate or analyze it in terms of language. The data thus obtained is then used to evaluate the reputation of companies in various dimensions.

The research findings of the project were presented at BledCom (26th International Public Relations Research Symposium, peer-reviewed) in July 2019. In addition, the study was published in the peer-reviewed journal *Corporate Communications: an International Journal* in June 2020. A contribution was also made to the anthology edited by Meike Terstiege on the topic of "AI in Marketing", which looks at the topic from a very practical perspective.

In scientific discourse, the use of artificial intelligence is still relatively new and for this reason opens up further interesting research space. With the help of the new methodology of social listening, many different topics can be reprocessed with a view to gaining further insights. In cooperation with the Hamburg-based communications consultancy Faktenkontor, BRMI conducted reputation analyses of private and public companies to identify the differences between the two sectors. The originally planned presentation of the results at the International Research Society for Public Management at the University of Tampere on the topic of "Smart Public Services" unfortunately had to be cancelled due to corona. However, a corresponding publication is currently in the peer review process of the International Review on Public and Nonprofit Marketing.

In academic discourse, the topic of reputation is repeatedly associated with corporate social responsibility. In corporate practice, too, the establishment of a sustainability strategy represents an important instrument in reputation management. According to Fombrun's reputation model, it is also involved as a decisive factor in building reputation, so that the two concepts are often seen as two sides of the same coin. Against this background, BRMI and Faktenkontor assumed both parallel and temporally offset swing effects between sustainability and the respective other dimensions of the reputation model.

Using the new methodological approach, they were able to demonstrate that changes in the area of sustainability are accompanied by simultaneous effects, similar to the swinging of a Hollywood swing, on the other dimensions.

As this year's BledCom2020 in June could only be offered as an online version against the background of the pandemic, Jörg Forthmann and Arne Westermann presented the findings of this study in a short video. The results are expected to appear in the Proceedings of Bled 2020.

The institute is also planning further utilization of the topic for BledCom 2021. The analysis of corporate communication against the background of the current Corona crisis is being considered. Further publications are planned in this context.

### **Sports Sponsorship**

In the sports sector in particular, sponsorship concepts are of central importance for companies in order to remain competitive in the future against the backdrop of an increasingly differentiated media landscape and the changing media usage behavior of consumers. At the same time, influencers play an increasingly important role in the communication policy of companies, because they enable an authentic and specific address of target groups. Against the backdrop of influencer marketing, the research project analyzed changes in sports sponsorship concepts in terms of instruments and possible uses in order to show the extent to which (professional) athletes can be used as influencers.

The focus was on the following research questions:

1. What characteristics can be identified with regard to the role of athletes as influencers?
2. How is promotional and non-promotional content differentiated and identified?

In the two-part study design, qualitative guided interviews were first conducted with professional athletes from various sports (beach volleyball, rowing, running). Subsequently, a quantitative content analysis 1,000 social media posts by athletes on Instagram and Facebook was realized, in particular to obtain clues for the second research question. The results of the study were presented at the Com-

munication Science Days in Vienna in April 2019. A submission of a scientific paper in a planned special issue of the MedienJournal (peer-reviewed) as well as a further scientific exploitation of the contents (possibly with a different thematic focus) have been planned.

### **c Third-party Funded Projects**

#### **Advising on the Development of the German Rescue Robotics Center (A-DRZ)**

Together with the Vice President for Research at ISM, Prof. Dr. Kai Rommel, the Institute successfully participated in a BMBF call for proposals on "Internal Security" led by the city of Dortmund's Institute for Fire and Rescue Technology (IFR). This was undertaken together with numerous partners from other scientific fields for the establishment of a competence center in the field of fire and rescue technology. As a subcontractor of the German Rescue Robotics Center (DRZ), the institute was able to support the development of a vision, mission and brand identity at the beginning of the year and, based on this, to drive the expansion of social media communication. Currently, the task is to create a business model that ensures the financial independence of the association even after the end of the funding phase. In this context, the institute provides support on strategic issues and advises on all aspects of organizational structure, cash flows, employee planning, a suitable legal form, opportunities, risks and challenges. To support the operational activities of the competence center, the institute also conducts analyses to map the general demand and need for a training program on the use of rescue robotics among emergency forces. Details on the current project progress and status can be found on the DRZ homepage:

<https://rettungsrobotik.de/>.

The DRZ is the leading civilian competence center for the use of robotic systems in hostile environments for civilian terrestrial hazard prevention. The DRZ addresses key issues such as how rescue operations in hostile environments such as fires, collapses or floods as well as the handling of hazardous substances can be made safer and more effective in order to protect emergency forces and facilitate their work. Thirteen joint partners are working on future technologies for intelligent rescue robots in the joint research project funded by the BMBF to establish the DRZ. In the competence center, they are being further developed into practical solutions and made usable.

The DRZ is concerned with the following topics and objectives:

- The positioning of the DRZ as a central thematic point of contact for politics, industry, associations
- The active promotion of developments in the fields of robotics and artificial intelligence
- The influence on standardization/certification/standardization
- Licensing of own developments
- The European Network

The site in Bodelschwingh (Rhodesdick 32, 44357 Dortmund), which will be occupied in September 2020, serves as an optimal testing ground with sufficient space for extensive testing of the robotic systems. Developments in artificial intelligence (AI) can also be put to the test here and continuously refined. Only recently, situational awareness cameras were installed that enable drone systems to find their way around the space. This technology is a milestone in this field and will henceforth be further developed for the DRZ by Prof. Surmann at the Westfälische Hochschule Gelsenkirchen, among others.

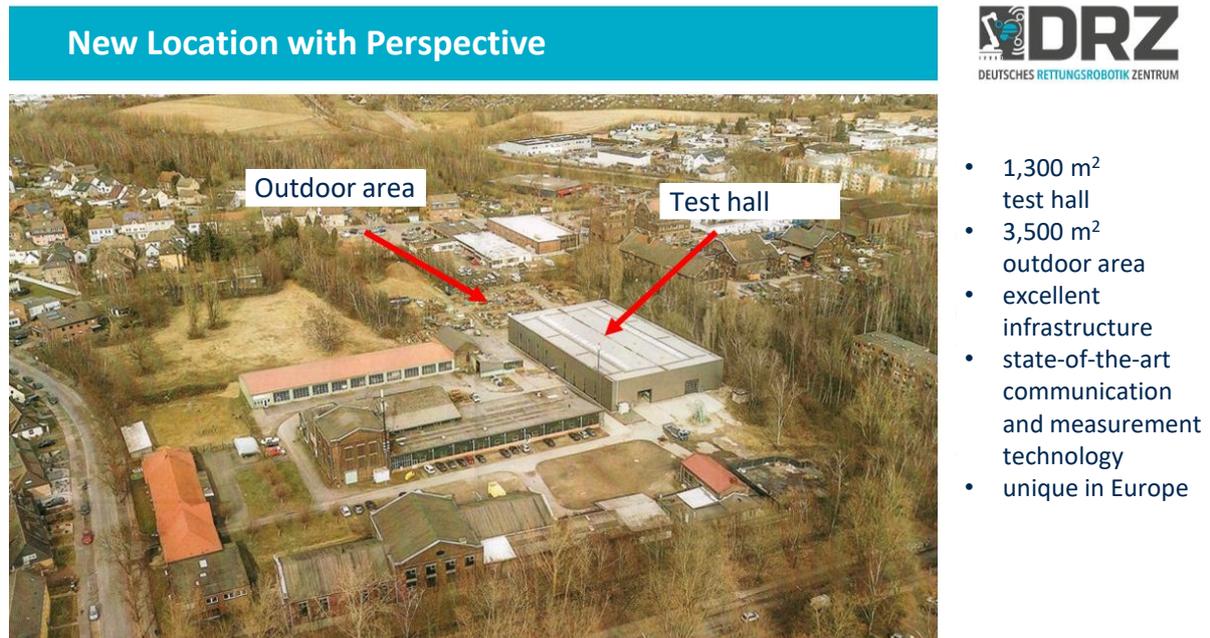


Figure 1: Site of the DRZ

Source: Maschinenfabrik Völkmann

### Preparation of Application for the VW Project on Science Communication

The ISM and the BRMI @ISM are always interested in strengthening activities in the field of science and research and in promoting the degree to which knowledge is gained. Against the background of an increasing loss of trust and credibility in institutes, research and science in general, as well as fundamental structural deficits in the communication of scientific knowledge, the VW Foundation launched the project "Science Communication to the Power of Three - Centers for Science Communication Research". In cooperation with the Dortmund University of Applied Sciences and Arts and the WHS, Arne Westermann and Kai Rommel became involved as potential project leaders in the preparation of an application for the establishment of a future competence center. In a transparent way, they presented the competencies of the threesome for a "Center of Media and Communication for Transformation in Science", which will take over advisory functions for scientific institutions as a staff unit and establish a fruitful dialogue with journalists.

#### d Other Projects (ongoing)

##### Marketing Monday

The year 2020 is probably one that will be remembered for a long time to come. Contrary to what was thought at the beginning, Covid-19 encroaches on almost every area of everyday life. It moves us all, changes established processes and emerges as a dominant theme from all media. Immediate effects such as a drop in sales, short-time work or home offices are just some of the numerous messages that are being communicated repeatedly. The marketing and communications industry is also not unaffected. Against this background, the Brand & Retail Management Institute @ ISM asks what the concrete changes for marketing will look like, what challenges, opportunities and risks will arise and what a potential New Normal for the industry will look like. As part of the digital lecture series "Marketing Monday", the institute invited experienced experts to provide impetus for a possible new future for the industry and discuss it with the participants.

The positive response to this lecture format invites a continuation of the Marketing Mondays with further exciting topics, in which the exchange between science and practice is strengthened.

### Social Listening

In order to gain experience with innovative analysis methods, the Brand & Retail Management Institute @ ISM acts as a scientific partner in the context of several so-called social listening studies on various topics such as customer preferences and employer branding. An external partner, the agency Faktenkontor, conducts the studies themselves. They are based on the automated, statistical evaluation of user communication in social media and thus fall into the area of so-called Big Data analyses. The results are published successively in popular media (including Wirtschaftswoche, Harvard Business Manager, Capital, Focus). The science partnerships represent the popular science counterpart to the scientific research in this area. (see research project "Reputation Management")

### e Organization and Structure

In order to be able to realize the aforementioned projects, the institute's management has created appropriate structures. Primarily, we would like to mention the scientific staff position, which was filled from November 2016 to June 2019 by Rebecca Zimmermann, M.Sc., an experienced and methodologically skilled person in the scientific context. Thanks to this staff position, both the quantitative and qualitative output of the Institute was raised to a high level. The position was filled by the successor Alexandra Krämer, M.Sc., in February 2020. Especially for the joint project in the field of rescue robotics, Robinson Nittke has joined the BRMI team as a scientific project staff member in April 2020.

The institute also makes use of the ISM's professorial expertise to enter into project-based collaborations. Figure 3 shows an overview of which colleagues (so-called associates) are already involved in institute activities.

MEMBERS	ASSOCIATES
 <p><b>PROF. DR. INGO BÖCKENHOLT</b></p> <ul style="list-style-type: none"> <li>• President of the ISM</li> </ul>	 <p><b>PROF. DR. AUDREY MEHN</b></p> <ul style="list-style-type: none"> <li>★ Fashion Retail, Luxury Marketing, Sales Management</li> <li>📄 Omnichannel Exzellenzy</li> </ul>
 <p><b>PROF. DR. ARNE WESTERMANN</b></p> <ul style="list-style-type: none"> <li>• Institute Director</li> </ul>	 <p><b>PROF. DR. MEIKE TERSTIEGE</b></p> <ul style="list-style-type: none"> <li>★ Communication, Digital Marketing, Strategy</li> <li>📄 Digital Barometer Germany</li> </ul>
 <p><b>ALEXANDRA KRÄMER</b></p> <ul style="list-style-type: none"> <li>• Research Assistant / Project Manager</li> </ul>	 <p><b>PROF. DR. ECKHARD MARTEN</b></p> <ul style="list-style-type: none"> <li>★ PR, Corporate Communication, Intercultural Communication</li> <li>📄 Content Marketing</li> </ul>
 <p><b>ROBINSON NITTKÉ</b></p> <ul style="list-style-type: none"> <li>• Research Assistant of Third-party Funded Projects</li> </ul>	 <p><b>PROF. DR. CHRISTOPH MOSS</b></p> <ul style="list-style-type: none"> <li>★ Digital Newsroom, Content Marketing, Communication Consulting</li> <li>📄 Content Marketing, Newsroom</li> </ul>
	 <p><b>PROF. DR. MARCUS SIMON</b></p> <ul style="list-style-type: none"> <li>★ PR-Consulting, Corporate Communication</li> <li>📄 Content Marketing</li> </ul>
	 <p><b>PROF. DR. LARS-GUNNAR FRAHM</b></p> <ul style="list-style-type: none"> <li>★ Brand Management, Sustainability Management, Market Research</li> <li>📄 Architectural Branding</li> </ul>

Figure 3: Organization Brand & Retail Management Institute @ ISM  
Source: own illustration

Externally, the Institute has entered into a cooperation within the framework of the above-mentioned social listening studies. In addition, a cooperation between the Institute and the TU Dortmund University has existed since the middle of the year with the aim of jointly working on the research project on the topic of re-commerce.

In the future, cooperation with external partners is to be further expanded. Discussions have been held at both national and international level to this end, but the ideas developed here have been shelved for the time being due to the pandemic and are to be taken up again in the future.

<b>Kienbaum Institute @ ISM</b>		
<b>Institute Management:</b>		
<b>Prof. Dr. Ingo Böckenholt</b>	<b>e-mail</b>	<b>ingo.boeckenholt@ism.de</b>
	<b>phone</b>	<b>+49 231 975139 48</b>
<b>Prof. Dr. Walter Jochmann</b>	<b>e-mail</b>	<b>walter.jochmann@kienbaum.com</b>
	<b>phone</b>	<b>+49 211 9659 399</b>
<b>Prof. Dr. Michael Knappstein (Academic Director)</b>	<b>e-mail</b>	<b>michael.knappstein@kienbauminstitut-ism.de</b>
	<b>phone</b>	<b>+49 231 975139 743</b>
<b>Contact:</b>		
<b>Lukas Maximilian Fastenroth M.Sc. (Research Associate)</b>	<b>e-mail</b>	<b>lukas.fastenroth@kienbauminstitut-ism.de</b>
	<b>phone</b>	<b>+49 231 975139 741</b>

#### **a Presentation of the institute**

The Kienbaum Institute @ ISM for Leadership & Transformation is a research and competence center that researches and develops practice-relevant solutions for trend topics in human resources management - especially in the areas of leadership, transformation & change management, demographics, and human resources. The institute was founded in November 2014 as a joint venture between the HR and management consultancy Kienbaum and the International School of Management (ISM). In addition to application-oriented research and the publication of research results for a broad audience in science and practice, it also offers individual qualification solutions and special consulting services for companies.

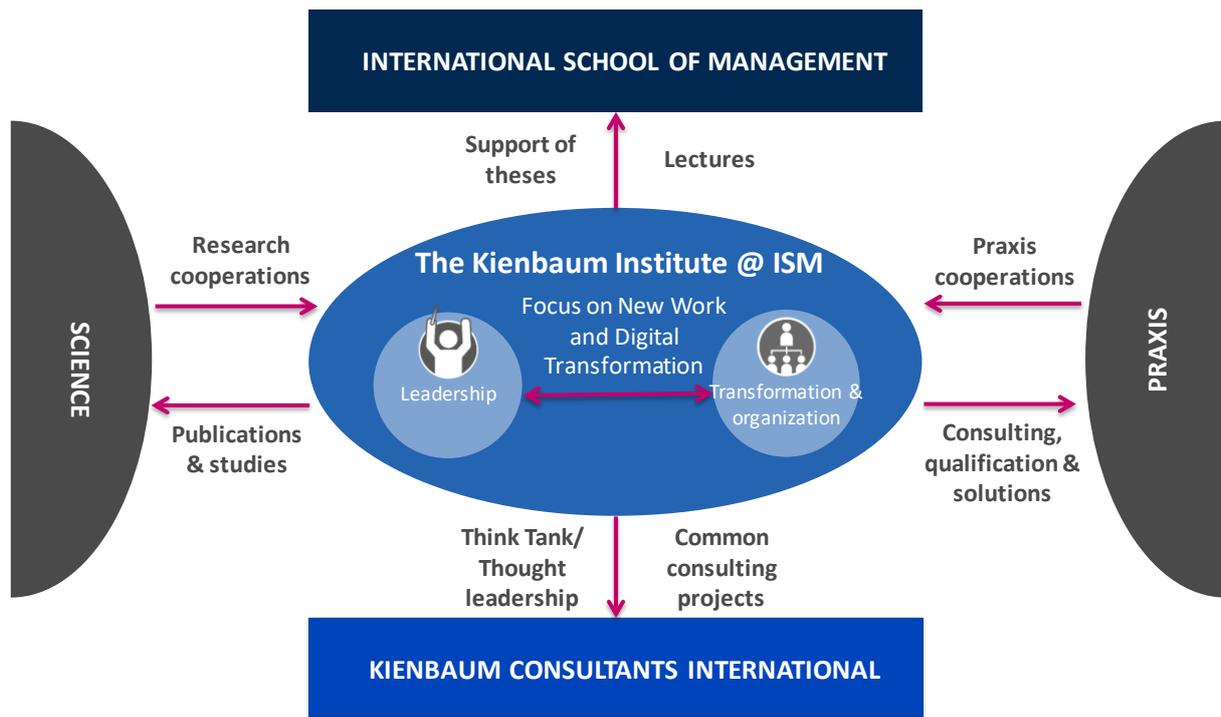


Figure 1: Competence architecture of the Kienbaum Institute @ISM

Source: own illustration

The range of tasks, competencies and services of the Kienbaum Institute @ ISM can therefore be described as follows:

1. The institute combines scientific competencies with consulting expertise. The institute's declared goal is to gain insights into the more efficient and effective use of an organization's resources and, in doing so, to design approaches, models and methods of management. This also includes a review of effectiveness as well as the formulation of concrete recommendations for action for companies and human resources managers.
2. The institute accompanies companies in developing the competencies of their employees and managers. In order to design a truly promising and sustainable change, the institute develops individually tailored and practically relevant qualification solutions for companies. This is carried out on the basis of proven methods and strategies and across all industries and functions. In designing qualification solutions, the Institute not only draws on its wealth of experience in the field of competence development for employees and executives, but also maintains a close exchange with its partners from Kienbaum and ISM. Above all, within the framework of its coaching training, the Institute imparts the knowledge and skills relevant to success in order to be able to confidently design and implement consulting and change processes with individuals and teams.

In addition to the continuous research of future topics in human resource management and the development of individual qualification solutions for companies, the Kienbaum Institute offers selected consulting services. In doing so, it concentrates on such questions and problem areas that optimally build on the results of our studies and research work. Currently, the Institute offers a screening of employee leadership from different perspectives, a check of the digital competence of employees and organizations, and a review of organizational agility. Various individual customer projects round off the portfolio.

The managing directors of the institute are Prof. Dr. Walter Jochmann, member of the management board of Kienbaum Consultants International, and the president of ISM, Prof. Dr. Ingo Böckenholt. The academic director is Prof. Dr. Michael Knappstein, university lecturer for International HR Management & Digital Transformation at ISM. Lukas Maximilian Fastenroth is a research assistant/doctoral student. The core team is continuously supported by students who complete their two- to three-month mandatory internships at the institute.

## **b Projects**

### **(1) Leadership Compass (LC)**

In 2018, the Kienbaum Institute @ ISM developed the Kienbaum Leadership Compass as a Digital Survey Solution. This Survey Solution is based on the Kienbaum and StepStone Leadership Survey ("The Art of Leadership in the Digital Revolution"; 2018) and enables managers to provide individual feedback on their leadership behavior. A new version has been available since November 2019. Among other things, a randomization of the items and test-statistical adjustments were made. A 360-degree approach was also established, which takes into account the external perception of leadership from the employees' perspective.

### **(2) Digital Readiness Check (DRC)**

Checking the digital competence of employees and organizations is the focus of the Digital Readiness Check. The instrument has been in existence for several years, and in the year under review, it was expanded to include a new modular competency model. New items were also standardized. We were able to place an article on the instrument and its relevance in the magazine "Personalwirtschaft" (publication April 2020).

### **(3) Organizational Agility Index (OAI)**

The Organizational Agility Index is a tool for holistic organizational diagnosis that integrates the latest organizational theory research on agility and ambidexterity to capture an organization's strategic and organizational agility.

Along the dimensions of Leadership and Organizational Design, four areas of an agile and high-performing organization are measured: Leadership, Culture, Structure and Capabilities. Based on the results, strengths and development areas can be identified and measures derived.

The OAI was developed by Kienbaum Institute @ ISM and validated for the first time based on a survey conducted by Kienbaum Consultants International GmbH in July 2020. Presentations and first customer projects round off the activities.

### **(4) Revision of the Kienbaum Management Questionnaire: Kienbaum Personality Inventory**

In order to meet contemporary market requirements and to respond to an increasing demand for topics such as digital transformation, ambidexterity and agility, the Kienbaum Institute @ ISM has revised and scientifically substantiated the Kienbaum Management Questionnaire. The dimensions of the Kienbaum Personality Inventory include not only Personality (Emotional Stability, Team Focus, Extraversion, Conscientiousness), Potential factors (Decisiveness, Willingness to Change, Emotional Awareness, Metacognition) and Core (Motivation, Volition, Self-Stability) but also indirectly the dimension Leadership. The instrument will be piloted by the end of 2020.

## **(5) Business Coaching Training**

To meet the changing digital environment and respond to the increasing demand for topics such as digital transformation, change, and agility, Kienbaum Institute @ ISM has revised the content of the coaching training. The modules now include content and practical aspects on agile project management (e.g. methods such as SCRUM, Business Model CANVAS, etc.), innovation techniques such as design thinking, and digital transformation and change. The Business Coach Training also took place this year. A cohort started in March 2020 and another course will take place from October 2020.

### **c Third-party funded projects**

#### **Diversity Innovation Support Scheme (DINNOS) (third party funding application in cooperation with Aston University and the University of Wuppertal, approx. 50,000 € scope)**

In cooperation with the University of Wuppertal and Aston University, the Kienbaum Institute @ ISM was able to successfully submit a proposal for third party funding. The aim of the cooperation is to develop and validate an Innovation Support Scheme for innovations of small and medium-sized enterprises in Great Britain and Germany. Kienbaum Institute @ ISM is mainly responsible for supporting the literature research, the conception of the instrument and the data collection. Currently, participating companies are being acquired.

### **d Ongoing studies**

#### **(1) Future Skills (cooperation with StepStone and Kienbaum Consultants International GmbH)**

The changed tasks and problems that specialists and managers have to solve in a digitized working world call for changed competencies. These competencies include, on the one hand, new, mostly technological competencies (e.g., digital competence) and, on the other hand, already familiar competencies whose importance has increased (e.g., creativity or critical thinking), but also informally learned competencies. Derived from this, the question arises as to which competencies will be of decisive relevance for employees in the future.

To answer this question, Kienbaum Institute, in cooperation with the job platform StepStone, is developing a future competency model that will be tested in an extensive quantitative survey of several thousand specialists and managers in Germany. An initial model was finalized in early 2020. However, due to the Corona pandemic, the main survey was initially postponed to a later date (probably from October 2020) at the instigation of Stepstone.

Instead, a short survey was conducted in May 2020 on important competencies during the Corona crisis. The core result here was that employees recognize a need to catch up in acquiring digital skills, but only very few want to work on their deficits. A publication will soon appear in the Welt am Sonntag. In addition, the Kienbaum Institute was able to validate a new short scale for informal learning as part of this study, for which a PR publication will be submitted shortly.

In parallel, three ISM students are writing their theses on the topic of Future Skills and testing a first draft questionnaire on smaller samples. This questionnaire is based on a cooperation with the Free University of Bolzano. A joint PR publication is also being sought for this.

## **(2) Workforce Ambidexterity**

For companies, advancing digitization means a profound transformation of their workforce. Increasing automation processes are replacing certain activities and shifting the distribution of requirement areas from low-skilled, medium-skilled and high-skilled job profiles. To investigate potential redistributions of job profiles, Kienbaum Institute @ ISM together with the University of Applied Sciences Ludwigshafen conducted expert interviews with executives from corporations and medium-sized companies since the first quarter of 2020. Initial results show that HR managers expect considerable substitution effects from automation, particularly in the low- and medium-skilled area. However, there are also differences between sectors. Hospitals, for example, are hardly or not at all affected by reallocation. Currently, the last interviews are being conducted and the form of publication is being agreed upon.

## **(3) Robotic Process Automation**

New possibilities for the use of digital technologies also include increasing the degree of automation of work processes. Together with Prof. Bamberger from ISM, the special features of change management in the implementation of Robotic Process Automation will be highlighted. A lecture at the fall workshop of the Commission Personnel in the Association of University Professors of Business Administration (VHB) as well as the keynote speech at the Dortmund Science Day are planned; the goal is a joint PR publication. The supervision of a thesis of an ISM student in cooperation with an RPA company is also planned.

## **(4) Temporary employment and employer attractiveness (cooperation with Koblenz University of Applied Sciences)**

Temporary employment is a regular occurrence for new hires of qualified specialists. From the company's point of view, the reasons for fixed-term contracts are an extended probationary period or an uncertain market situation. Nonetheless, from the employer's point of view, permanent contracts can also be disadvantageous because they have a negative impact on employer attractiveness. First results seem to confirm this assumption. The next step will be a presentation at the fall workshop of the Commission Personnel in the Association of University Professors of Business Administration (VHB) and a German-language PR publication.

## **e Publications**

### **(1) Agility Survey (cooperation with StepStone and Kienbaum Consultants International GmbH)**

The survey on digital and agile structures already conducted in the previous year was finally evaluated and the publication completed in the first quarter of 2020.

### **(2) Talent Management (cooperation with Kienbaum Consultants International GmbH)**

Increasing academization and development into a knowledge society, changing needs and attitudes toward work, and the growing relevance of expert knowledge in the digital world of work have sparked intense competition for potential talent ("war for talent"). Talent management plays a crucial role in attracting, retaining and developing high-performing employees. Companies are therefore forced to maintain comprehensive talent management measures in order to

ensure a workforce that can meet the demands of the digital world of work and thus maintain or expand the organization's competitiveness. Despite the widely acknowledged importance of talent management in practice, the understanding and definition of the measures remains vague. Consequently, the Kienbaum Institute @ ISM, in cooperation with Kienbaum Consultants International GmbH, has sharpened the concept of "talent" and validated the theses developed by Kienbaum Consultants International GmbH in a past study ("Trust in Talent", 2018) in a quantitative survey with 1,000 "white collar" employees. The survey took place in November 2019. The final publication will take place in the last quarter of 2020.

### **(3) Corporate Purpose - Cooperations with Kienbaum Consultants International, human unlimited as well as Squeaker / Staufenbiel and Koblenz University of Applied Sciences**

Corporate purpose encompasses the *raison d'être* of companies beyond the need to generate profits. Despite the apparent relevance of purpose, it remains unclear how purpose plays out in management practice and influences the organization. To confirm its relevance, purpose should favor crucial organizational influencing factors. However, the data on purpose is limited, both practically and scientifically.

In order to address this deficit and gather data-based insights into purpose in management practice, an initial study was conducted on behalf of Kienbaum and human unlimited. The study comprised an online survey in which more than 1,300 employees in Germany took part. The operational implementation and scientific support of the survey was carried out by the Kienbaum Institute @ ISM and the market research institute Innofact. The questionnaire was available in German and English and included both items for the self-assessment of the participants and items for the external assessment of their employer or manager.

The findings will soon be presented in a report on the results and practical implications and recommendations for action will be given. A conference presentation is also planned at the fall workshop of the Commission Personnel in the Association of University Professors of Business Administration (VHB). Further publications on the topic are in the planning stage.

A second study examines the effects of different implementation paths of Corporate Purpose on employer attractiveness. The aim is to find out which implementation forms are credible and which are perceived as manipulation or greenwashing. The study was designed in collaboration with the Squeaker platform and Koblenz University of Applied Sciences, and completion of the survey is planned by the end of 2020.

## Institute for Real Estate & Location Research REL@ISM

### Institute Management:

Prof. Dr. Ingo Böckenholt	e-mail	ingo.boeckenholt@ism.de
	phone	+49 231 975139 48

Prof. Dr. Werner Pauen (Academic Director, Section Real Estate)	e-mail	werner.pauen@ism.de
	phone	+49 89 2000350 80

Prof. Dr. Dieter Schlesinger (Academic Director, Section Location Research)	e-mail	dieter.schlesinger@ism.de
	phone	+49 89 2000350 86

### Contact:

Vanessa Piller B.A. (Research Associate)	e-mail	vanessa.piller@ism.de
	phone	+49 89 200 03 50 60

### a Presentation of the Institute

Since 2016, the Institute REL@ISM at the Munich campus is the organizational base for the ISM professors with a research focus on real estate economics and location research. This applies to both their research work and practical cooperations. Through the membership of the Gesellschaft für Immobilienwirtschaftliche Forschung e. V. (gif), the ability to network within the scientific community is guaranteed. The methodological basis is mainly provided by economic models and economic geography. Furthermore, there is a direct transfer of knowledge between research and teaching through, among other avenues, the M.Sc. Real Estate Management course. The institute focuses on

- conceptual issues such as real estate and pricing models as well as systematization of location evaluations and
- application-oriented research that is then transferred into practice. This includes the development of rental price models, real estate valuation methods, concepts for location development as well as the collection, processing and provision of specific market and location data.

### b Main Research Projects

In July 2020, former institute member Vanessa Piller was awarded the University Prize of the Department of Labor and Economic Affairs by the City of Munich for her research on "**Possibilities of project development of a hybrid real estate properties in high-priced markets based on target costing - the example of Munich**" [orig.: "Möglichkeiten der Projektentwicklung einer hybriden Immobilie auf der Grundlage des Target Costing in hochpreisigen Märkten – am Beispiel München"].



*Figure 1: Award for former institute employee Vanessa Piller*

*Source: LHM*

Hybrid real estate" properties are defined as high-rise buildings with multi-purpose uses, for example offices, hotel and retail uses within one building. It will certainly take some time before this idea breaks up the mono-functional structures of the real estate market that have been established over centuries. Nevertheless, initial developments are noticeable, especially in some of Germany's high-priced real estate markets.

The constant rise of inhabitants in major German cities and the problem of land shortage is leading to a general trend toward building taller buildings, especially in inner-city locations. In addition to numerous residential towers, a number of properties with hybrid uses are currently being built, such as the "Omniurm" in Frankfurt's banking district or the "Elbtower".

In Munich, the development of hybrid real estate properties has so far focused on smaller buildings, as the city imposes strict limits on the development of high-rise buildings within the urban area. Nevertheless, the trend of hybrid project development can also be seen in the Bavarian capital.

Since hybrid real estate properties are a concept that has not yet been established in Germany, its appearance raises fascinating economic questions. Whereas numerous yield and cost indicators are available for the typical asset classes of residential or commercial real estate, hardly any indicators are available for multifunctional buildings. In principle, "hybrids" have a special risk-return profile due to the integration of uses.

The development and construction of a hybrid real estate is linked with an additional expense, whose relationship provides benefits not only for the investor, but also for the end user, but has rarely as of yet been researched. This cost-benefit ratio is of central interest in the present study.

In practice, the focus lies often on minimizing the development costs of a property, which, however, has a negative influence on the returns and entail numerous follow-up costs<sup>1</sup>. Therefore, the research focuses on this early phase of cost management in real estate project development. Thereby, "the benefit [...] is represented by the qualities that are necessary for the user to fulfill his requirements"<sup>2</sup>.

The concept is based on the method of target costing, which takes the approach outlined above of determining the cost of a product based on user requirements and integrates it into a business management tool for cost determination.

The research refers to real estate markets with a high price level, since the project development of a multifunctional real estate requires a high profit potential at the location.

By way of introduction, the theoretical framework is established by presenting the project development of a mixed-use property. This is followed by a consideration of the theory of the portfolio approach, which is used as eligibility for mixed use within a property. There follows an introduction to the method of target costing, which will be taken up repeatedly in the course of the research and adapted to the specific needs of the real estate sector.

In the following chapter, the special features of hybrid real estate are presented. First, the manifestations of hybrids in terms of the composition of use are discussed, before the origin of hybrid use is examined. Furthermore, the structural typology of multifunctional real estate is characterized and the manifestation in Germany is discussed. Based on a market analysis of the individual functions, opportunities and risks of integrated use are identified and the potentials and challenges of hybrid real estate are highlighted.

Subsequently, a theoretical model is set up that identifies the optimal use composition of a hybrid real estate property. First, the transfer of target costing to project development is discussed. Subsequently, various utilization concepts are developed against the background of building law, which are subjected to economic considerations within the framework of the model.

The next step describes the derivation of the achievable rent on the market of the project development, under the inclusion of which the allowed costs are later determined. Furthermore, the derivation of the values in use, the compilation and splitting of the allowable costs as well as the derivation of the standard costs according to DIN 276 are explained as a basis for the compilation of the target costs.

Once target costs have been identified, the various alternative uses are subjected to a profitability calculation and a market value assessment in accordance with the "Ertragswertrichtlinie" and "Immobilienwertermittlungsverordnung", whose specific design is explained in the context of the model.

The model is summarized in the figure below.

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<sup>1</sup> cf. Bon 1989: 15 f.

<sup>2</sup> Krupper 2006: 5

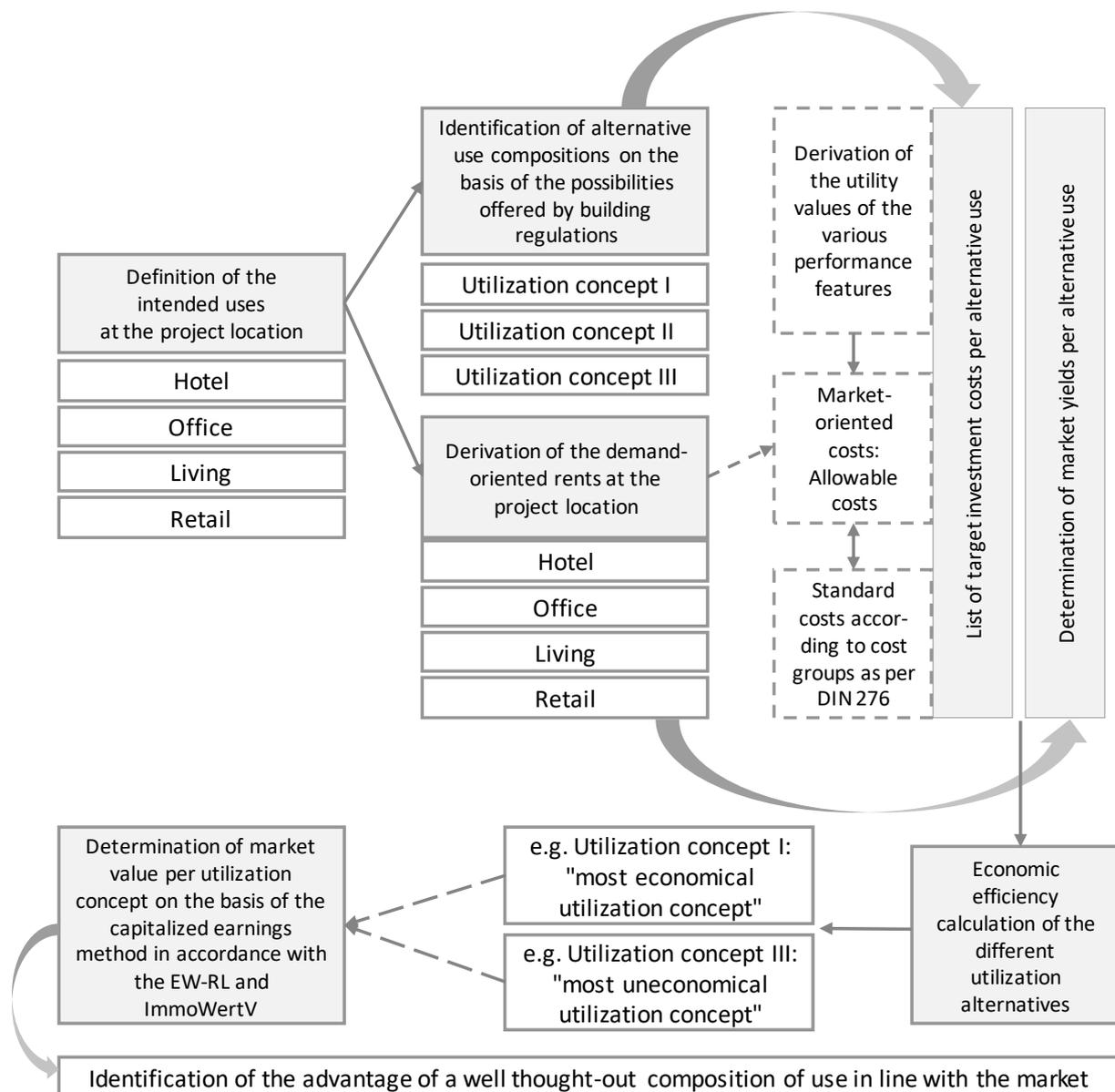


Figure 2: Model for the composition of use of a hybrid property

Source: own illustration

In order to verify the functionality of the model for optimizing the success of a hybrid property, it is then applied to the example of a hybrid project development in Munich - the "Schwabinger Tor".

In summary, it can be stated that hybrid real estate can certainly be said to have potential for the German market, and in particular for the Munich market. Particularly in high-yield real estate markets such as Munich, vertical integration of uses within a property can produce not only an economic but also a social and urban development benefit.

Multifunctional real estate puts people back at the center of urban development, which meets the population's aspirations for short distances, time efficiency and a revitalized society. Establishing hybrids in German cities will nevertheless require persuasion and time, as investors and cities have so far shown little awareness of this new type of real estate and the additional costs associated with development and construction can act as a deterrent.

This is the starting point for the model developed in the research to optimize the success of the utilization composition of hybrid real estate. This model calculates the product profile and the resulting construction costs of a hybrid real estate at an early stage of the project development according to the preferences of the users in order to ensure an economically sustainable use over the entire life cycle of the real estate.

The basis for this is formed by various utilization concepts that could be realized at the project development location within the framework of the possibilities offered by building law. Based on various profitability calculations, the model must identify the most profitable alternative use for the location and thus show that a market-conforming and user-oriented project development and, in particular, the cost calculation within the framework of this produces an economic advantage for the investor.

As part of the theoretical development of the model, the derivation of the rents achievable on the market and the factors influencing the end users' willingness to pay were analyzed in particular, in addition to the conditions under building law. In addition to residential and office use, hotel and retail use were also considered. In this way, the rent-influencing indicators of location, condition and amenities were identified, which then served as the basis for subsequent utility value derivation by means of a user survey. They are then transferred to the cost units of land, building and amenities as part of target costing. In the research, the determined allowable costs are compared with the standard costs in accordance with DIN 276, which are derived from the cost parameters of the BKI, and allow the target costs per utilization concept and type of utilization to be drawn up. On this basis, the total investment costs can be determined, which are used to calculate the earnings ratios of the utilization concepts. A final calculation of the capitalized earnings value of the most profitable and least profitable alternative uses illustrates the economic advantage of a well thought-out mix of uses.

To test the functionality of the theoretical model, a partial plot of the already realized urban quarter "Schwabinger Tor" in Munich was used, as this was considered a successful hybrid development in one of the most expensive real estate markets in Germany and a useful reference object. The application focused on retail use, residential as well as office use. The application was able to identify a concept that exceeds the concept in terms of market value by approximately €2,300,000. This alternative use has the highest degree of mixed use.

The economic effectiveness of the integration of uses within a property is thus confirmed, at least with regard to the reference property. However, the application of the model also revealed some problem areas, especially in the context of transferring target costing to project development. For example, the comparison of the allowable costs derived from the user survey and the standard costs made it clear that the realization of the transfer of the weighting of user preferences to the structure of construction costs is hardly feasible in high-price markets.

The land value, for example, which is based on the land value valid at the location and cannot be influenced in the context of project development, far exceeded the permitted costs according to the user preferences at the location of the reference object. The determination of the building costs, on the other hand, was carried out without any problems. As a result, there was a cost gap, which was used for the equipment, so that at least a minimum of the user requirements in this regard were taken into account in the cost calculation. Accordingly, there was a deviation from the actual results of cost splitting, which is why the application of the target costing approach in the context of building cost calculation is assessed as having limited applicability and further specifications are required for the model to be fully functional.

There is also a need for further research on the question of how the effects of the integration of uses behave in locations where there is a greater discrepancy between the rents achievable per type of use. However, the assumption can be made that the effects on the economic indicators of the various use alternatives would be significantly amplified.

Thus, this paper serves as a driver for real estate research and awareness among cities, project developers, investors, and the public regarding the trend of multifunctional real estate.

### c Other Projects (ongoing)

The first issue of the **Research Journal for Applied Management** contains the article "Diamond of Regional Development" by Schlesinger, Dieter M.; Pauen, Werner; Neumair, Simon M. This is a summary of the theoretical preliminary work of past few years.

The planned development of regions is characterized by a variety of approaches from different sub-disciplines (including regional planning and development, geography, social sciences, economics, urban planning, geosciences and life sciences). Often, classical management concepts, such as SWOT or PESTLE analysis, form the basis of the research, which is then modified - depending on the objective. However, a stringent concept does not yet exist, which is why the article derives a model of regional development

### d Organization and Structure

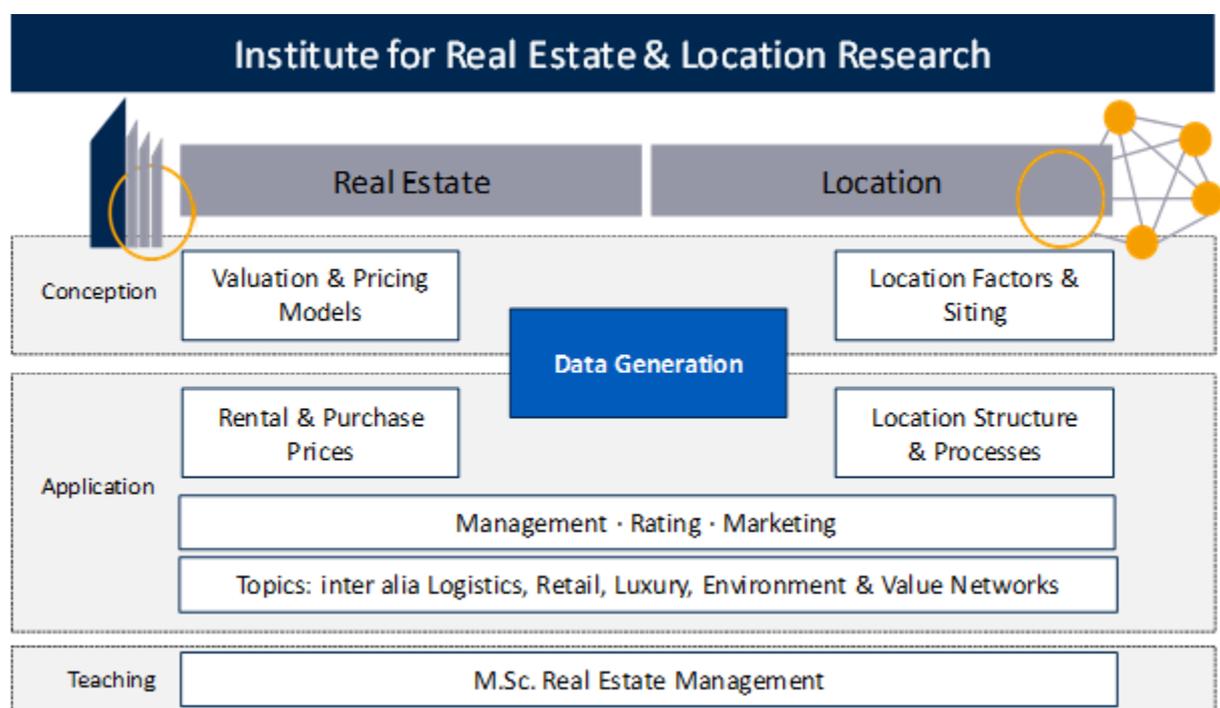


Figure 3: Organization of the institute

Source: own illustration

<b>Entrepreneurship Institute @ ISM</b>		
<b>Institute Management:</b>		
<b>Prof. Dr. Ingo Böckenholt</b>	<b>e-mail</b>	<b>ingo.boeckenholt@ism.de</b>
	<b>phone</b>	<b>+49 231 975139 48</b>
<b>Prof. Dr. Horst Kutsch</b> (Academic Director)	<b>e-mail</b>	<b>horst.kutsch@ism.de</b>
	<b>phone</b>	<b>+49 221 270995 87</b>
<b>Prof. Dr. Ulrich Lichtenthaler</b> (Academic Director)	<b>e-mail</b>	<b>ulrich.lichtenthaler@ism.de</b>
	<b>phone</b>	<b>+49 221 270995 89</b>
<b>Contact:</b>		
<b>Alida Hensen M.Sc.</b> (Research Associate)	<b>e-mail</b>	<b>alida.hensen@ism.de</b>
	<b>phone</b>	<b>+49 221 270995 71</b>

#### a Presentation of the Institute

The Entrepreneurship Institute@ISM (EPR@ISM) bundles entrepreneurship know-how, research results and current trends in a competence center. Findings from research projects are transferred to science and practice. Current research topics are incorporated into teaching, including the M.A. Entrepreneurship degree program at ISM. The institute is located at the ISM Campus Cologne. The areas of **research, education and consulting** form the three central pillars of the institute (see Figure 1). Research includes both internal research projects and thought leadership, as well as cooperation projects and contract research. In the context of entrepreneurship education, a distinction can be made between the courses offered at ISM, especially in the master's program in entrepreneurship, and the implementation of entrepreneurship events for students and practitioners. The third area, consulting, is aimed in particular at students, employees and alumni interested in founding a company, as well as external founders and established companies.



Figure 1: Central pillars of the institute

Source: own illustration

## **b Staff member at the Entrepreneurship Institute @ISM**

The EPR@ISM team consists of the institute management, represented by Prof. Dr. Böckenholt, Prof. Dr. Horst Kutsch and Prof. Dr. Ulrich Lichtenthaler, and the research assistant Alida Hensen.

Prof. Dr. Böckenholt has been the President of ISM since 2013 and has already been working at ISM since 2008. Prior to his teaching activities, Prof. Dr. Böckenholt worked in the management of various renowned large corporations.

Prof. Dr. Kutsch is Professor for Entrepreneurship and Statistics at ISM Cologne and head of the M.A. Entrepreneurship program. Furthermore, he has been a consultant for entrepreneurship, statistical methods and data analysis for many years. As a member of the business research group innovative technologies at the University of Cologne, he received his doctorate on the topic of "Representativeness in online market research". Afterwards, he was a scientific project manager at the University of Koblenz-Landau for several years, where he was, among other things, a founding partner and CEO of Scienovation, a consulting company for start-ups from and in science that emerged from a BMWi funding project.

Prof. Dr. Lichtenthaler is Professor of Management and Entrepreneurship at the International School of Management in Cologne. He is also a speaker, executive coach and freelance consultant, and holds training courses on innovation, entrepreneurship, digital transformation and artificial intelligence. He holds a PhD from WHU - Otto Beisheim School of Management and has taught at the University of Mannheim. Before joining ISM, he worked as a top management consultant for several years.

Mrs. Hensen is a research associate at the Entrepreneurship Institute @ ISM and holds a Master of Science in Psychology and a Master of Science in Management from Lund University in Sweden. In addition, she has already gained first experiences at a renowned personnel service provider and in a coaching and consulting company. During her studies, Mrs. Hensen volunteered as a Student Relations Coordinator and organized business tours to Dublin and London for students to visit and learn about various innovative companies such as Salesforce and Google.

## **c Research**

### EXIST potential

The EXIST funding application "Entrepreneurship as a Service" (EaaS@ISM) submitted by EPR@ISM as part of the funding measure "EXIST-Potentiale" was proposed for funding by the review panel in December 2019 and will receive funding of almost one million euros from the BMWi. Within the framework of the four-year project, among other things, a perceptible and activating start-up culture is to be established at ISM and ideal framework conditions for the emergence of innovative start-ups from within the university are to be created. The project is coordinated by Prof. Dr. Kutsch and is scheduled to start on 1st October 2020.

The first goal of EaaS@ISM is the establishment and sustainable consolidation of a university-wide start-up culture. The aim is to establish ISM as a future university for start-ups in its cultural essence, its cultural uniqueness and its cultural temporal endurance. Another goal concerns the classic basic promotion of start-up-oriented thinking and action across all target groups (professors, academic staff, students and administrative staff) and across all campuses. Finally, a third goal focuses on the specific promotion of the research institutes towards start-up-oriented thinking and acting. The re-

search institutes of the ISM show the claim to be particularly good not only in application and practice-oriented teaching, which is characteristic for a university of applied sciences, but also in research. To achieve this, the institutes must be made capable of innovation on the one hand, and on the other hand, a targeted search must be conducted for research results that have the potential to be transferred into innovations and start-ups.

#### Cologne Veedel as a local flagship

In addition, the Institute is working on the consortium project 'Cologne neighborhood as a local flagship [orig.: Kölner Veedel als lokaler Leuchtturm]', which is being carried out in cooperation with the Institut für Handelsforschung Köln (IFH) and the Cologne Chamber of Industry and Commerce. Prof. Lichtenthaler and Mrs. Hensen are the main collaborators of the institute. The project is sponsored by: the Ministry of Economics, Innovation, Digitalization and Energy of the State of North Rhine-Westphalia, the Ministry of Home Affairs, Municipal Affairs, Building and Equality and the Ministry of the Environment, Agriculture, Nature Conservation and Consumer Protection. In times of e-commerce and pure internet marketplayers, brick-and-mortar retail is experiencing a general decline in sales, which subsequently has a significant impact on the vitality of city centers. The aim of the 'Local Loyalty Cologne' project is therefore to develop effective approaches to keep purchasing power in the city that is threatened by online and mail-order retailers, cross-border trade and other locations. Using the example of selected districts in Cologne, the aim is to develop business models that contribute to maintaining or increasing the productivity of retail space. Retailers and service providers were asked about their ideas regarding a local loyalty program. The results and ideas for the digital customer loyalty program were presented in workshops and worked out in more detail. Based on this, a viable business model has already been developed by ISM. The implementation phase of the customer loyalty platform with numerous network partners is expected to take place at the end of 2020.

#### Study on the topic: What are the most important challenges for companies in the Corona crisis?

Prof. Dr. Lichtenthaler and Mrs. Hensen conducted an online survey in March 2020 with 103 participants who work in companies located in Germany. As part of this short survey in the context of the Corona crisis, the participants were asked to name what they considered the three most urgent current challenges for the company in which they work. The responses of the 103 participants to each of the three most urgent challenges were systematized in terms of content into 44 subcategories, which could be combined into five main categories. The main category 'Ensuring liquidity' includes content-related aspects such as liquidity and that government aid is not sufficient. Even though these challenges can be extremely important for an entire company in the short term, they only comprise 13.07% of the mentions. The main category 'Securing customer access' is mentioned much more frequently with 20.26% as it includes e.g. sales slumps and customer access. The main category 'Maintain key activities' concerns 16.67% of the mentions and includes e.g. the following contents: lack of equipment and resources as well as quality losses. The main category 'Implement New Work' exceeds all previous categories with 22.22%. It includes e.g. virtual work forms and travel bans. The final fifth main category 'Show empathy' comes with 27.78% to the most mentions and includes e.g. uncertainty and job security.

### Planning of further research projects

Furthermore, Prof. Dr. Lichtenthaler and Mrs. Hensen are working on submitting a project application for the Rhenish Mining District. The project application is focusing on a competence center for digitalization and innovation that supports companies and startups from the Rhenish Revier to build up relevant competencies for the successful implementation of digital and sustainable innovation. The project is planned in cooperation with several partners, including business development organizations and SMEs from the Cologne and Aachen areas.

## **d Education and Events**

### **Supervision of bachelor and master theses**

Furthermore, external PhD projects, as well as numerous ISM theses (Bachelor and Master) in the field of entrepreneurship are supervised by the institute staff as first or second reviewers.

### Events

#### *Office Hour*

Due to the current Corona situation, all planned events were implemented online this year. At EPR@ISM, the event series 'Office Hour' took place for the first time this year. At the event format, ISM students had the opportunity to exchange ideas with experienced alumni founders (Tobias Neveling from Venista Ventures and Bela Seebach from Just Spices) and to receive valuable tips on founding their own companies.

#### *Start-up Competition 2020*

The cross-campus competition was launched by the Entrepreneurship Institute @ ISM for the first time in 2018 and aims to discover new innovative start-up ideas, award successful founders, consolidate the start-up culture at ISM and promote the 'Entrepreneurial Spirit' at ISM. Following the successful implementation in previous years, students will again be offered the opportunity to submit their ideas and business plans and face an internal ISM competition in 2020. For the first time, members of the Entrepreneurs Club Cologne (ECC) will also have the opportunity to participate in the competition. In addition to prize money, participants are offered further incentives. The competition is to be established in the long term as an award and seal of quality, thus giving the winners a reputation and attracting the attention and interest of potential investors and cooperation partners.

#### *EntrepreneurshipXperience 2020*

As a replacement for the Entrepreneurship Summit, the 'EntrepreneurshipXperience' will take place at ISM as an online event series due to the corona situation. The events are intended to offer founders and those who want to become founders, inspiration for the successful establishment of their own startup. The target group includes not only ISM students and members, but also students from other universities as well as interested parties from academia and practice. This year's event series will take place from September to December 2020 under the motto "Founders tell about their experiences". As guests, the founders of an emotion-based AI startup 'TAWNY' and a sustainable swimwear startup 'LANASIA' will be invited. Furthermore, the event series will once again include the Entrepreneurs Club Cologne e.V. (ECC) founder evening. The ECC holds a founders' evening once a month, bringing together people interested in founding and a startup. The aim of the event is to

show many young people the career option of founding a startup. At the founder's evening, two to three successful founders talk about their experiences, their careers, current projects and pass on additional personal tips. This year, the Founders' Evening will take place in September 2020. More information about the guests will be announced soon.

### Networks and cooperations

In addition to the cooperations and partnerships already mentioned, the Institute is integrated into a broad network of different cooperation partners, companies, organizations and institutions. These include, for example, the Hochschulgründernetzwerk Cologne e.V. (hgnc), STARTPLATZ, the Cologne Chamber of Industry and Commerce and the Entrepreneurs Club Cologne (ECC). Together with the hgnc e.V., the focus is on supporting those interested in founding a company within the framework of seminars and workshops as well as individual consulting and coaching. The ECC is a student initiative, which supports people interested in founding a company and founders and represents an interface between startups and studies. Within the framework of various projects, the institute cooperates with the Institute for Trade Research Cologne (IFH), the Chamber of Industry and Commerce and the Institute for Business Innovation & Evolution of ISM Stuttgart, among others.

### **e Consulting**

The Entrepreneurship Institute @ ISM is the central contact point for startups, founders and people interested in founding a company at ISM and has been listed as an EXIST startup network at the Federal Ministry for Economic Affairs and Energy (BMWi) since 2018. As such, ISM can carry out EXIST funding projects through the institute, apply for and manage EXIST startup grants for startup teams, advise startup teams on their startup and accompany them through the startup process. Students and researchers interested in founding a company can find advice and support at the institute. The institute's consulting services for founders are continuously being expanded and successively extended through further cooperation with external partners.

From September 2019 to August 2020, 42 students took advantage of start-up advising with Mrs. Hensen. Furthermore, more than 50 counseling sessions were held with the students. In addition to individual counseling, a LinkedIn group "ENTREPRENEURS@ISM" was also founded by Mrs. Hensen with the aim of providing an exchange platform for the founders. Approximately 23 members are actively involved in the group.

Furthermore, numerous consultations took place in 2020 specifically on the topic of EXIST start-up grants. In August 2020, the EPR@ISM was able to submit the first ISM funding application to the BMWi for funding of an EXIST start-up scholarship project for a student start-up team. The application is currently under review at the BMWi. The project with a requested funding amount of 105,000 euros is led by Prof. Dr. Kutsch as project manager and mentor and accompanied by Mrs. Hensen as contact person of the ISM-EXIST start-up network.

### **f Other activities**

Since May 2020, the Entrepreneurship Institute is also represented on LinkedIn and offers students and alumni a communication platform on the topic of start-ups. Currently, the EPR@ISM Institute has 162 followers. The LinkedIn page aims to increase the visibility of the EPR@ISM internally and externally. The LinkedIn page is coordinated by Mrs. Hensen in cooperation with Ms. Gebel.

## g Scientific contributions, practical contributions as well as conference presentations

In a lively exchange between science and practice, research results are continuously and sustainably transferred to teaching, consulting and the public via publications and events. Current startup trends are identified, processed in a research-led manner and the existing cooperation with practice is strengthened. The institute thus provides an important basis for the creation of independent publications. The results and achievements of ISM in the startup field are made visible and ISM employees are offered a platform for their research work in the subject spectrum of entrepreneurship through the institute. In particular, the following scientific articles and practical contributions were published this year and presentations were given at specialist conferences and congresses.

### Publications

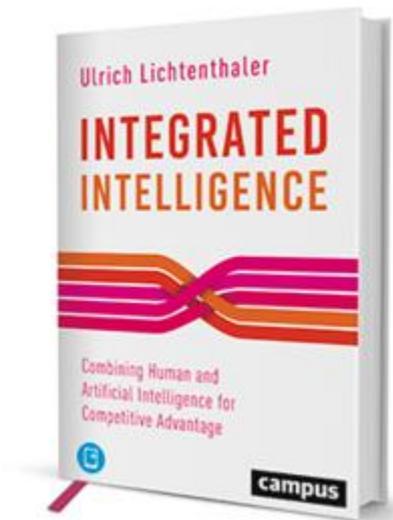
Lichtenthaler, U. 2020. Integrated intelligence: Combining human and artificial intelligence for competitive advantage. Frankfurt: Campus.

Lichtenthaler, U. 2020. Integrierte Intelligenz: Wettbewerbsvorteile erzielen durch die Kombination menschlicher und künstlicher Intelligenz. Frankfurt: Campus.

Lichtenthaler, U. 2020. Five maturity levels of managing AI: From isolated ignorance to integrated intelligence. *Journal of Innovation Management*, 8(1): 39-50.

Lichtenthaler, U. 2020. Digitale Innovationen zum Erfolg führen: Portfoliomanagement als zentrale Herausforderung. *Zeitschrift Führung + Organisation*, 89(1): 49-54.

Lichtenthaler, U. 2020. Agile innovation: The complementarity of design thinking and lean startup. *International Journal of Service Science, Management, Engineering, and Technology*, 11(4): 157-167.



### Presentations

Lichtenthaler, U. 2020. Corona-Krise: Was sind die dringendsten Herausforderungen für Unternehmen? ISM ‚Broaden Your Horizon‘ Webinar, Köln, Germany, 2020-04-21.

Lichtenthaler, U. 2020. Krisen-Kompass: Mit Strategie statt Aktionismus aktuelle Herausforderungen meistern. ISM Praxis-Webinar, Köln, Germany, 2020-04-15.

Lichtenthaler, U. 2020. E-Commerce: Freund oder Feind? Erkenntnisse aus dem Projekt ‚Kölner Veedel als lokaler Leuchtturm‘. Kölner Immobilienkongress, Köln, Germany, 2020-02-11.

Lichtenthaler, U. 2020. Monetizing car data: Creating new value in ecosystems. Handelsblatt Konferenz Monetizing Car Data, München, Germany, 2020-02-06.

## h Outlook

By the end of 2020, further research projects and publications are already being implemented, prepared or planned, as outlined above. Especially through the planned EXIST project, the Entrepreneurship Institute will be able to develop strategically and provide an expanded range of services for students, alumni and employees. Another goal for 2021 is to continue the listed projects and to develop further research fields. Furthermore, teaching and research are to be more closely interlinked by increasingly assigning theses from the institute's research areas and offering additional project seminars. Furthermore, the publication of an edited volume on the topic of artificial intelligence is planned.

### SCM@ISM – Institute for Supply Chains & Mobility

#### Institute Management:

<b>Prof. Dr. Ingo Böckenholt</b>	<b>E-Mail</b>	<b>ingo.boeckenholt@ism.de</b>
	<b>Tel.</b>	<b>+49 231 975139 48</b>
<b>Prof. Dr. Anna Quitt (Academic Director)</b>	<b>E-Mail</b>	<b>anna.quitt@ism.de</b>
	<b>Tel.</b>	<b>+49 69 66059367 11</b>

#### Presentation of the Institute

SCM@ISM is an integrated institute of ISM located on the ISM campus in Frankfurt - also with office space in the House of Logistics and Mobility (HOLM). It serves professors, scientific staff and students interested in or specialized in supply chain management, purchasing, logistics or mobility as an organizational basis for their research and project work. The scientific focus is on application and action-oriented research. The core of the institute is the full-time master's program. *M.Sc. International Logistics & Supply Chain Management (ILS)*, which is offered in Frankfurt and Hamburg.

The institute's goal is to continuously expand its position as a relevant and active operations think tank of ISM for networking science, practice and students as potential young professionals. The Institute's Advisory Board, which includes renowned experts from industry as supporters and sparring partners of the Institute, promotes its development.

In the area of Operations Management, Purchasing, Logistics and Supply Chain Management, the Institute works on the following issues that affect current and future practice and research:

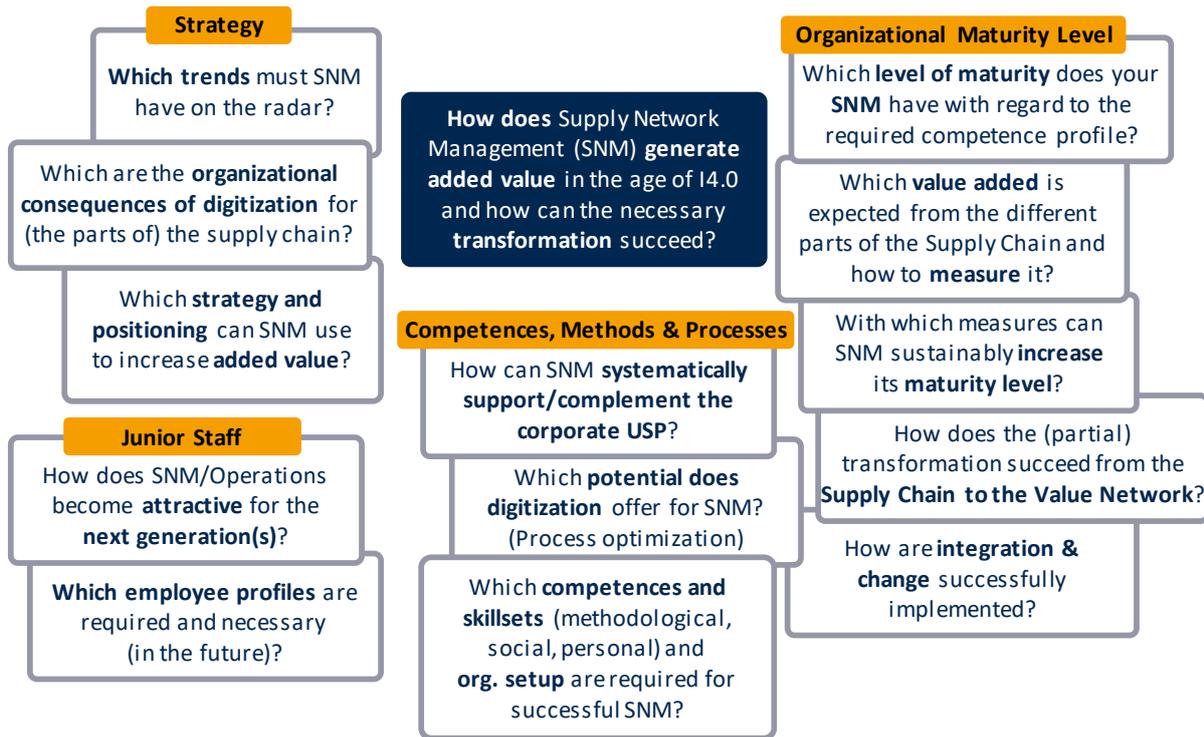


Figure 1: Current labor issues of the institute

Source: own illustration

It is the Institute's vision to continuously expand its position in supply network management and, in the medium term, to extend its expertise in the field of smart mobility and smart city.

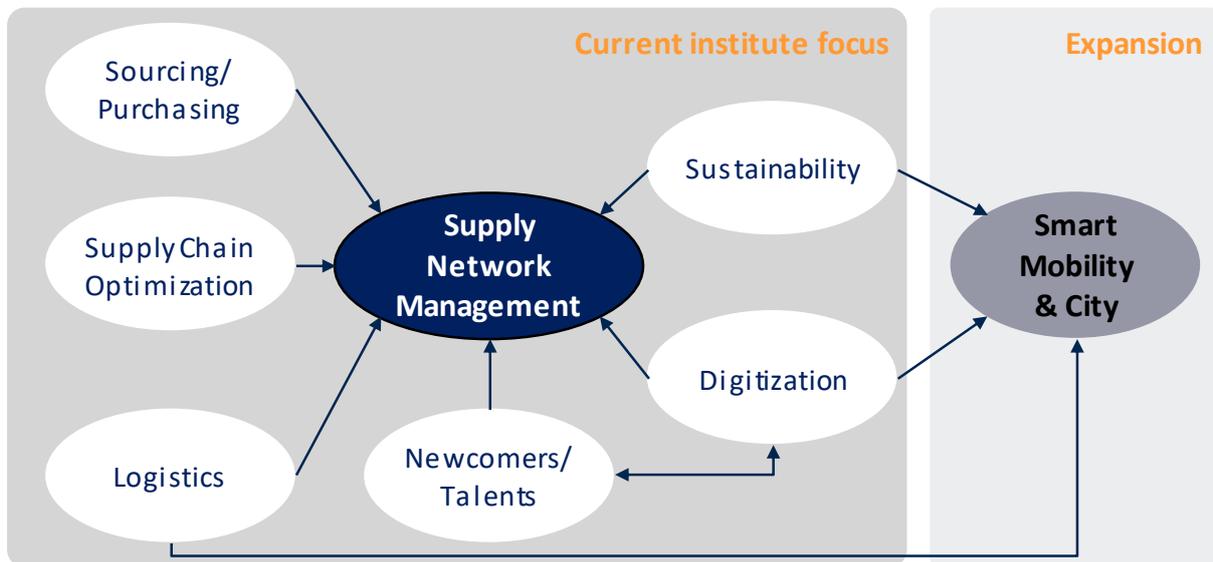


Figure 2: Main topics of the institute

Source: own illustration

The SCM@ISM Institute acts in different ways:

- **Competence center:** In the medium term, the institute bundles the professional, technical and methodological competence in the spectrum of Supply Network Management (SNM) as well as in the areas of Smart Mobility & Logistics.

- **Think tank:** The institute deals - also in cooperation with partners - with current and relevant topics of supply network management, develops and elaborates solutions, leads the interaction between students, practice and science, acts as an integrative platform for the search for talents and solutions in practice and offers our students practical relevance and relevance (events, excursions, workshops, etc.).
- **Network:** The Institute actively participates in the further development of these topics with leading partners (BME, BVL, HOLM, etc.).
- **Consulting partner & coach:** The institute acts as a project partner in - for our customers - relevant topics regarding analysis, conception and transformation/optimization.
- **Research driver:** The institute develops and publishes practice-relevant topics in a scientific context, i.e. in the form of studies, white papers, publications or focus groups.
- **Input providers for teaching:** The knowledge gained at the institute as well as the cooperations that are being established are incorporated into the continuous development of teaching.

#### *Current project*

**Study "Economic effects of the CityBahn":** For the region of Wiesbaden, Rheingau-Taunus-Kreis and Mainz, a secondary analysis was carried out to analyze the effects that the implementation of a tramway – the so-called CityBahn – as an additional public transport service is likely to have on customer contact potential, market attractiveness and real estate values in the region studied.

### Institute for Business Innovation & Evolution @ ISM

#### Institute Management:

<b>Prof. Dr. Ingo Böckenholt</b>	<b>e-mail</b>	<b>ingo.boeckenholt@ism.de</b>
	<b>phone</b>	<b>+49 231 975139 48</b>
<b>Prof. Dr. Cornelia Hattula</b> (Academic Director)	<b>e-mail</b>	<b>cornelia.hattula@ism.de</b>
	<b>phone</b>	<b>+49 711 51 89 62 120</b>
<b>Prof. Dr. Anna Quitt</b> (Deputy Director)	<b>e-mail</b>	<b>anna.quitt@ism.de</b>
	<b>phone</b>	<b>+49 711 51 89 62 161</b>

#### a Presentation of the Institute

The Institute for Business Innovation & Evolution @ISM at the ISM location in Stuttgart supports companies in **generating** unique **customer insights that enable** the **successful innovation of** products, services, processes and business models.

In addition, the institute's experts derive company-specific **solutions** for successful **business evolution from** these findings.

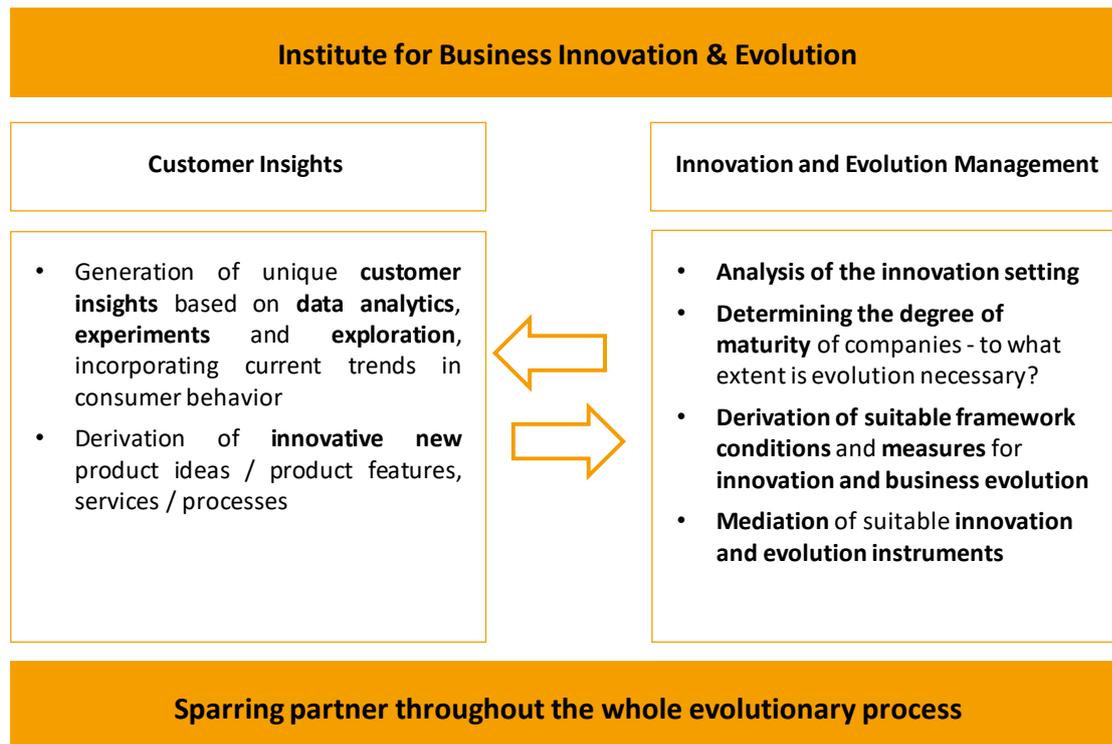


Figure 1: Institute for Business Innovation & Evolution @ ISM

Source: own illustration

The institute deals with:

- The generation of unique consumer insights to derive innovative new product ideas
- The application-oriented research of innovation and evolution management of enterprises.
- Furthermore, it serves to collect, process and provide specific success factors of innovation and evolution management

The institute is located at the Stuttgart campus, where it is integrated into the local teaching and research landscape to ensure the transfer of knowledge for research and teaching.

The institute is headed by Prof. Dr. Cornelia Hattula, campus manager of the ISM location Stuttgart, and Prof. Dr. Anna Quitt, campus manager of the ISM campus Frankfurt. Both colleagues have a research orientation in the field of innovation management as well as in relation to transformation and change topics. The institute team is complemented on a selective basis by colleagues Prof. Dr. Johannes Moskaliuk (organizational and learning psychology), Prof. Dr. Dirk Steffens (human resources and corporate organization) and Prof. Dr. André Reichel (post-growth research).

## b Range of services

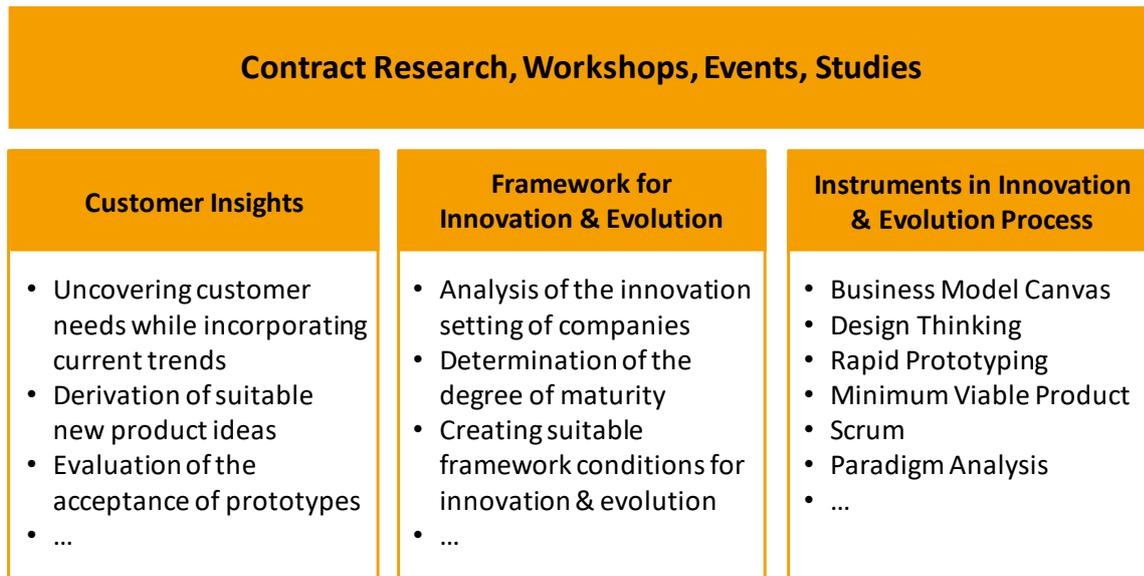


Figure 2: Service Offer Business Innovation & Evolution @ ISM

Source: own illustration

### III Further Project Reports

#### Project "The Influence of Selected Megatrends on the German Event Market" [orig.: Die Einflüsse ausgewählter Megatrends auf den Veranstaltungsmarkt Deutschland]



**Project management:** Prof. Dr. Bernd Schabbing  
*Deputy Head of Marketing, Sales, Tourism & Sports Department*  
*Program Director B.A. Tourism & Event Management*

On behalf of the VDVO, the industry association of event planners, as project partner (Doreen Biskup), students of the part-time Bachelor's program under the direction of Prof. Dr. Bernd Schabbing investigated current influences and developments of the German event market from March to August 2020. The background was to determine the value of the various partial services of the players in the event industry in the context of the current and future total value creation.

The influence and consequences of the COVID19 pandemic on the industry were also included, but were not the starting point or the core question of the project. Rather, the initial question was what is changing, e.g., as a result of digitization and other current major changes in the general conditions, in the interaction and the value chains as well as the market position of the individual players in the event industry.

As part of the in-depth study, the project team also prepared an overview of the main consequences and influences of the trends:

- Sustainability
- Digitization
- Demographic change
- Health & Nutrition
- Individualization
- Networking/connectivity
- Covid 19

on the subsectors/industry stakeholder groups:

- Trade fairs (as organizer)
- Event associations
- Company (as client)
- Service provider:
  - Event agencies
  - Software/ Digitization service provider
  - Marketing Agencies
  - Logistics
  - Security
  - Catering

- Infrastructure:
  - Exhibition halls
  - Hotels
  - Cruise ships
  - Arrival and departure on event days

In the course of the study, it became clear that, as a result of digitization, new power relationships and networks are established and are arousing, but also, for example, new opportunities to research and order services via Internet platforms or to join together in project partnerships. Above all, the event agency as the previous hub and interface of an event project ("intermediary") is being replaced more and more by own hub and interface activities of former partners, e.g., the previous service providers ("suppliers"). These include event technology, event equipment suppliers, event builders, artists and caterers, who organize themselves into a team even without an intermediary such as the event agency and, for example, transmit offers to event organizing companies and then handle them autonomously. They thus become active as an actor-to-actor network:

## STATUS QUO

### Integrating the resources of the actors in the Actor to Actor network

- There are three roles among the actors in the process:
- Idea generator = provide knowledge about the target group/customers
- Designer = combines knowledge with services or provides resources to compose new services
- Intermediaries = now consults all stakeholders to share knowledge and thereby create more innovation
- Since new services can also be composed through the resources and innovations come about through the exchange of knowledge, indirectly also produced
- Intermediaries will be replaced in the process in the future, as they are no longer needed due to service platforms

*Figure 1: Roles in the event process and redistribution of roles in the actor-to-actor network*

The organizing companies themselves are also using the new technical possibilities more and more to coordinate the suppliers and, if necessary, the event agencies themselves and thus to obtain and secure sovereignty and knowledge of the individual components and their costs and to be able to control them on an ongoing basis.

Value chain	Potential problems	Strategy
Briefing <ul style="list-style-type: none"> <li>▪ Creation</li> <li>▪ Agency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Exact description of the project</li> <li>▪ Communicate requirements clearly</li> <li>▪ Define structure clearly</li> </ul>	<ul style="list-style-type: none"> <li>▪ Uniform briefing and calculation structure</li> <li>▪ Create competition</li> <li>▪ Create transparency</li> </ul>
Concept	<ul style="list-style-type: none"> <li>▪ Creativity measurement</li> <li>▪ Cost calculation</li> <li>▪ Agency as buyer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Break down calculation</li> <li>▪ Obtain bids for the trades (agency)</li> </ul>
Reconciliation/ release	<ul style="list-style-type: none"> <li>▪ Keeping risks in view</li> <li>▪ Budget restriction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compare offers</li> <li>▪ Make-or-buy with regard to the trades</li> </ul>
Purchasing	<ul style="list-style-type: none"> <li>▪ Agency and subcontractor relationship?</li> <li>▪ Purchasing by agency must be released</li> </ul>	<ul style="list-style-type: none"> <li>▪ Check obtained offers</li> <li>▪ Own framework agreements</li> </ul>
Implementation	<ul style="list-style-type: none"> <li>▪ Control of service providers/ trades</li> </ul>	<ul style="list-style-type: none"> <li>▪ External (see above)</li> </ul>
Success control	<ul style="list-style-type: none"> <li>▪ Success, price and performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create comprehensible, uniform evaluation criteria</li> </ul>
Analysis and controlling	<ul style="list-style-type: none"> <li>▪ Usability of the data</li> </ul>	<ul style="list-style-type: none"> <li>▪ Control</li> </ul>

*Figure 2: Building blocks of value creation within an event (Planning and implementation/(controlling))*

*Source: own illustration*

The event agency is therefore likely to lose most of its importance and will be less and less able to perform the mediating and coordinating function. Instead, it will "only" create an event concept, for example, but will no longer implement it itself, or will no longer be able to purchase the partial services itself and then charge the customer a surcharge for them (including the calculation of its own selection and coordination services). Furthermore, actions that used to be carried out manually (often by employees of the event agency or event management) are now being automated more and more, e.g. participant management, admission control, processing and provision of participant and event data for clients or other participants or marketing (cf. social media). Here, too, the agency thus loses "design sovereignty" and operational business, which could previously be invoiced.

In return, the service providers gain power and emancipate themselves, but the clients themselves also penetrate more and more into the entire value chain and gain cost and personnel transparency vis-à-vis the players as well as operational negotiation and control power, so that presumably the service providers themselves cannot then realize their gains with a corresponding counterpart at the client.



#### IV Bachelor/Master Theses

A total of 821 theses were successfully completed at the ISM locations in the reporting year 2020. The following overview shows the distribution among the ISM locations.

Table 1: Appraisals of bachelor and master theses

Location	Program	Amount
Dortmund	Bachelor	82
	Master	82
Frankfurt	Bachelor	101
	Master	98
Hamburg	Bachelor	88
	Master	43
Cologne	Bachelor	58
	Master	38
Munich	Bachelor	113
	Master	73
Stuttgart	Bachelor	27
	Master	18

The distribution among the different study programs is shown in the following tables:

Table 2: Appraisals of bachelor theses by course at the location Dortmund

Bachelor Programs	Study Course	Amount
Dortmund	Bachelor of Arts Global Brand & Fashion Management	14
	Bachelor of Arts in Business Administration Finance	1
	Bachelor of Arts in Business Administration International Management	5
	Bachelor of Arts International Management	2
	Bachelor of Arts Tourism & Event Management	6
	Bachelor of Laws (LL.B.) Business Law	4
	Bachelor of Science Betriebswirtschaft International Management	6
	Bachelor of Science Finance & Management	4
	Bachelor of Science International Management	12
	Bachelor of Science International Management (English Trail)	6
	Bachelor of Science International Management (Global Economy Trail)	3
	Bachelor of Science International Management (International Trail)	2
	Bachelor of Science Psychology & Management	17
		<b>Σ 82</b>

Table 3: Appraisals of bachelor theses by course at the location Frankfurt

Bachelor Programs	Study Course	Amount
Frankfurt	Bachelor of Arts Corporate Finance	2
	Bachelor of Arts Global Brand & Fashion Management	13
	Bachelor of Arts Global Brand & Fashion Management Global Track	1
	Bachelor of Arts in Business Administration International Management	5
	Bachelor of Arts International Management	5
	Bachelor of Arts Marketing & Communications Management	11
	Bachelor of Arts Tourism & Event Management	2
	Bachelor of Arts Tourism & Event Management Global Track	1
	Bachelor of Laws (LL.B.) Business Law	1
	Bachelor of Science Finance & Management	8
	Bachelor of Science International Management	18
	Bachelor of Science International Management (English Trail)	10
	Bachelor of Science International Management (Global Economy Trail)	3
	Bachelor of Science International Management (International Trail)	2
	Bachelor of Science Psychology & Management	19
	<b>Σ 101</b>	

Table 4: Appraisals of bachelor theses by course at the location Hamburg

Bachelor Programs	Study Course	Amount
Hamburg	Bachelor of Arts Communications & Marketing	1
	Bachelor of Arts Global Brand & Fashion Management	11
	Bachelor of Arts in Business Administration International Management	4
	Bachelor of Arts International Management	4
	Bachelor of Arts International Management (English Trail)	1
	Bachelor of Arts Marketing & Communications Management	2
	Bachelor of Arts Tourism & Event Management	1
	Bachelor of Science International Management	21
	Bachelor of Science International Management (English Trail)	17
	Bachelor of Science International Management (Global Economy Trail)	15
	Bachelor of Science International Management (International Trail)	6
	Bachelor of Science Psychology & Management	5
	<b>Σ 88</b>	

Table 5: Appraisals of bachelor theses by course at the location Cologne

Bachelor Programs	Study Course	Amount
Cologne	Bachelor of Arts Betriebswirtschaft Communications and Marketing	2
	Bachelor of Arts Global Brand & Fashion Management	23
	Bachelor of Arts Global Brand & Fashion Management (Global Economy Trail)	1
	Bachelor of Arts Global Brand & Fashion Management (International Trail)	1
	Bachelor of Arts in Business Administration Sales & Brand Management	3
	Bachelor of Science Betriebswirtschaft International Management	9
	Bachelor of Science Betriebswirtschaft Logistik Management	1
	Bachelor of Science International Management	6
	Bachelor of Science International Management (English Trail)	1
	Bachelor of Science International Management (Global Economy Trail)	3
	Bachelor of Science International Management (International Trail)	4
	Bachelor of Science Psychology & Management	4
		<b>Σ 58</b>

Table 6: Appraisals of bachelor theses by course at the location Munich

Bachelor Programs	Study Course	Amount
Munich	Bachelor of Arts Communications & Marketing	3
	Bachelor of Arts Global Brand & Fashion Management	14
	Bachelor of Arts in Business Administration Finance	3
	Bachelor of Arts in Business Administration International Management	4
	Bachelor of Arts International Management	4
	Bachelor of Arts International Management (English Trail)	2
	Bachelor of Arts Marketing & Communications Management	10
	Bachelor of Arts Marketing & Communications Management Global Track	1
	Bachelor of Arts Tourism & Event Management	6
	Bachelor of Science Finance & Management	10
	Bachelor of Science International Management	18
	Bachelor of Science International Management (English Trail)	5
	Bachelor of Science International Management (Global Economy Trail)	8
	Bachelor of Science International Management (International Trail)	12
	Bachelor of Science Psychology & Management	12
	Bachelor of Science Psychology & Management (Global Economy Trail)	1
	<b>Σ 113</b>	

Table 7: Appraisals of bachelor theses by course at the location Stuttgart

Bachelor Programs	Study Course	Amount
Stuttgart	Bachelor of Arts Global Brand & Fashion Management	7
	Bachelor of Arts Tourism & Event Management	7
	Bachelor of Science International Management	7
	Bachelor of Science International Management (Global Track)	1
	Bachelor of Science International Management (International Trail)	1
	Bachelor of Science Psychology & Management	4
	<b>Σ 27</b>	

In total, 469 bachelor theses were successfully completed at all locations.

Based on the present specifications by study course, the focus of the respective locations, as well as the intensity of supervision of the lecturers can be observed.

Table 8: *Appraisals of master theses by course at the location Dortmund*

Master Programs	Study Course	Amount
Dortmund	Master of Arts in Management Finance	5
	Master of Arts in Management International Management	10
	Master of Arts in Management Marketing, CRM & Vertrieb	7
	Master of Arts International Business	5
	Master of Arts Strategic Marketing Management	16
	Master of Science Finance	14
	Master of Science International Management	17
	Master of Science Organizational Psychology & Human Resources Management	3
	Master of Science Psychology & Management	3
	MBA General Management	2
	<b>Σ 82</b>	

Table 9: *Appraisals of master theses by course at the location Frankfurt*

Master Programs	Study Course	Amount
Frankfurt	Master of Arts in Management Finance	8
	Master of Arts in Management International Management	11
	Master of Arts in Management Marketing, CRM & Vertrieb	6
	Master of Arts in Management Psychology & Management	1
	Master of Arts in Management Supply Chain Management & Logistics	2
	Master of Arts International Business	3
	Master of Science Finance	24
	Master of Science International Logistics & Supply Chain Management	20
	Master of Science International Management	15
	Master of Science Psychology & Management	8
	<b>Σ 98</b>	

Table 10: *Appraisals of master theses by course at the location Hamburg*

Master Programs	Study Course	Amount
Hamburg	Master of Arts in Management International Management	7
	Master of Arts in Management Marketing, CRM & Vertrieb	2
	Master of Arts Luxury, Fashion & Sales Management	5
	Master of Arts Strategic Marketing Management	13
	Master of Science International Management	9
	Master of Science Psychology & Management	7
	<b>Σ 43</b>	

Table 11: *Appraisals of master theses by course at the location Cologne*

Master Programs	Study Course	Amount
Cologne	Master of Arts Entrepreneurship	4
	Master of Arts in Management Finance	4
	Master of Arts in Management International Management	7
	Master of Arts Luxury, Fashion & Sales Management	6
	Master of Science International Management	13
	Master of Science Psychology & Management	4
		<b>Σ 38</b>

Table 12: *Appraisals of master theses by course at the location Munich*

Master Programs	Study Course	Amount
Munich	Master of Arts in Management International Management	3
	Master of Arts International Business	1
	Master of Arts Luxury, Fashion & Sales Management	4
	Master of Arts Strategic Marketing Management	15
	Master of Science Finance	12
	Master of Science International Management	19
	Master of Science Psychology & Management	10
	Master of Science Real Estate Management	9
	<b>Σ 73</b>	

Table 13: *Appraisals of master theses by course at the location Stuttgart*

Master Programs	Study Course	Amount
Stuttgart	Master of Arts Digital Marketing	3
	Master of Arts in Management International Management	8
	Master of Science International Management	7
		<b>Σ 18</b>

In total, 352 master's theses were successfully completed at all locations.



## V Reports on Doctorates

*This is where ongoing doctorates are presented under the ISM's collaborative programs with Strathclyde Business School in Glasgow and Northumbria Business School in Newcastle. A selection of doctoral procedures that ISM professors conduct in individual cases with partner universities is also presented here. The doctoral programs are usually part-time doctoral projects.*

<b>Candidate:</b>	Lucina Odoi
<b>Topic:</b>	The role of prosumers in the sharing economy: an institutional theory perspective
<b>Partner University:</b>	Strathclyde Business School
<b>Supervisor:</b>	Prof. Anne Marie Doherty
<b>ISM-Supervisor:</b>	Prof. Dr. Cornelia Hattula
<b>Start:</b>	February 2019

### Abstract

This research aims to contribute to increase our understanding of consumer behaviour in the sharing economy. The initial objective was to give a comprehensive perspective on motivations and barriers to participation in this alternative form of consumption and to develop a motivation based consumer segmentation. However, based on the in-depth literature review run over the last months as well as the debate of different theoretical frameworks, this thesis' scope has shifted to a stronger focus on organizational theory and the concept of the consumer as a prosumer was included into this research. As a result, the intended research aims to analyse the role of prosumers in the sharing economy from an institutional theory perspective. The sharing economy is defined as: "a scalable socioeconomic system that employs technology-enabled platforms to provide users with temporary access to tangible and intangible resources that may be crowdsourced" (Eckhardt et al. 2019, p. 7).

The prosumer concept was introduced by Toffler in 1980 referring to a consumer who takes over some tasks that organizations used to cover before (Toffler 1980). Toffler explains the rise of the prosumer, on the one hand, as driven by consumers who want to take more responsibility and who therefore organise in communities, e.g. in self-help groups. On the other hand, Toffler mentions technological and economic benefits of labour cost externalization for corporations. Toffler's examples of "getting the customer to do part of the job" (Toffler 1980, p. 287) are self-service gas pumps, ATMs and self-service supermarkets. In today's digitally enabled and connected world, Toffler's prosumer concept seems highly relevant. A prosumer is defined as "one who is both producer and consumer" (Ritzer et al. 2012, p. 379).

The sharing economy offers consumers many prosumer roles via different platforms. Consumers can rent a spare room via Airbnb, they can earn some extra money by becoming an Uber driver, lend their tools, toys, skills and time - just to mention few examples. "In the sharing economy consumers may take on institutional roles that are typically conducted by firms in the traditional economy" (Eckhardt et al. 2019, p. 9).

The intended research aims to investigate the role of the prosumer in the sharing economy from an institutional theory perspective. To what extent can prosumers be seen as institutional entrepreneurs? What is their impact on other actors in the complex field of the sharing economy, e.g. on sharing companies or institutions? Can prosumers in the sharing economy be seen as change agents?

The theoretical base will be the institutional theory as described by Scott (1995) and applied by Humphreys to explain market creation and development (Humphreys 2010a; 2010b) by analysing consumer behaviour in the sharing economy through the lenses of the 3 elements of the institutional theory - cultural-cognitive, normative and regulative. Furthermore, a key theoretical part will be the concept of the prosumer as introduced by Toffler (1980) and discussed by Ritzer and Jurgenson (2010) and Ritzer et al. (2012). Moreover, change and change agent theories will be a crucial theoretical pillar.

<b>Candidate:</b>	<b>Jörg Forthmann</b>
<b>Topic:</b>	A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional Market Research
<b>Partner University:</b>	Strathclyde Business School
<b>Supervisor:</b>	Dr. Samantha Murdy, Prof. Alan Wilson PhD
<b>ISM-Supervisor:</b>	Prof. Dr. Arne Westermann
<b>Start:</b>	October 2018

### Abstract

With the advent of the modern age, technology is taking a primary role in the day-to-day lives of most people. Social media is becoming ever more prominent, with an impact on both, communication in society as well as on public discourse (Stieglitz, Dang-Xuan, 2013). Social media's prospects for allowing an unprecedented level of information sharing begs the question of whether it can be of use as a metric for measuring the reputation of a company as perceived by the public. In particular, "social listening" is a technique for tracking conversations on social media and using them to gain a more thorough comprehension of the group that is being tracked (cf. Witten, 2017).

This dissertation centres on the development and examination of an analytical approach for using social listening to support decision-makers concerning reputation management in comparison to traditional market research.

### Aim and Objectives

The main purpose of this study is as follows: -

Determine the effectiveness of social listening as a tool for measuring reputation in comparison to traditional market-research.

Social listening is a relatively new phenomena occurring only with the development of the internet and corresponding technologies. A major aim of the research is to investigate the potential social listening has to be an improved measure of corporate reputation, in comparison to the currently used, traditional market research measures. Such traditional measures have multiple drawbacks in assessing corporate reputation, and so this dissertation will discuss the possibility of improving on this using social listening. The main research objectives are as follows: -

1. Exploring the effectiveness of using social-listening data to measure reputation in comparison to traditional market research.
2. Evaluate which variables from the social-listening data are useful to obtain the best possible approximation of the reputation measured by social listening to that, which is measured by traditional market research.

### Problem Description and Literature Review

Social Listening is a new approach to measuring reputation. It is challenging to base this new methodological approach on existing methods of reputation measurement.

<b>Candidate:</b>	<b>Kim Hartmann</b>
<b>Topic:</b>	Brand influence on decision-making along the tourism value chain: Evaluation of consumer-based brand equity of multi-attribute package holidays
<b>Partner University:</b>	Strathclyde Business School
<b>Supervisor:</b>	Dr. Samantha Murdy, Dr. Eleni Tsoungkou
<b>ISM-Supervisor:</b>	Prof. Dr. Dieter Schlesinger
<b>Start:</b>	April 2019

### Abstract

Branding, along with its effects and importance, is widely discussed within marketing literature and research (Aaker, 1996a). In particular, the creation and management of successful brands, their role in the customer's decision-making process, the underlying relationship between consumer and brand as well as brand personality are common fields of research within a broad variety of industry segments (Lehmann, Keller & Farley, 2008). Based on those categories brands rival against one another and are evaluated according to their competitiveness (Aaker, 1996b). One guiding principle in this field is the concept of consumer-based brand equity (Aaker, 1991; Keller, 1993).

When considering the market for consumer goods it is common that one product is connected to one brand, even though one brand can be used for multiple products or whole product ranges. This is also the case in the service industry, e.g. in the field of IT, beauty or consulting. The tourism industry is an exception, as each tourism experience potentially purchasable by the consumer comprises a variety of brands. Multi-attribute package holidays include a heterogeneous composition of travel agency, tour operator, transport, accommodation, attractions, and destination combined with a high level of uncertainty (Elliot, Khazaei & Durand, 2016; Cai, 2002). It is rare to find a package holiday exhibiting the same brand across all attributes. The majority of customer-based brand equity (CBBE) studies in tourism demonstrate a focus on destination-related CBBE which is often referred to as CBDBE (Boo, Busser, & Baloglu, 2009; Ferns & Walls, 2012; Im, Kim, Elliot, & Han, 2012). Nevertheless, there are attempts to explore CBBE in other segments such as aviation (Chen & Tseng, 2010), attractions (Han, Nguyen, & Lee, 2015), and hospitality (Cobb-Walgren, Ruble, & Donthu, 1995). Despite the prevalence of package sales and consumption, branding aspects of multi-attribute packages and the respective utility for the customer are rarely taken into consideration (Almeyda-Ibáñez & George, 2017; Elliott et al., 2016). Based on the manifold mix of service providers, corresponding brands, and the high degree of emotional involvement, the customer's decision-making is complex to grasp and predict (Decrop & Snelders, 2004). The question arises, if and in what way tourism brands influence the customer's decision-making process, and if the brand equity of package holidays varies between differing attribute and brand combinations.

The work sets out to determine if certain tourism provider's brands within package holidays contribute more to the overall package CBBE than others, and how CBBE then influences the customer's booking intentions. Thus, recommendations are derived, pointing out which attribute(s) to prioritise when marketing package holidays to potential customers. The focus is set on Germany's national tourism and therefore comprising domestic and outbound tourism of German travellers.

<b>Candidate:</b>	<b>Nils Grimm</b>
<b>Topic:</b>	The Newsroom Concept in Corporate Communication: A Phenomenological Perspective and Future Outlooks
<b>Partner University:</b>	University of Twente, Enschede
<b>Supervisor:</b>	Prof. Dr. Ir. Jörg Henseler
<b>ISM-Supervisor:</b>	Prof. Dr. Christoph Moss
<b>Start:</b>	April 2020

### Abstract

"Companies need the curiosity and talent to connect with the many different kinds of people they serve." (Patnaik & Mortensen, 2009) Reality-checking this curiosity, corporate communication patterns are often still characterized by unclear responsibilities, a high coordination effort or a lack of target agreements between adjacent departments (Holzinger & Sturmer, 2012). A core element of dialogic theory is information; target group-specific, easily accessible - not only covering the strategic goals of the company, but also oriented towards the interests, values and concerns of all demands (Kent & Taylor, 1998). This information can be leveraged to persuade, advocate, offer cause-related context, manage image, reputation or relationships; public relations therefore takes different situational roles, performs across several business functions (Hutton, 1999). Practitioners thrive for *thematic leadership* (Holzinger & Sturmer, 2012; Moss & Stog, 2016). However, achieving thematic leadership and efficiently conveying information is increasingly becoming a challenge: supersaturated classical channels for advertising, sales and branding, a potentiation of contact points, temporal-spatial synchronicity, real-time communication, the fragmentation of channels, groups and sub-cultures are adding to the dilemma for corporate communication (Röttger, Kobusch, & Preusse, 2017). Content strategy is therefore perceived as important for strategic communication; however, it lacks implementation. This is particularly noteworthy, since owned media, unpaid interactions and strategic partnerships with the mass media are said to be the most likely dimensions gaining in importance in contrast to paid interactions (Zerfass, Verčič, & Wiesenberg, 2016). Integration, across channels and across adjacent corporate functions, is said to enable corporations to leverage interdependent values across stakeholder groups (Belasen & Belasen, 2019; Bourne, 2019).

Following the theory of 'intereffication', there is mutual influence, mutual orientation, mutual dependence of the two relatively autonomous systems journalism and public relations (Bentele, Liebert, & Seeling, 1997). In general, two dimensions of influence can be distinguished: inductions and adaptations (ibid.). News organizations pay in on their competitiveness by branding their news philosophy; ensuring specific characteristics of their news product. By conceptualising *beats*, organizations structure the gathering of raw material, the importance of *story ideation* substantiates the necessity of centralized news construction (Bantz, McCorkle, & Baade, 1980; Becker & Vlad, 2009). For a long time, 'beats' were organized in silo structures within corporations. The journalistic newsroom has increasingly experienced the challenge of convergence and the need for cross-media content production - adapting its structures accordingly (Quandt & Singer, 2009). Corporate communication utilizes the journalistic newsroom as a 'blueprint' (Behrens, Moss, & Sadrowski, 2016). Moss (2016) describes the overarching organizational structure and the classic workflow process in the *corporate newsroom*, a central element being the separation of content and channel. Topic managers serve as suppliers of content; media managers serve as intermediaries between the newsroom, respective the organization and its sub-publics (ibid.). A quantitative analysis reveals that the understanding of the

corporate newsroom remains heterogenous, implementation is not widespread (Sadrowski, 2016); although, indicators suggest efficiency potentials in the dimensions process, resources, target groups, delegation and motivation (Behrens, Moss, & Stog, 2016). The functional principles and the impact of the corporate newsroom concept will be analyzed and critically evaluated in this PhD project.

### **Aim and Objectives**

Conceptualizing artifacts is methodologically anchored in design science, as they are artificial constructs (Simon, 2008). Consequently, this project will structurally be oriented towards the technique of design thinking: *empathize, define, ideate, prototype, test* (d.school at Stanford University, 2018). The first paper will provide a comprehensive literature review, starting with a discussion of indicators that have led to the development of the newsroom concept. *What problems is it intended to solve? How is the newsroom concept defined? How may these criteria (and their consequences) be evaluated?* This part of the project will be enriched by (previously obtained) quantitative insights from corporate newsrooms in the DACH region. The second paper will dig deeper into the literature-backed findings with a qualitative study amongst PR practitioners, newsroom consultancies and software developers (specifically engaged in developing newsroom architectures). This paper is expected to result in a case study that will specifically address the architectural development of newsroom infrastructure. The third paper will consecutively be a theoretical paper, summarizing previous findings and incorporating them into a structural model for later assessment. The fourth paper will be a quantitative study evaluating the structural model; the sample is intended to include at least a three-digit number of employees from newsrooms and their sphere of influence.

### **Methodology**

*Variance-based structural equation modelling (SEM)* allows "empirical (...) research at the interface of design and behavioral research" (Henseler, 2017). The newsroom concept can be understood as a design artifact, a forged concept, however comprised of design and behavioral scientific elements. For instance, antecedents that led to the design of newsrooms as an opposing solution can be of behavioral nature (e.g. media consumption patterns; touchpoint frequentation), so can consequences of newsroom implementation. *Confirmatory Composite Analysis (CCA)* (Henseler et al., 2014) "is appropriate in situations where the research goal is to examine whether an artifact is useful (...)" (Schuberth, Dijkstra, & Henseler, 2018). Above all, the usefulness rather than the actual existence of newsrooms is of interest within this research project. *Does the newsroom work? In addition, if it does, how? Is it an appropriate structural fit to challenges (as its antecedents)?* In order to assess 'usefulness', one must first conceptualize the newsroom; the first half of this research project will therefore be dedicated to developing a model to test, defining indicators, latent variables, relationships in between. Qualitative findings are intended to be obtained by the means of a Delphi study (Rand Corporation, n.y.).

<b>Candidate:</b>	<b>Florian Muenster</b>
<b>Topic:</b>	Analysis and improvement of current risk management techniques in the German retail and wholesale grocery industry to emerging risks
<b>Partner University:</b>	Strathclyde Business School
<b>Supervisor:</b>	Prof. Tim Bedford, Prof. Lesley Walls
<b>ISM-Supervisor:</b>	Prof. Silke Finken
<b>Start:</b>	September 2019

### Abstract

The research topic of this thesis is the analysis and improvement of current risk management techniques in the German retail and wholesale industry as well as their application to emerging risks, such as the long-term implications of the Covid-19 pandemic. The importance of risk management in the decision-making process has been growing in the global business and regulatory community over the past decade.

Since the 2008 global financial crisis, risk management became a central part of many industries, triggered by the large losses from insurance and banking. Its relevance within the retail and wholesale sector is evolving as many companies improved their risk management departments or started to focus on risk within their corporate strategy. To take this approach a step further, relevant risks need to be properly assessed and dealt with in a systematic way. This leads to the research questions that will be covered in three chapters:

- What risks do the German grocery retail and wholesale industry consider by 2030? - A value chain-based risk identification approach
- Establishing relevance of interrelated risks in German wholesale and retail grocers by 2030 - Applying Bayesian networks for risk and impact measurement
- Structuring of risk mitigation techniques in interrelated risks of German wholesale and retail grocers - Risk mitigation using influence diagrams

The analysis within the chapters will incorporate quantitative and qualitative tools. To answer the above stated questions the qualitative data collection part will use a causal map approach in combination with value chains where industry experts will be interviewed in workshop sessions with 6 - 8 participants per workshop on future risks regarding their industry. The inclusion of quantitative and qualitative elements will help to forecast likelihood and expectations of industry related risks. In combination with Bayesian networks, this approach quantifies unbiased and relevant information from senior professionals. The results will build the boundaries of the research scope.

The second paper will use Bayesian models to quantify risks from the previous chapter. Its aim is to function as an assessment tool to model joint probabilities as well as profit and loss effects of high impact risk events. The third paper's purpose ties to tackling risks defined by the experts within an influence diagram framework for cost-efficient risk mitigation.

### Aim and Objectives

The main goal of this thesis is to research and improve modern risk management concepts in wholesale and retail businesses. This will be done by constructing models with primary and secondary data, collected and analysed in both quantitative and qualitative ways to draw conclusions for designing a tailored framework. It may be essential to show the importance and benefits of implementing such a system as part of strategic decision-making. By applying a systematic approach, emerging problems

could be identified, measured and mitigated earlier. Using modern technology to analyse heterogeneous data pools enables the development of individual solutions for high impact risks in these systematically important business sectors.

### Problem Description and Literature Review

An increasing interest in risk management developed over the past decade starting from the 2008 global financial crisis until today. Industrywide standards such as the ISO 31000 or ISO 22000 have been established to guide and define basic principles for avoiding, accepting or transferring risk. One limitation may be the lack of required certification like the ISO 9001 or HACCP for food handling standards. The introduction of new methods and their urgency to implement may create a conflict of interest between necessity and urgency between academia and business. An increase in awareness led by regulators started intensifying discussion about risk mitigation on a higher level. Publications from Frank Romeike, Robert Finke and Peter Hager incorporated this concept. With respect to the wholesale industry, risk management research has not been as detailed as in other areas. Related risks have been covered under the umbrella of trade, industry, insurance and retail risk management.

<b>Candidate:</b>	David Stüve
<b>Topic:</b>	Supply chain planning in the food industry
<b>Partner University:</b>	Strathclyde Business School
<b>Supervisor:</b>	Dr. Robert Van Der Meer, Dr. Mouhamad Shaker Ali Agha
<b>ISM-Supervisor:</b>	Prof. Dr. Matthias Lütke Entrup
<b>Start:</b>	October 2019

### Abstract

Supply chain management (SCM) in the food industry is complex. In contrast to other industries, the quality of products continuously deteriorates as the products move along the supply chain (Akkerman, Farahani, & Grunow, 2010). Food characteristics such as perishability and cooling requirements need to be considered to satisfy the quality requirements of consumers and to prevent food waste. Consumer attitudes are constantly changing, leading to mass customization and a growing amount of product variants (Trienekens, Wognum, Beulens, & van der Vorst, Jack GAJ, 2012). Consumer demand fluctuates depending on weather and other factors. Therefore, supply chain planning (SCP) is essential for food companies to retain an overview of the supply chain (Ivert et al., 2015). Planning problems faced by food companies can be expressed through mathematical models and solved by dedicated software tools. Advanced planning systems (APS) support long-term, mid-term and short-term decision-making and ensure efficient use of resources along the supply chain (Neumann, Schwindt, & Trautmann, 2002). However, despite the positive impact of APS on operational efficiency, research indicates that software tools for SCP are only implemented to a limited extent in practice (Jonsson & Ivert, 2015; Vlckova & Patak, 2011). Likewise, Jonsson and Holmström (2016) diagnose a gap between research and practice in the literature of SCP. Multiple models for SCP have been conceptualized for different planning tasks (Hosseini-Motlagh, Samani, and Saadi (2019), Bilgen and Dogan (2015), etc.), while studies on the implementation of the proposed methods, and in particular of APS, are rare. Therefore, more research needs to be conducted on APS to empower companies to capitalise on the digitalization of their supply chain.

The research project aims to analyse to what extent software tools for supply chain planning (Advanced Planning Systems) are implemented in the food industry. Mixed-methods research (including a survey and semi-structured interviews) is conducted to generate a better understanding of the perceived usefulness of APS functions in the food industry and of practitioners' perspectives on the ease of use of APS modules. This will lay the foundation to create a better fit between the needs of the food industry and the feature set of APS tools to ultimately enhance the application of APS modules and increase the efficiency of food supply chains in the future. After the mixed-methods research use cases of APS modules will be investigated to demonstrate requirements for efficient and effective implementation of software modules for supply chain planning. The case studies may also give evidence on how tools could be developed further for the food industry.

Having determined a clear lack of research regarding the implementation of software tools (Advanced Planning Systems) for supply chain planning in a literature review, a survey has been developed and sent to approximately 1,000 managers (IT/SCM/logistics). The survey serves as the empirical starting point of the research project to analyse the use of software tools for supply chain planning. As a next step semi-structured interviews are conducted and the results of the mixed-methods research are analysed.

<b>Candidate:</b>	<b>Christoph Pröckl</b>
<b>Topic:</b>	Key Success Factors of Young Companies and Their Implications on Value and Valuation
<b>Partner University:</b>	Strathclyde Business School
<b>Supervisor:</b>	Dr. Hai Zhang
<b>ISM-Supervisor:</b>	Prof. Dr. Matthias Meitner
<b>Start:</b>	June 2019

### Abstract

Venture capital investment becomes increasingly popular in Europe. The overall investment volume reached a record level of 16.9 billion € in 2017. This is an increase of 145 % compared to 2010 (6,9 billion €) (PitchBook Data Inc., 2018). Young companies need money to finance their idea, growth or inventions. Nevertheless, Banks are uncertain about lending money to companies with no or less tangible assets and collaterals and with a huge amount of uncertainty, risk and no profit. Accordingly, these companies have to find other financing possibilities like venture capitalists, which provide financial resources in return for shares (Gompers & Lerner, 2004; Tyebjee & Bruno, 1984). The size of the investor's stake depends on the amount of invested money as well as the value of the start-up company. There are different quantitative methods for company valuation like the DCF or earning multiple method. However, these models focus on more mature companies, where a sufficient amount of data is available (Miloud et al., 2012). Unfortunately, most of the necessary requirements do not apply for young ventures (Damodaran, 2009, 2012; Shane & Stuart, 2002), which clearly leads to major difficulties to value young companies with these commonly used valuation methods (Miloud et al., 2012; Timmons & Spinelli, 2009). By some authors the valuation of young companies can even be seen as a sort of guessing game with high uncertainty (Block et al., 2014; May & Simons, 2001; Miloud et al., 2012) and information asymmetries (Kollmann & Kuckertz, 2010). Especially, start-up companies face strict financial constraints. This is due to information asymmetries and moral hazard, where the founders/managers are much better informed about the project and

the development opportunities (Denis, 2004; Nofsinger & Wang, 2011) Furthermore, according to (Gompers, 1999) and (Damodaran, 2009) even models that are designed only for valuing young companies, such as the venture capital method, can be seen as insufficient and too subjective to value start-up companies accurately - even if it is still the valuation method which is most frequently used by venture investors (Metrick & Yasuda, 2010). All this emphasises the necessity of finding a way for making the valuation of young companies more accurate. Hence, the main research question the proposed study aims at explaining is, which key factors are essential for the success of young companies and how these factors can be used to find the right economic value of young ventures.

### **Aim and Objectives**

The central aim of the proposed research is to develop a systematic valuation model for young companies based on key success factors.

The objectives are:

To determine the effects of asymmetric information on investment and financing decisions of start-up companies by developing a theoretic structural model

To verify the testable predictions of the theory based on empirical data (e.g. Kauffmann Firm Survey (KFS) Data)

To analyse data of longitudinal studies (e.g. Kauffman Firm Survey (KFS)) by screening the development of young companies' characteristics and success over time

To undertake a statistical analysis of the data in order to identify the key success factors for young companies

To develop a financial valuation model based on non-financial key success factors in order to provide a better and justifiable economic valuation for young ventures

### **Progress Report and Future Plans**

The initial research project slightly changed or rather has expanded since the start of the part-time PhD. The dissertation will be divided into three main research papers/chapters. The overall project is focusing on young companies, with the emphasis on asymmetric information (insider - outsider), investment, financing structure, success factors and valuation of young ventures. The first chapter will construct a game theoretical structure model to analyse the decision-making process of young companies under asymmetric information with regard to investment and financing decisions (Working Title: "Start-Ups Investment and Financing under Asymmetric Information"). The second chapter will determine the success factors of young companies. Finally, the third chapter develops a financial valuation model based on non-financial key factors.

During the first year of the part-time PhD (academic year 19/20), a lot of relevant literature and books e.g. Dixit & Pindyck (1994) was analyzed: Investment under Uncertainty; Shreve (2005): Stochastic Calculus for Finance or Hull (2012): Options, Futures and other derivatives, etc., to get the basics for the relevant research area. Furthermore key papers for the first chapter of my dissertation: Morellec and Schürhoff (2011) and Clausen and Flor were identified (2015).

Moreover, an important tool for the research is the software MATLAB, which is useful for solving mathematical problems, models and conducting simulations. Accordingly, the last months, the author attended many MATLAB tutorials to get familiar with the software. The software is a major part and highly important for the first theoretical chapter, in order to solve the game theoretical model, conduct simulations and generate empirical predictions.

The first chapter aims to produce a game theoretical structure model by extending the theoretic real option models of Morellec and Schürhoff (2011) and of Clausen and Flor (2015). Their models should be further developed by including two types of AIP= A + B (tangible + intangible assets). Clausen and

Flor (2015) only focus on intangible assets and they normalise the value of tangible assets to zero. In their model, they assume that companies only consist of intangible assets and young companies do not have any AIP. Accordingly, two types of AIP in the new model should be added: Tangible + Intangible assets, as young companies also own intangible assets. Further, tangible assets can serve directly as a collateral and increase the firm's debt capacity. Moreover, both models do not explicitly focus on young companies. The model extension is planned to be completed by the end of 2020/beginning of 2021.

**Main objectives for the first chapter:**

Investment and financing decisions of young companies compared to mature companies: What are the differences?

What are the effects of asymmetric information on investment and financing decisions of start-up companies?

Effects of asymmetric information on the decision-making process of young companies

Compare mature companies to young companies

Compare good young companies to bad young companies

Include AIP: A + B (tangible + intangible assets)

Good young companies: high CF project + high ratio of intangible assets

Main focus on young companies

Another milestone for the PhD research was the approval of the research proposal for the KFS (Kauffman Firm Survey) Data Enclave. The Kauffman Firm Survey is a panel study of new businesses founded in 2004 that were tracked annually over their first eight years of operation (2004 - 2011). Overall, the KFS longitudinal database consists of 4928 participating companies, which provide information about firm characteristics, capital structure, products, services, etc. The dataset provides unique insights into the development and characteristics of young companies. Moreover, the KFS is the world's largest longitudinal survey with the focus on young companies. Overall, the dataset will have a great benefit for the PhD project. It will provide a great advantage to test the implications and empirical prediction of the theoretical chapter. Further, it can be seen as the basis for the second chapter, which will focus on the success factors of young companies. Multiple variables on the success of young companies can be analysed over a specific time, in order to find the key factors for the success of start-up companies and it would be a perfect basis for the construction, test and calibration of the new start-up valuation model. Overall, the KFS confidential data will help to gain valuable scientific results and to provide a significant contribution to this new string of research.

<b>Candidate:</b>	<b>Uta Sonja Franek von Schumann</b>
<b>Topic:</b>	Service Experiences of Child-Tourists: An exploration of Preschooler's Kids Club Holiday Experience Practices
<b>Partner University:</b>	Newcastle Business School - Northumbria University
<b>Supervisor:</b>	Prof. Dr. Sharon Wilson
<b>ISM-Supervisor:</b>	Prof. Dr. Bernd Schabbing
<b>Start:</b>	October 2020

### Abstract

Even though the study of children in family tourism research has increased over the last years and has identified children's sophisticated consumer role as a major trend for the future (Schänzel & Yeoman, 2015), children's active consumer role potentials are still mostly limited (Wu et al., 2019, p. 166). Additionally, they deplorably still fail to recognize that at first hand children are co-creators of their own lived experience. While family tourism is driven by promoting family togetherness (Schänzel & Yeoman, 2015, p. 141), recent publications offer insights into the dilemma of togetherness and separateness, revealing that family holidays comprise family time and own time for all family members (Schänzel & Smith, 2014). This is particularly the case for harmony seeking parents with youngsters, as they sometimes need time away from their children (Khoo-Lattimore, Prayag & Cheah, 2015). Although many holiday resort providers offer childcare as an additional service, knowingly about their implications on satisfaction and loyalty (Khoo-Lattimore et al. 2015), splitting the family up on holidays is an overly sensitive issue for parents (Gram, 2005, p. 21).

It is known that European parents with young children give special attention to safety, quality of interactions and family-oriented programs while on holiday (Khoo-Lattimore et al., 2018), but "... it is difficult to assess the importance of outsourcing children play experiences to children's clubs from the children's perspective, as the research to date has not focused on their voices." (Hay, 2017, p. 137). Thus, it is to argue that not just parents, but also children are consumers and beneficiaries of organizational childcare facilities, because kids club time allow both parents and children to pursue their own interests (Mikkelsen & Blichfeldt, 2018). Therefore, researching children's service experience in tourism is significant to improve practice, because "... the core product of tourism is the beneficial experiences gained" (Prentice, Witt, & Hamer, 1998, p. 1), even those of children.

Integrating Vargo and Lusch's (2004, 2008, 2016) Service-Dominant Logic (S-D logic), this research will explore preschool-aged children's co-creation service experience practices in German holiday resorts, with special attention to children's clubs. Recent developments in S-D logic step towards incorporating reoccurring practices as important means of value co-creation in the service setting, where individuals construct, shape and transform their social environment through practices (Vargo & Lusch, 2016, p. 6). It will address the question what practices German preschoolers use to co-create value in order to gain insights into child-tourists kids club worlds and identify patterns of their sense-making practices.

It will build on McColl-Kennedy's et al. (2015) Co-created Service Experience Practices (CSEP) framework as a sensitizing concept, where value is determined as benefit realized through activities and interactions with and within the customer's service setting and value co-creation is seen as a process of experiential, relational activities and social interactions (McColl-Kennedy et al., 2012, p. 4).

Combining field-based data collection methods with grounded theory data analysis is proved to be appropriate for researching young children in service settings. Moreover, they are considered valua-

ble methods for opening up new fields and allow to not only understand participants' individual realities but also looking for shared patterns in the data (Bamkin et al., 2016). Thus, adopting a child-centred symbolic interactionist perspective, an iterative process of gathering data from the field, analyse data through constant comparison return to the field in order to narrow the focus and analyse again, will be used.

**Keywords:** family tourism, child-consumer, Service-Dominant Logic, consumer experiences, value co-creation, tourism marketing

## **VI Outlook for 2021**

The consolidation of the institutes founded in recent years and the doctoral programs planned for 2020 was successfully implemented and further established in the current reporting year. In addition, the AACSB accreditation process started in 2017 was implemented to the desired extent through the ongoing expansion of the research infrastructure and through numerous appointments of professors with research strengths in the various departments, and in many cases fulfilled beyond the minimum requirements. The manifestation of the developed infrastructure within the framework of the cooperation with the various partner universities as well as the expansion to include external universities contributes significantly to the strengthening of the research intentions. The maintenance, expansion and strengthening of these structures is also planned for the coming year in order to continue the research output in 2021 in the form of research projects, publications, lectures, conferences, doctorates as well as other achievements. Among other things, this will be achieved through regular cross-site research summits that promote exchange and cooperation among colleagues from related subject areas.

Through further participation of the institutes and departments of the ISM in future third-party funding tenders, a continuous expansion of the scientific mid-level staff and a further development of the institutes and departments are aimed for. The expansion of international doctoral cooperations has led to a broadening of the spectrum of doctoral topics, which will enable the growing demand to be served even better in the future. In this context, the creation of fixed organizational structures and the establishment of an annual seminar week also contribute to a continuous improvement in the support of existing participants. On this basis, a continuous expansion of doctoral supervision as well as a targeted inclusion of new appointments are planned for the coming years, so that continuous research with publication achievements can be expected.

Based on the research achievements to date, we are very confident that ISM's long-term research strategy of establishing practice-oriented research with networks of companies and research institutions will be successfully continued in 2021.



## VII Research-relevant achievements of ISM professors

### a Research Profiles

In the following, the research-oriented profiles of the employed professorships are listed in alphabetical order. Research projects, publications, and other activities can be found with an assignment to the respective person in the following subchapters.

**Prof. Dr. Bamberger,  
Burkhard**



**Research Focuses:**

Artificial Intelligence, Digital Finance, Technology Scale-Ups, Robotic Process Automation, Early Stage Funding

**Prof. Dr. Becker,  
Marcus**



**Role in addition to the professorship:**

Program Director M.Sc. Business Intelligence & Data Science

**Research Focuses:**

Arbitrage theory and convex taxes, tax design and equilibrium theory, robo advisory, machine learning algorithms in asset management processes, transparency of machine learning algorithms, evaluation of soccer players using fuzzy integrals

**Prof. Dr. Beyerhaus,  
Christiane**



**Role in addition to the professorship:**

Deputy Director Marketing, Sales, Tourism & Sports Department  
Program Director M.A. Luxury, Fashion & Sales Management;  
B.A. Global Brand & Fashion Management

**Research Focuses:**

Marketing and Retail, Consumer Behavior, Luxury Management, Fashion Management, Digital Business and Management

**Prof. Dr. Bingemer,  
Stephan**



**Role in addition to the professorship:**

Program Director B.A. Business Administration

**Research Focuses:**

Business Strategy, Marketing, Sales, Market-Oriented Management, Travel & Tourism

**Prof. Dr. Böckenholt,  
Ingo**



**Role in addition to the professorship:**

President of the ISM; Managing Director of the ISM  
Head of Campus ISM Dortmund  
Director International Management, Logistics & Operations  
Department

**Research Focuses:**

Controlling, Logistics and Supply Chain Management

**Prof. Dr. Bolin,  
Manfred**



**Role in addition to the professorship:**

Director Financial Reporting & Law Department

**Research Focuses:**

Accounting, Financial Reporting, Taxation, Auditing, Corporate  
Governance, Financial Accounting

**Prof. Dr. Brandt,  
Jens**



**Role in addition to the professorship:**

Program Director M.Sc. Organizational Psychology & Human  
Resources Management; B.Sc. Psychology & Management

**Research Focuses:**

Stress & Burnout, Work Analysis, Evaluation Research, Self-  
Control, Team Effectiveness

**Prof. Dr. Brickau,  
Ralf A.**



**Research Focuses:**

Strategic Management and Marketing, Operative Marketing, Sales  
Management and Customer Relationship Management,  
Neuromarketing and Consumer Psychology, Marketing Controlling

**Prof. Dr. Brunner,  
Marlies**



**Research Focuses:**

Sustainable Investments, Real Estate Investments

**Prof. Dr. Bruno,  
Pascal**



**Research Focuses:**

International Marketing, Brand Management, Brand Communication, Emotion Research

**Prof. Dr. Büsch,  
Mario**



**Research Focuses:**

Strategic Purchasing, Product Group Strategies, Supply Chain Management, Supply Chain Segmentation, Transformation of Organizational Units

**Prof. Dr. Dippon,  
Peter**



**Research Focuses:**

Intangible Cultural Heritage Tourism (ICHT), Destination Management, Cultural Tourism (UNESCO World Heritage), Brand Experience Worlds

**Prof. Dr. Dröse,  
Peter**



**Research Focuses:**

Personnel Management, Personnel Selection Procedures, Communication, Personnel Management in Germany, Change Management

**Prof. Dr. Duncker,  
Christian**



**Research Focuses:**

Holistic Brand Management, Innovation Management, Brand Positioning, Brand Architectures, Market and Trend Analysis (especially Strategic Planning)

**Prof. Dr. Engelmann,  
Tanja**



**Research Focuses:**

Collaborative learning, problem solving, negotiating and working, media effects, especially in the context of virtual reality and augmented reality technologies

**Prof. Dr. Fabisch,  
Nicole**



**Research Focuses:**

Ethical Aspects of Data Use Marketing Ethics, Sustainable Consumer Behavior, Sustainability/Corporate Social Responsibility

**Prof. Dr. Fahling,  
Ernst**



**Role in addition to the professorship:**

Director Strategy, Finance & Innovation Department  
Program Director M.Sc. Finance

**Research Focuses:**

Finance, Banking, Treasury, Asset Management, Derivatives

**Prof. Dr. Finken,  
Silke**



**Role in addition to the professorship:**

Program Director MBA General Management

**Research Focuses:**

Innovation Management, Strategic Management, Blockchain, Financial Services, Consulting

**Prof. Dr. Förster,  
Heinrich**



**Research Focuses:**

Company Valuation, Asset Valuation, Capital Market Theory, Empirical Capital Market Research, Corporate Finance

**Prof. Dr. Fontanari,  
Martin**



**Research Focuses:**

Corporate Research, Crisis Management, Regional Studies, Marketing & Communication, Tourism

**Prof. Dr. Frahm,  
Lars-Gunnar**



**Research Focuses:**

Brand Management, Market Research, Marketing, Sustainability Management, Customer Relationship Management

**Prof. Dr. Friedrich,  
Silke**



**Research Focuses:**

Economics, Political Economy, Foreign Economics, Corporate Social Responsibility

**Prof. Dr. Friesendorf,  
Cordelia**



**Research Focuses:**

Financial Management, Economics, International Management, Strategic Management, Capital Markets

**Prof. Dr. Gäßler,  
Heike**



**Research Focuses:**

Culture, diversity, cultural and Aesthetic Education Performance, Improvisation, Movement, Theater, Performance, Rhetoric, Qigong, Mindfulness, Resilience

**Prof. Dr. Geister,  
Susanne**



**Research Focuses:**

Artificial Intelligence in Human Resource Management, E-Leadership, Agile Working, Organizational Development, Process Optimization with Six Sigma

**Prof. Dr. Gericke,  
Jens**



**Research Focuses:**

Cost and Performance Accounting/Controlling, Supply Chain Management/Logistics, Entrepreneurial Mid-Sized Enterprises, Sustainability, Digitization

**Prof. Dr. Gran,  
Andreas**



**Research Focuses:**

Transport Law, Logistics Law, International Law, Mergers & Acquisitions, Aviation Law

**Prof. Dr. Groher,  
Erich**



**Research Focuses:**

Supply Chain Management, Purchasing and Procurement, Logistics, Controlling, Corporate Management

**Prof. Dr. Haberstock,  
Philipp**



**Role in addition to the professorship:**

Deputy Director Strategy, Finance & Innovation Department

**Research Focuses:**

Strategic Management, Finance, Mergers and Acquisition, Corporate Venturing, Innovation Management

**Prof. Dr. Hammes,  
Mike**



**Research Focuses:**

Hazard Analysis & Health Promotion, Work Psychology, Business Psychology, Consumer Research, Personnel & Organization Psychology, Human Factors

**Prof. Dr. Happ,  
Christian**



**Research Focuses:**

Social Psychology, Work Psychology, Business Psychology, Social and Cultural Psychology, Media Psychology

**Hartmann,  
Kim**



**Research Focuses:**

Tourism, Tourism Marketing, Marketing & Communications, Branding, Consumer Behavior

**Prof. Dr. Hattula,  
Cornelia**



**Role in addition to the professorship:**

Head of Campus ISM Stuttgart  
Institute Director Business Innovation & Evolution @ ISM  
Program Director M.A. Digital Marketing

**Research Focuses:**

Marketing Management, Strategic Marketing, Consumer Behavior, Product and Innovation Management

**Dr. Heitger,  
Jörn**



**Research Focuses:**

Supply Chain Management, Process Management, International Transport Logistics, Project Management

**Prof. Dr. Helferich,  
Andreas**



**Research Focuses:**

Digitization and Innovation, Entrepreneurship, Computer Science/  
Business Informatics, Marketing and Communication, Mobility

**Prof. Dr. Hodeck,  
Alexander**



**Research Focuses:**

Motivation and Travel Behavior of Active Sports Tourists, Effects of  
Sports Events, Career Paths of Sports Managers, Developments in  
e-Sports, Management of Sports Organizations

**Prof. Dr. Hoffmann,  
M. Karsten**



**Research Focuses:**

Financial Reporting and Controlling, Tax Law, Corporate Valuation,  
Investments and Financing

**Prof. Dr. Horn,  
Carmen**



**Role in addition to the professorship:**

Head of Campus ISM Cologne

**Research Focuses:**

Digital Marketing, Brand Management, Customer Experience, Con-  
sumer Behavior, Luxury and Fashion Management

**Prof. Dr. Husemann,  
Anna**



**Research Focuses:**

General and Experimental Psychology, Market and Advertising Psy-  
chology, Personnel, Cultural, Consumer and Organizational  
Psychology

**Prof. Dr. Jochmann,  
Walter**



**Research Focuses:**

Organizational Development, Human Resource Management, Leadership, Transformation

**Prof. Dr. Jockel,  
Otto**



**Role in addition to the professorship:**

Program Director B.A./B.Sc. Betriebswirtschaft (Dual)

**Research Focuses:**

Logistics Outsourcing/Logistics Services, Supply Chain Management, Blockchain in Logistics and Supply Chain, Intermodal Transport

**Prof. Dr. Joisten,  
Nicole**



**Research Focuses:**

Sports Psychology, Clinical Psychology, Cognitive Psychology, Role Models, Mental illnesses in the context of work

**Prof. Dr. Kammerer,  
Yvonne**



**Research Focuses:**

Media & Communication Psychology, Business Psychology, Market and Advertising Psychology, Consumer Research

**Prof. Dr. Kamran,  
Qeis**



**Role in addition to the professorship:**

Program Director B.Sc. International Management (English)

Program Director MBA General Management

**Research Focuses:**

Management, Model-Based Management (MBM), Service-Dominant Logic (SDL), Design Thinking & Design Science, Strategic Management

**Prof. Dr. Kattenbach,  
Ralph**



**Research Focuses:**

Coaching, Career Research, Work Engagement, Agile Work Processes, Working Conditions

**Prof. Dr. Kaul,  
Helge**



**Research Focuses:**

Visitor Research, Co-Creation, Digital Transformation, Experiential Communication, Informal Learning, Creative Industries, Cultural Marketing, Strategy and Design, Strategy and Intuition

**Prof. Dr. Kleinjohann,  
Michael**



**Role in addition to the professorship:**

Program Director B.A. Marketing & Communications Management

**Research Focuses:**

Corporate Identity, Design & Communications, Public Relations, Social Media, Content Marketing, Marketing, E-Sports

**Prof. Dr. Knapstein,  
Michael**



**Role in addition to the professorship:**

Academic Director Kienbaum Institute @ ISM

**Research Focuses:**

Corporate Social Responsibility (especially Employee Volunteering), Coaching, Leadership, Organizational Behavior

**Prof. Dr. Koursovitis,  
Antonios**



**Role in addition to the professorship:**

Head of Campus ISM Berlin

**Research Focuses:**

Economics, International Economic Relations, European Integration, International Management, Strategic Management

**Prof. Dr. Kristal,  
Samuel**



**Research Focuses:**

Digitization and Innovation, Market Research, Empirical Methods, Brands, Luxury and Fashion, Marketing and Communication

**Prof. Dr. Kutsch,  
Horst**



**Role in addition to the professorship:**

Institute Director Entrepreneurship Institute @ ISM

Program Director M.A. Entrepreneurship

**Research Focuses:**

General Business Administration, Entrepreneurship, Quantitative Empirical Methods, Statistics, Data Analysis & Market Research

**Prof. Dr. Lauterbach,  
Rainer**



**Research Focuses:**

Entrepreneurship, Corporate Finance, Digitization and Innovation, Financial Markets, Management

**Prof. Dr. Lederer,  
Matthias**



**Research Focuses:**

Process Management, Digital Business, IT Management, Business Intelligence, Design Science Research

**Prof. Dr. Levasier,  
Maximilian**



**Role in addition to the professorship:**

Program Director B.Sc. Finance & Management

**Research Focuses:**

Real Estate Investments and Financing, Real Estate Taxation, Corporate Taxes, Asset Allocation, Entrepreneurship

**Prof. Dr. Lichtenthaler,  
Ulrich**



**Role in addition to the professorship:**  
Institute Director Entrepreneurship Institute @ ISM

**Research Focuses:**  
Entrepreneurship, Digitization and Innovation, Management,  
Corporate Development and Strategy

**Prof. Dr. Lietz,  
Gerrit**



**Research Focuses:**  
Financial Reporting, Corporate Tax Planning, Mergers & Acquisitions,  
Compliance, Corporate Governance

**Prof. Dr. Lütke Entrup, Matthias**



**Role in addition to the professorship:**  
Program Director M.A. Management

**Research Focuses:**  
Operations Management in the Consumer Good Industry,  
Procurement, Logistics/Supply Chain Management, Production,  
Controlling

**Prof. Dr. Malycha,  
Charlotte**



**Research Focuses:**  
Work and Organization Psychology, Creativity, Innovation, Healthy  
Work, Potential Analysis

**Prof. Dr. Marten,  
Eckhard**



**Research Focuses:**  
Corporate Communication, Public Relations, Internal Communication,  
Global Communications, Investor Relations

**Prof. Dr. Mehn,  
Audrey**



**Role in addition to the professorship:**

Vice President of Teaching

**Research Focuses:**

Fashion Management, Luxury Management, Sales Management, Retail Expansion, Omnichannel Strategies, Brands, Luxury and Fashion

**Prof. Dr. Meitner,  
Matthias**



**Research Focuses:**

Finance and Accounting

**Prof. Dr. Merkwitz,  
Ricarda**



**Research Focuses:**

Intercultural Management, Human Resource Management, Event Management, Cultural Psychology

**Prof. Dr. Michel,  
Alex**



**Research Focuses:**

International Management, Procurement, Supply Chain Management, Leadership, Controlling

**Prof. Dr. Moring,  
Andreas**



**Role in addition to the professorship:**

Head of Campus ISM Hamburg

**Research Focuses:**

Digital Innovations, Artificial Intelligence, Human-Machine Interaction, Digital Business Models, Change Management

**Prof. Dr. Moskaliuk,  
Johannes**



**Research Focuses:**

Learning and Knowledge Constructions in the Social Web, Digitization, Organizational Learning and Knowledge Management, Applied Cognitive Psychology, Virtual Training and Coaching

**Prof. Dr. Moss,  
Christoph**



**Research Focuses:**

Newsroom Organization, Language, Social Media, Content Marketing

**Prof. Dr. Mühlbäck,  
Klaus**



**Role in addition to the professorship:**

Program Director B.A. International Sports Management

**Research Focuses:**

Strategic Marketing Management, Sports Management, International Marketing, Brand Management, International Management

**Prof. Dr. Nagel,  
Niels**



**Research Focuses:**

Developments in the Fitness Market, Motion-Oriented Prevention, Digital Technologies in the Sports and Fitness Market

**Prof. Dr. Ohlwein,  
Martin**



**Research Focuses:**

Marketing, Business Intelligence, Strategic Management, Customer Experience Management, Marketing Controlling

**Prof. Dr. Pauen,  
Werner**



**Role in addition to the professorship:**

Institute Director REL@ISM

Program Director M.Sc. Real Estate Management

**Research Focuses:**

Rental Prices for Residential and Business Premises, Valuation of Real Estate, Management Real Estate (Hotels, Senior Citizens' Real Estate), Development of Conversion Areas, Tourism Location Development

**Prof. Dr. Peinl,  
Iris**



**Research Focuses:**

Work Analysis and Design, Digitization and Humane Design of Production and Work 4.0, Participative Leadership, Business as Leadership Ethics

**Prof. Dr. Perner,  
Susanne**



**Research Focuses:**

Entrepreneurship (especially Education), Entrepreneurial Finance, Sustainability (especially Sustainable Venturing), Digitization and Innovation, Corporate Venturing

**Prof. Dr. Perret,  
Jens K.**



**Research Focuses:**

Structural Change in the EU, Innovation, Knowledge Generation and Diffusion, Sustainability, Consumer Innovation Creativity, Empirical Methods, Regional Studies, Quantitative Analysis of Social Media

**Prof. Dr. Quitt,  
Anna**



**Role in addition to the professorship:**

Head of Campus ISM Frankfurt  
 Institute Director SCM @ ISM  
 Deputy Director Institute for Business Innovation & Evolution @ ISM  
 Deputy Director International Management, Logistics & Operations Department  
 Program Director M.Sc. International Management;  
 M.Sc. International Logistics & Supply Chain Management

**Research Focuses:**

Sourcing & Supply Management, Supply Chain Management, Digital Transformation, Strategic Development, Organizational Change

**Prof. Dr. Rademacher,  
Ute**



**Research Focuses:**

Psychological Brand Management, Employer Attractiveness, Job Addiction, Social Media Marketing & Communication, Psychological-Systematic Coaching & Mentoring

**Prof. Dr. Rathgeber,  
Philipp**



**Research Focuses:**

Luxury & Fashion Management, Brand Management, International Marketing, Entrepreneurship

**Prof. Dr. Rathnow,  
Peter**



**Role in addition to the professorship:**

Program Director B.A. International Management (English Trail)

**Research Focuses:**

Strategic and International Management, Mergers & Acquisitions, Controlling, Strategic Price Management

**Prof. Dr. Reichel,  
André**



**Research Focuses:**

Sustainability, Corporate Development and Strategy, Digitization and Innovation, Entrepreneurship, Social Transformation Processes and Globalization

**Prof. Dr. Remme,  
Markus**



**Research Focuses:**

Digitalization and Innovation, Supply Chain Management, Management, Sustainability

**Prof. Dr. Rommel,  
Kai**



**Role in addition to the professorship:**

Vice President of Research

Deputy Director Economics & Quantitative Methods Department

Management of Doctoral Programs

Management of Research Projects

**Research Focuses:**

Environmental and Resource Economics, Energy Economics, Regional Economics, Market Regulation, Consumer Behavior Research

**Prof. Dr. Rose,  
Nico**



**Research Focuses:**

Business Psychology, Positive Psychology in Organizations, Leadership and Motivation, Recruiting & Employer Branding, New Forms of Work (Self-organization & Co.)

**Prof. Dr. Ruess,  
Peter**



**Research Focuses:**

Civil Law, Commercial Legal Protection, Brand Law, Contractual Design, Competition Law, License Rights

**Prof. Dr. Sadowski,  
René**



**Research Focuses:**

Leadership Succession in Family Businesses, Family Gravitation - the New DNA of Entrepreneurial Families, Rethinking Human Resources, Dark Side of Agile Leadership

**Prof. Dr. Samunderu,  
Eyden**



**Role in addition to the professorship:**

Program Director M.A. International Business

**Research Focuses:**

Air Transport and Strategic Networks, Multimarket Contact, Static and Dynamic Price Optimization, Revenue Management, Strategic Group Theory

**Prof. Dr. Schabbing,  
Bernd**



**Role in addition to the professorship:**

Deputy Director Marketing, Sales, Tourism & Sports Department  
Program Director B.A. Tourism & Event Management

**Research Focuses:**

Impact of Cultural Tourism on City Marketing Performances, Value and Benefits of Festivals for Tourism, Relationship Between Tourism and Terrorism, Music Use in Events/Event Marketing, City Brands and Destination Branding

**Prof. Dr. Schafmann,  
Ernestine**



**Role in addition to the professorship:**

Deputy Director Human Resources Management Department  
Program Director M.A. Human Resources Management & Digital Transformation

**Research Focuses:**

People Management, Digitization, VUCA Concept (Volatility – Uncertainty – Complexity – Ambiguity), New Leadership, Employability

**Prof. Dr. Schlesinger,  
Dieter M.**



**Role in addition to the professorship:**

Head of Campus ISM Munich  
Director Economics & Quantitative Methods Department  
Institute Director REL@ISM

**Research Focuses:**

Sustainable Corporate Development, Environmental and Health Economics, Resource Management, International Economics, Market and Regional Research

**Dr. Schmedes,  
Sven**



**Research Focuses:**

Consulting, Building Trade & Construction, International Management, Project Management, Real Estate Management

**Prof. Dr. Dr. Schmid,  
Patrick**



**Research Focuses:**

Digitization and Innovation, Real Estate Financial Markets, Corporate Development and Strategy, Empirical Methods

**Prof. Dr. Schmidt-Netzel,  
Janine**



**Research Focuses:**

Leadership, Empowerment, Communication and Conflict, Organizational Psychology, Social Psychology

**Prof. Dr. Schmitt,  
Michael Georg**



**Research Focuses:**

Corporate Finance, Company Valuation, Mergers & Acquisitions, Financial Markets, Sustainability in Finance

**Prof. Dr. Schröder,  
Jörg**



**Research Focuses:**

Financial Markets, Mergers & Acquisitions, Corporate Finance, Venture Capital, Sustainability in Finance

**Prof. Dr. Schubert,  
Hermann**



**Research Focuses:**

Economics, Capital Market-Oriented Macroeconomics, Economic Ethics, Financial Markets, Economic History

**Prof. Dr. Segovia,  
Monica**



**Research Focuses:**

Education, Tourism, Entrepreneurship, Languages

**Prof. Dr. Dr. Siegfried,  
Patrick**



**Research Focuses:**

Marketing, Logistics, Management, Strategic Controlling, Entrepreneurship

**Prof. Dr. Simmert,  
Diethard B.**



**Research Focuses:**

Corporate Finance, Finance Management (national and international), Capital Market, Mid-Sized Enterprises, Banking and Insurances

**Prof. Dr. Simon,  
Marcus**



**Research Focuses:**

Public Relations, Marketing and Communications, Content Marketing, Corporate Communications, Social Media

**Prof. Dr. Sperber,  
Sonja**



**Research Focuses:**

Brand & Fashion Management, Innovation Management (esp. innovation strategies), Top Management Teams & Leadership, Network Analysis, Corporate Culture

**Prof. Dr. Spieß,  
Brigitte**



**Research Focuses:**

Marketing and Communication, Value-Oriented Corporate and Leadership Culture, Sustainability Management, New Work and Leadership Environments, Digitization and Innovation

**Prof. Dr. Steffens,  
Dirk**



**Role in addition to the professorship:**

Deputy Head of Campus ISM Stuttgart  
Program Director B.Sc. International Management

**Research Focuses:**

Organization, Change Management, Human Resource Development, Blended Learning, Human Resource Management

**Prof. Dr. Stephani,  
Michael**



**Role in addition to the professorship:**

Program Director B.Sc. Information Systems  
Program Director M.Sc. Business Intelligence & Data Science

**Research Focuses:**

Balance Sheet Tax Law, Corporate Income Tax, Value Added Tax, Further Development of National and International Accounting, Regulatory Economics

**Prof. Dr. Störkel,  
Marcus**



**Research Focuses:**

Digitization and Innovation, Management, Marketing and Communications, Telecommunication/Internet of Things, Corporate Development and Strategy

**Prof. Dr. Terstiege,  
Meike**



**Research Focuses:**

Marketing, Sales, Communication, Digitization and Innovation, Strategy

**Dr. Thiemann,  
Daniel**



**Research Focuses:**

Digital Transformation of the Working World, (Business) Psychology, Leadership 4.0, Teamwork, Technostress, Negotiation Leadership, New Forms of Work (e.g. Self-Organization)

**Prof. Dr. Tiemann,  
Veith**



**Role in addition to the professorship:**

Program Director B.Sc. Information Systems

**Research Focuses:**

Business Intelligence (Data Science and Analytics), Algorithmics, Simulations, R, E-Commerce

**Prof. Dr. Trams,  
Kai**



**Role in addition to the professorship:**

Program Director LL.B. Business Law

**Research Focuses:**

Civil Law, Trade and Commercial Law, Insolvency Law and Restructuring, Labor Law

**Prof. Dr. Vastag,  
Alex**



**Research Focuses:**

Distribution Logistics, Urban Logistics, Electric Mobility, Artificial Intelligence in Logistics, IT in Logistics

**Prof. Dr. Verhofen,  
Verena**



**Research Focuses:**

International Financial Reporting, Group Accounting, Taxes, Corporate Governance, Financing

**Prof. Dr. Von Reibnitz,  
Christine**



**Research Focuses:**

Marketing Strategies in the Medical Device Industry, Consumer Sovereignty and Supply Behavior on the Health Market, Health Promotion and Health Offers - New Business Field Strategies for Companies, Organizational Development in Companies in the Health Care Sector

**Prof. Dr. Von Thaden,  
Michael**



**Research Focuses:**

Discrete Geometry (Polytopal Geometry), Discrete Optimization, Risk Management, Financial Markets

**Prof. Dr. Walter,  
Götz**



**Role in addition to the professorship:**

Director Psychology & Management Department  
Program Director M.Sc. Psychology & Management

**Research Focuses:**

Consumer Psychology, Change Management, New Work, Energy Industry Issues, Market & Advertising Psychology

**Prof. Dr. Weber,  
Ulrike**



**Research Focuses:**

Coaching & Mentoring, Change Management, International Human Resources & Organization, Leadership, Learning & Development

**Prof. Dr. Westermann,  
Arne**



**Role in addition to the professorship:**

Director Marketing, Sales, Tourism & Sports Department  
Institute Director Brand & Retail Management Institute BRM@ISM  
Program Director M.A. Strategic Marketing Management

**Research Focuses:**

Communication Management, Marketing, Strategic Communication, Online Communication, Brand Management

**Prof. Dr. Wyrwa,  
Sven**



**Research Focuses:**

International Accounting, Mergers, Compliance and Corporate Governance

**Prof. Dr. Zeppenfeld,  
Meiko**



**Research Focuses:**

Mergers & Acquisitions, Private Equity, Venture Capital, Corporate Law, International Business Law

**Scientific Staff**

**Böckenholt,  
Rebecca**



**Role:**

Research Assoc. Brand & Retail Management Institute@ISM

**Research Focuses:**

Marketing, Consumer Behavior, Omnichannel Retailing, Digital Marketing

**Dargel,  
Jana**



**Role:**  
Research Assoc. to the Research Deanery

**Research Focuses:**  
Cultural Tourism, Intercultural Management, Spanish Language and Culture, Event Management, Establishment of Sports and Entertainment Programs in Family Hotels, Sports, Fitness & Health Management

**Fastenroth,  
Lukas**



**Role:**  
Research Assoc. Kienbaum Institute @ ISM

**Research Focuses:**  
Digital Fluency, Leadership, organization Psychology, Test and Questionnaire Development

**Fronapfel,  
Felix**



**Role:**  
Research Assoc. Entrepreneurship Institute @ ISM

**Research Focuses:**  
Creativity and Innovation, Corporate Management and Entrepreneurship, Psychological Characteristics of Company Founders and Managers

**Hartmann,  
Kim**



**Research Focuses:**  
Live Communication, Hotel Management, Marketing, Online Marketing, Project Management, Tourism and Event Management, Tourism Marketing

**Hensen,  
Alida**



**Role:**  
Research Assoc. Entrepreneurship Institute @ ISM

**Research Focuses:**  
Creativity and Innovation, Business Management and Entrepreneurship, Psychological Characteristics of Entrepreneurs and Managers

**König,  
Anja Carina**



**Role:**

Research Assoc. Entrepreneurship Institute @ ISM

**Research Focuses:**

Corporate Governance and Entrepreneurship, Psychological Characteristics of Entrepreneurs, Design Thinking, Family Business

**Krämer,  
Alexandra**



**Role:**

Research Assoc. Brand & Retail Management Institute@ISM

**Research Focuses:**

Brand identity, Digital Marketing, Marketing, Customer Behavior

**Nittke,  
Robinson**



**Role:**

Research Assoc. Brand & Retail Management Institute@ISM

**Research Focuses:**

Communication, Project Management and Business Model Development

**Piller,  
Vanessa**



**Role:**

Research Assoc. REL@ISM

**Research Focuses:**

Location Research, esp. Conversion Areas, Real Estate Management, Hotel Management and Development

**Schürmann,  
Janina**



**Role:**

Research Assoc. Brand & Retail Management Institute@ISM

**Research Focuses:**

Communication, Market Research, Non-Business-Marketing, Offline & Online Marketing, Social Media, Project Management, Development of Business Processes

**b Ongoing research projects at or with the participation of ISM**

*Listed below are research projects conducted by ISM professors or assisted by the ISM.*

**Becker, M.:** Transparency AI. Project period: 01.11.2020 - 01.11.2023.

**Becker, M.:** Valuation of Soccer Players with Fuzzy Integrals. Project period: 01.04.2020 - 01.04.2021.

**Engelmann, T.:** Various empirical evaluation studies in cooperation with the Westermann Group [orig.: Diverse empirische Evaluationsstudien in Kooperation mit der Westermann Gruppe]. Project period: 01.09.2016 - 31.12.2030.

**Kaul, H.:** Digital Transformation of Consumer Behaviour in Leisure - Analysis in the Context of Festivals and Sport Events. Project period: 01.04.2018 - 31.12.2021.

**Kaul, H.:** EU Horizon Cost Program: Digital Transformation in the Leisure Industry. Project period: 01.09.2019 - 31.12.2021.

**Lichtenthaler, U.:** Consortium Project 'Local Loyalty Cologne'. Project period: 01.04.2019 - 30.06.2021.

**Moss, C.:** The newsroom in corporate communications. Project period: 01.06.2019 - 31.05.2020.

**Rommel, K.; Kutsch, H.:** EFRE NRW - Förderwettbewerb Regio.NRW Innovation und Transfer, Andrea Höber, Business Metropole Ruhr GmbH & Partner, ISM as associated partner (Letter of Intent signed), Duration: 36 months. (Submission of the project outline on 28.09.2018).

**Rommel, K.; Westermann, A.:** BMBF funding program Innovation laboratories/competence centers for robot systems in inhuman environments: Germany-wide Competence Centre for Robots for Civil Terrestrial Emergency Response (A-DRZ) [orig.: BMBF-Förderprogramm Innovationslabore/Kompetenzzentren für Robotersysteme in menschenfeindlichen Umgebungen: Deutschlandweites Kompetenzzentrum für Roboter zur zivilen terrestrischen Gefahrenabwehr (A-DRZ)], Dr. Ing. Hauke Speth, City of Dortmund, Institute for Fire and Rescue Technology. Duration: 4 years, project budget: 11,856,389 million euros, ISM share: 182,400, project period: 01.11.2018 - 30.09.2022.

**Samunderu, E.:** Continental Study on the Benefits of the Single African Air Transport Market and Communication Strategy for SAATM Advocacy. Projektzeitraum: 05.10.2020 - 31.03.2021.

**Westermann, A.; Zimmermann, R.:** Re-Commerce. Project of the Brand & Retail Management Institute @ ISM. Partner: Copenhagen Business School; TU Dortmund. Project period: 01.08.2018 - 31.07.2021.

**Wyrwa, S.:** Compliance with IFRS as an object of empirical accounting research . [orig.: Compliance mit IFRS als Gegenstand der empirischen Rechnungslegungsforschung]. Project period: 17.05.2010 - 31.12.2024.

**Wyrwa, S.; Glaum, M.; Amel-Zadeh, A. :** M&A and Goodwill Impairment - Information Analysis. Project period: 01.01.2019 - 31.12.2021.

**c Research projects completed in the reporting year at or with the participation of ISM**

*The following lists research projects at or with the participation of the ISM, which were **completed in the year under review**.*

**Becker, M.:** Arbitrage Theory and Taxation. Project period: 01.11.2011 - 30.06.2020.

**Becker, M.:** Machine Learning Algorithms in Robo Advisory. Project period: 01.08.2019 - 30.06.2020.

**Duncker, C.:** German Fashion Monitor (confidential). Project period: 06.01.2020 - 31.12.2020.

**Duncker, C.:** Empirical analysis of success factors in the generation of customer journeys [orig.: Empirische Analyse von Erfolgsfaktoren bei der Generierung von Customer Journeys] (provisional working title). Project period: 16.09.2019 - 30.04.2020.

**Duncker, C.:** Development of an employer branding strategy for the target group Millennials on behalf of LVMH Group Germany [orig.: Entwicklung einer Employer Branding Strategie für die Zielgruppe Millennials im Auftrag der LVMH Group Germany] (Confidential). Project period: 01.09.2019 - 29.02.2020.

**Gässler, H.:** Radical Real Time - Dance, Music and Language as a Momentary Composition [orig.: Radikale Echtzeit - Tanz, Musik und Sprache als Momentkomposition]. Project period: 02.04.2013 - 30.10.2020.

**Helferich, A.:** SB: digital - Digital social networks as a means of shaping attractive work [orig.: SB: digital - Digitale Soziale Netzwerke als Mittel zur Gestaltung attraktiver Arbeit]. Project period: 01.04.2017 - 31.03.2020.

**Kleinjohann, M.:** The State of Daily Sports Newspapers in Europe - Success Factors in a World of Digital Sports Communication. Projektzeitraum: 15.06.2019 - 15.06.2020.

**Lichtenthaler, U.:** Cologne neighborhood as a local flagship [orig.: Kölner Veedel als lokaler Leuchtturm]. Project period: 01.03.2019 - 31.12.2020.

**Lichtenthaler, U.:** Study on transformation, corporate entrepreneurship, AI and blockchain. Project period: 01.05.2018 - 31.10.2020.

**Lütke Entrup, M.:** Advanced Planning in Consumer Goods. Project period: 01.01.2020 - 31.12.2020.

## d Current Publications

*The publications of the ISM professors refer to the period from January to December 2019. The list of publications is sorted alphabetically according to the authors' names and includes journal articles, monographs, and anthologies, contributions in anthologies and conference proceedings as well as other publications, e.g. blog posts.*

### Journal Articles

**Albrecht, H.; Beyerhaus, C.; Mehn, A.** (2020): Die Macht der Stimme. In: Swiss Marketing Review (2020), No. 5, PP. 4-7.

**Bolin, M.; Lietz, G.; Verhofen, V.** (2020): Erst- und Folgekonsolidierung nach IFRS. Eine Auswirkungsanalyse auf ausgewählte Finanzkennzahlen und die Fremdkapitalbeschaffung. In: KoR. IFRS: Internationale und kapitalmarktorientierte Rechnungslegung, (2020), No. 10, pp. 458-464.

**Bornemann, T.; Hattula, C.; Hattula, S.** (2020): Successive product generations: financial implications of industry release rhythm alignment. In: Journal of the Academy of Marketing Science, 48. (2020), No. 6, pp. 1174–1191. – DOI 10.1007/s11747-019-00709-y

**Brunner, M.** (2020): CSR: Nichtfinanzielle Berichterstattung. In: WISU - Das Wirtschaftsstudium (2020), No. 10, pp. 1023-1028.

**Brunner, M.; Hodeck, A.** (2020): Management mittlerer und kleiner Sportvereine. In: WISU - Das Wirtschaftsstudium (2020), No. 6, pp. 659-663.

**Bruno, P.** (2020): Nachhaltigkeit im Luxus ist kein Luxus mehr. In: Markenartikel : Das Magazin für Markenführung (2020), No. 1-2, pp. 12-14.

**Duncker, C.** (2020): Innovativität von Marken wirklich managen. In: weißBLAU - Das Magazin des Marketing Club München (2020), No. 1, pp. 10-11.

**Fahling, E. J.; Simmert, D. B.; Ghiani, M.** (2020): Small versus Large Caps? Empirical Performance Analyses of Stock Market Indices in Germany, EU & US since Global Financial Crisis. In: Journal of Financial Risk Management (2020), No. 9, pp. 434-453. – DOI 10.4236/jfrm.2020.94024

**Fastenroth, L. M.; Kienbaum, F.; Jochmann, W.** (2020): Welchen Wert hat der Sinn. In: Personalmagazin : Management, Recht und Organisation (2020), No. 1, pp. 48-52.

**Frieling, M.; Verhofen, V.** (2020): Die bilanzielle Abbildung der stillen Gesellschaft: Nach HGB oder nach IFRS empfehlenswert? – Fallbeispiel zu Optionen für den Beteiligungsnehmer und -geber. In: KoR. IFRS : Internationale und kapitalmarktorientierte Rechnungslegung (2020), No. 12, pp. 558-562.

**Friesendorf, C.** (2020): German economic update. Merkel's departure and the rise of the Far Right. In: Europe's World (2020), pp. 1-3.

**Friesendorf, C.** (2020): Germany's future Chancellor: Can Social Democrat Olaf Scholz fill in Merkel's Shoes? In: Europe's World, 23. (2020), No. 2, pp. 12-14.

- Friesendorf, C.; Schwarzhaupt, J.** (2020): Acquisition vs. Product Launch Announcement Im-pact on Share Price of the “Big Five Technology” companies: A Data Analysis. In: Research Journal for Applied Management, 1. (2020), No. 2, pp. 59-82.
- Ghorbani, M.; Westermann, A.** (2020): Die Bedeutung von Content-Strategien für die integrierte Markenführung am Beispiel der Deutschen Bank und der Sparkassen. Ein inhaltsanalytischer Vergleich von Bewegtbildern auf den konzern- bzw. verbandsübergreifenden YouTube-Kanälen. In: Research Journal for Applied Management, 1. (2020), No. 2, pp. 83-107.
- Goetjes, D.; Lütke Entrup, M.** (2020): Überprüfen Sie regelmäßig Ihre Losgrößen auf Einsparpotenziale? In: molkerei-industrie (2020), No. 2, pp. 25-28.
- Gran, A.** (2020): Die Rechtsprechung zum Transportrecht im Jahr 2019. In: Neue Juristische Wochenschrift, 73 (2020), No. 14, pp. 966-968.
- Grimm, N.; Moss, C.; Brickau, R. A.** (2020): The Role of German Automobile Museums in Attracting and Retaining Brand Ambassadors in Times of Change. In: Research Journal for Applied Management, 1. (2020), No. 1, pp. 17-47.
- Günther, Julia; Hartmann, Kim; Simon, Marcus; Walter, Götz** (2020): Interkulturelles Marketing: Gegenüberstellung von Erfolgsfaktoren der Kundenansprache in der DACH-Region und Südkorea am Beispiel dekorativer Kosmetik. In: Research Journal for Applied Management, 1. (2020), No. 2, pp. 23-42.
- Haberstock, P.; Thienel, I.** (2020): Das Agile Transformation Framework. Agile Unternehmenswerte und Projektmanagementmethoden verankern. In: zfo - Zeitschrift Führung + Organisation, 89. (2020), No. 3, pp. 187-194.
- Happ, C.; Vöhringer, T.** (2020): Aneinander vorbeivermarktet – Ein Realitätscheck des Ethno-Marketings. In: Research Journal for Applied Management, 1. (2020), No. 1, pp. 1-16.
- Höveler, B.; Laakmann, J.; Lütke Entrup, M.** (2020): Einkauf in der Corona-Krise – diese zehn Punkte sichern den Erfolg. In: S-Firmenberatung (2020), No. 4, pp. 18-20.
- Höveler, B.; Lütke Entrup, M.** (2020): Best-Practices im Reporting in Einkauf und SCM. In: S-Firmenberatung (2020), No. 1, pp. 21-24.
- Höveler, B.; Lütke Entrup, M.** (2020): Effizienzreserven heben mit SCM – Best-Practices im Reporting (Teil 2). In: S-Firmenberatung (2020), No. 2, pp. 3-6.
- Jochmann, W.; Fastenroth, L.** (2020): Vergiftete Innovation. In: Personalmagazin : Management, Recht und Organisation (2020), No. 2, pp. 46-49.
- Kammerer, Y.; Gottschling, S.; Bråten, I.** (2020): The role of internet-specific justification beliefs in source evaluation and corroboration during web search on an unsettled socio-scientific issue. In: Journal of Educational Computing Research, Online First Artikel. DOI 10.1177/0735633120952731
- Knapstein, M.; Breitsohl, H.** (2020): Employee Volunteering und die Signalisierung von Arbeitgeberattraktivität. In: PERSONALquarterly (2020), No. 1, pp. 22-28.

- Koch, C.; Simon, M.; Mühlbäck, K.** (2020): Die Anwendung von Gesichtserkennung im stationären Einzelhandel und ihre Auswirkungen auf die Kaufbereitschaft. In: *PraxisWISSEN - German Journal of Marketing* (2020), No. 1, pp. 21-40.
- Komlos, J.; Schubert, H.** (2020): Reagonomics - Wegbereiter des Trumpismus. In: *Wirtschaftsdienst*, 100. (2020), No. 1, pp. 64-71.
- Kozica, A.; Thiemann, D.** (2020): Führung in modernen Arbeitswelten: Von der Situation her denken. In: *OrganisationsEntwicklung* (2020), No. 1, pp. 56-63.
- Kristal, S.; Baumgarth, C.; Henseler, J.** (2020): Performative corporate identity in industrial markets: The case of German prosthetics manufacturer Ottobock. In: *Journal of Business Research*, 114. (2020), pp. 240-253. – DOI 10.1016/j.jbusres.2020.04.026
- Krummel, D.; Siegfried, P.; Michel, A.** (2020): Millennials' Employer Brand Perception in a German Retail Context. In: *Journal of Human Resource and Sustainability Studies* (2020), pp. 1-17. [forthcoming]
- Kümmel, E.; Moskaliuk, J.; Cress, U.; Kimmerle, J.** (2020): Digital Learning Environments in Higher Education: A Literature Review of the Role of Individual vs. Social Settings for Measuring Learning Outcomes. In: *Education Sciences*, 10. (2020), No. 3, Article 78. – DOI 10.3390/educsci10030078
- Lang, F.; Kammerer, Y.; Oschatz, K.; Stürmer, K.; Gerjets, P.** (2020): The role of beliefs regarding the uncertainty of knowledge and mental effort as indicated by pupil dilation in evaluating scientific controversies. In: *International Journal of Science Education*, 42. (2020), No. 3, pp. 350-371.
- Lang, F.; Kammerer, Y.; Stürmer, K.; Gerjets, P.** (2020): Investigating professed and enacted epistemic beliefs about the uncertainty of scientific knowledge when students evaluate scientific controversies. In: *European Journal of Psychology of Education* (2020). DOI 10.1007/s10212-020-00471-8
- Lederer, M.; Quitt, A.; Büsch, M.; Avci, R.** (2020): One size fits all? An analytical approach how to make use of process modelling techniques for different fundamental supply chain types. In: *International Journal of Supply Chain and Operations Resilience*, 4. (2020), No. 1, pp. 1-20.
- Leroy, C.; Oestermeier, U.; Gerjets, K.; Kammerer, Y.** (2020): Simultaneous presentation of multiple documents and text-highlighting: Online integrative processes and offline integrated understanding. In: *Scientific Studies of Reading* (2020). DOI 10.1080/10888438.2020.1784903
- Lewandowski, D.; Kammerer, Y.** (2020): Factors influencing viewing behaviour on search engine results pages: a review of eye-tracking research. In: *Behaviour and Information Technology* (2020). DOI 10.1080/0144929x.2020.1761450
- Lichtenthaler, U.** (2020): Agile innovation: the complementarity of design thinking and lean startup. In: *International Journal of Service Science, Management, Engineering, and Technology*, 11. (2020), No. 1, pp. 157-167.

- Lichtenthaler, U.** (2020): Building Blocks of Successful Digital Transformation: Complementing Technology and Market Issues. In: International Journal of Innovation and Technology Management, 17. (2020), No. 1, pp. 1-14.
- Lichtenthaler, U.** (2020): A Conceptual Framework for Combining Agile and Structured Innovation Processes. In: Research-Technology Management, 63. (2020), No. 5, pp. 42-48.
- Lichtenthaler, U.** (2020): Digitale Innovationen zum Erfolg führen: Portfoliomanagement als zentrale Herausforderung. In: zfo - Zeitschrift Führung + Organisation, 89. (2020), No. 1, pp. 49-54.
- Lichtenthaler, U.** (2020): Five Maturity Levels of Managing AI: From Isolated Ignorance to Integrated Intelligence. In: Journal of Innovation Management, 8. (2020), No. 1, pp. 39-50.
- Lichtenthaler, U.** (2020): Innovation: Nicht trotz, sondern gerade wegen Corona! In: Lebenswerk Magazin, 1. (2020), No. 1, pp. 42-43.
- Lütke Entrup, M.; Goetjes, D.** (2020): Einsparpotenziale bei Losgrößen - 10 Praktiker-Tipps zur Losgrößenoptimierung. In: Getränkeindustrie (2020), No. 2, pp. 32-34.
- Lütke Entrup, M.; Goetjes, D.** (2020): Frachtein Kauf in der Corona-Krise: Freie Kapazitäten nutzen. In: KMU-Magazin (2020), No. 3, pp. 1-2.
- Lütke Entrup, M.; Goetjes, D.** (2020): Freie Kapazitäten nutzen - Frachtein Kauf in der Corona-Krise. In: Brauwelt : Wochenzeitschrift für das Getränkewesen (2020), No. 30-31, pp. 794-796.
- Lütke Entrup, M.; Goetjes, D.** (2020): Freie Kapazitäten Nutzen - Frachtein Kauf in der Corona-Krise. In: CHEManager (2020), No. 7, p. 22.
- Lütke Entrup, M.; Goetjes, D.** (2020): Freie Kapazitäten nutzen: Frachtein Kauf in der Corona-Krise. In: Flüssiges Obst (2020), No. 6, pp. 192-194.
- Lütke Entrup, M.; Goetjes, D.** (2020): Hilfsprogramm für das Supply Chain Management. In: Lebensmittel Zeitung (2020), No. 17, p. 34.
- Lütke Entrup, M.; Goetjes, D.** (2020): Konditionen gegen Auslastung. In: Fleischwirtschaft (2020), No. 6, pp. 32-33.
- Lütke Entrup, M.; Goetjes, D.** (2020): Materialeinsatz reduzieren und sparen - Praxistipps zur Füllmengenoptimierung. In: SWEETS global (2020), pp. 18-19.
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- Terstiege, M.; Barthels, L.** (2020): Influencer Marketing – digitale Einflussnahme auf Zielgruppen. In: Terstiege, M. (ed.): Digitales Marketing - Erfolgsmodelle aus der Praxis. Wiesbaden : Springer Gabler, pp. 61-78.

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- Walter, G.; Hesse, L. S.; Tietze, S. (2020):** Der Einfluss von Persönlichkeit, Technikaffinität und Risikobewusstsein auf Technologieakzeptanz am Beispiel der Sprachsteuerung von Fernsehgeräten. Ergebnisse einer repräsentativen Onlineuntersuchung. In: Alt, F.; Schneegass, S.; Hornecker, E. (eds.): Mensch und Computer 2020. New York : ACM Press, pp. 211-221.
- Westermann, A.; Mehn, A. (2020):** Omnichannel-Marketing - Verknüpfung von Online- und Offline-Kanälen. In: Stumpf, M. (ed.): Die 10 wichtigsten Zukunftsthemen im Marketing. 2nd ed. Freiburg im Breisgau : Haufe, pp. 163-180.
- Zimmermann, R.; Westermann, A. (2020):** Omnichannel-Retailing – Kundenorientierte Verknüpfung der Online- und Offline-Kanäle. In: Terstiege, M. (ed.): Digitales Marketing – Erfolgsmodelle aus der Praxis: Konzepte, Instrumente und Strategien im Kontext der Digitalisierung. Wiesbaden : Springer, pp. 3-16.

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- Haberstock, P. (2020):** Definition Accelerator. (<https://wirtschaftslexikon.gabler.de/definition/accelerator-122123/version-373420>). Accessed on 06.11.2020.
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- Lichtenthaler, U. (2020):** Integrierte Intelligenz: Mit KI neue Kundenbedürfnisse adressieren. (<https://digitaleweltmagazin.de/2020/10/28/integrierte-intelligenz-mit-ki-neue-kundenbeduerfnisse-adressieren/>). Accessed on 02.12.2020.
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*see also various other online articles at xing.com*
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- Stephani, M.** (2020): Umsatzsteuer 2020. 2. Aufl. Köln : Endriss Steuerfachschule.
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#### e Presentations at a Conference or Congress

*Listed below are the presentations given by ISM professors at conferences or congresses.*

**Dippon, P.** (2020): Analysis and Communication of UNESCO's Heritage: Distributional Disparities and educational Exchanges. (KAIROS "Heritage as Urban Regeneration", Regensburg, 16.12.2020).

**Dippon, P.** (2020): Probleme der globalen Teilhabe am tangiblen und intangiblen Erbe der UNESCO. (Guest lecture in the context of the Master's program "Heritage Education", School of Education, Heidelberg University, 04.06.2020).

**Dippon, P.** (2020): „Sharing Heritage“. Räumliche Verteilungsdisparitäten des materiellen und immateriellen Erbes der UNESCO sowie ihre Bedeutung für den Bildungstourismus. („World Heritage Education – Allianzen, Netzwerke, Kooperationen“, Zentrum Welterbe Bamberg, 07.02.2020).

**Höveler, B.; Holzmann, F.; Lütke Entrup, M.** (2020): Einkauf und Supply Chain Management in der Corona-Krise. (Einkauf und Supply Chain Management in der Corona-Krise, Düsseldorf, 07.04.2020).

**Kaiser, S.; Kozica, A.; Thiemann, D.; Rauch, R.; Müller, M.; Littig, B.** (2020): Create your transformation into a digital working environment with DigiTrain 4.0. (Beyondwork 2020. European Conference on Labour Research, Bonn, 21.10.2020).

**Knapstein, M.; Bamberger, B.** (2020): Change Management bei der Implementierung von RoboticProcess Automation. (4. Dortmunder Wissenschaftskonferenz, 06.11.2020, online).

**Knapstein, M.; Bamberger, B.** (2020): Change-Management bei der Implementierung von Cognitive Automation. (Herbstworkshop Kommission Personal, Düsseldorf, 18.09.2020).

**Knapstein, M.; Fastenroth, L.** (2020): Corporate Purpose: Integriertes Begriffsverständnis und Implementierung. (Herbstworkshop Kommission Personal, 18.09.2020, Düsseldorf).

**Knapstein, M.; Gilli, K.** (2020): Matching the Skills for Digital Transformation: How leaders selfassess and evaluate the importance of skills sought in job advertisements. (Herbstworkshop Kommission Personal, 17.09.2020, Düsseldorf).

**Knapstein, M.; Gilli, K.; Nippa, M.** (2020): Leadership Competencies for Digital Transformation. Skills and Traits Sought By Practitioners. (Academy of Management Annual Meeting, 13.01.2020).

**Knapstein, M.; Weckmüller, H.** (2020): Befristete Beschäftigung bei Neueinstellungen qualifizierter Fachkräfte: Unbedachte Schattenseiten. (Herbstworkshop Kommission Personal, 17.09.2020, Düsseldorf).

- Kozica, A.; Thiemann, D.** (2020): Selbstorganisation in der digitalen Arbeitswelt: Herausforderungen und Spannungsfelder aus einer multidimensionalen Perspektive. (Changetagung 2020 – Der Mensch in der Selbstorganisation, Basel, Schweiz, 23.-24.01.2020).
- Lichtenthaler, U.** (2020): E-Commerce: Freund oder Feind? (Kölner Immobilienkongress, 11.02.2020, Cologne).
- Lichtenthaler, U.** (2020): Integrated Intelligence: Combining human and artificial intelligence for competitive advantage. (Siemens Data2Value Community Webinar, 26.11.2020).
- Lichtenthaler, U.** (2020): Integrierte Intelligenz und Zukunft der Arbeit. (Zukunft Personal Europe, 12.10.2020, Cologne).
- Lichtenthaler, U.** (2020): Integrierte Intelligenz: Wettbewerbsvorteile erzielen durch die Kombination menschlicher und künstlicher Intelligenz. (KI in der industriellen Produktion, 07.10.2020, online).
- Lichtenthaler, U.** (2020): Integrierte Intelligenz: Wettbewerbsvorteile erzielen durch die Kombination menschlicher und künstlicher Intelligenz. (Online Tag der KI an der IHK Karlsruhe, 21.10.2020).
- Lichtenthaler, U.** (2020): Monetizing car data: creating new value in ecosystems. (Handelsblatt Konferenz Monetizing Car Data, 06.02.2020, Munich).
- Lütke Entrup, M.** (2020): Transformation – Die Digitalisierung der Wertschöpfungskette in der Milchwirtschaft. (Deutscher Milkkongress, Munich, 19.02.2020).
- Lütke Entrup, M.; Höveler, B.; Holzmann, F.** (2020): Einkauf und Supply Chain Management in der Corona-Krise. (Einkauf und Supply Chain Management in der Corona-Krise, Düsseldorf, 31.03.2020).
- Ohlwein, M.** (2020): Perceiving a difference when there is no difference. The impact of the reference unit on the valuation of a unit price. (2020 EMAC Regional Conference – Challenging the status quo in marketing research, Zagreb, 18.09.2020).
- Ohlwein, M.; Jensen, S.** (2020): The impact of brand nostalgia on purchase intention among Gen Y. (5th Annual Emerging Trends in Marketing and Management International Conference, Bucharest, 25.06.2020).
- Pauen, W.** (2020): Hotelimmobilien Investment - Zwischen Bewertung und Verwertung. (Moderation of a panel of experts at the Expo Real 2020, Munich and hybrid, 14.10.2020).
- Riebel, L.; Rademacher, U.; Müller, K.** (2020): Eine empirische Untersuchung der Wirkung gendersensitiver Stellenanzeigen auf die Female Talent Pipeline. Mehr Bewerberinnen durch inklusives Recruiting? (24. Fachtagung der Gesellschaft für angewandte Wirtschaftspsychologie (GWPs), Stuttgart, 04.-06.03.2020).
- Rommel, K.** (2020): Sustainable Mobility in Germany. Results from a discrete choice experiment on attitudes of alternative vehicles. (Virtual International Conference Environmental Economics: a focus on Natural Resources (EERN), 20.11.2020).

- Schmitt, M.** (2020): Standortbestimmung Mittelstandsfinanzierung. (Tag der Finanzen im Mittelstand des BVMW, 21.09.2020).
- Spieß, B.** (2020): Ein neues Zusammenspiel einüben - Ökonomie, Ökologie, Gesellschaft. (Soroptimist International Deutschland – Service-Club für Frauen in Führungspositionen, 02.11.2020, online).
- Stucht, L.; Rademacher, U.** (2020): Mit agilem Arbeiten in Stress und Burn Out sprinten? Psychische Gefährdungsbeurteilung von agilen versus klassischen Arbeitenden. (24. Fachtagung der Gesellschaft für angewandte Wirtschaftspsychologie (GWPs), 04.-06.03.2020, Stuttgart).
- Thiemann, D.; Böhringer, F.** (2020): Experimentierkultur in Unternehmen – Erprobung neuer Arbeitsmodelle in Zeiten von Digitalisierung und New Work. (StrategyCircle Versicherungen, Munich, 08.10.2020).
- Thiemann, D.; Kozica, A.; Kaiser, S.** (2020): Digitalization is more than the sum of its parts: A holistic assessment of the influences on employees. (82. Jahrestagung des VHB, Frankfurt, 17.-20.03.2020).
- Von Reibnitz, C.** (2020): Entlassmanagement in der Palliativversorgung patientenorientiert gestalten – Best Practice Beispiel. (13. DGP Kongress Wiesbaden, 10.09.2020).
- Walter, G.; Zuegg, A.; Brandt, J.** (2020): Gratuitous sex appeals in advertising. a replication of the findings of Dahl et al. (2009) and Sengupta & Dahl (2008) using a European sample. (24. Fachtagung der Gesellschaft für angewandte Wirtschaftspsychologie (GWPs), Stuttgart, 04.03.2020).
- Westermann, A.; Forthmann, J.** (2020): The Swing Effect of CSR between Society & Companies. (BledCom2020, Bled, Slovenia, 03.07.2020).

#### **f Guided Research (Consulting-Projects, Workshops, Market Research Projects)**

*At the International School of Management, both qualitative and quantitative market research studies are conducted every semester in all study programs. The empirical studies are very practice-oriented and are based in part on business co-operations by developing current topics of entrepreneurial activity. The following is an excerpt from the ISM workshops, market research and consulting projects.*

**Beyerhaus, C.:** Der digitale Handzettel - Angebotskommunikation für den Handel 2.0 in Kooperation mit Facebook. Project period: 16.09.2020 – 04.12.2020.

**Beyerhaus, C.:** Employer Branding für Benefit (LVMH). Project period: 01.04.2020 – 19.06.2020.

**Beyerhaus, C.:** Social Media Strategie für Dedon. Project period: 20.03.2020 – 17.06.2020.

**Beyerhaus, C.:** Vom Outbound zum Inbound Marketing (Adesso AG). Project period: 20.09.2019 – 10.01,2020.

- Brickau, R.:** Business Women als Zielgruppe – Wie kann Fujitsu dieses Segment erfolgreich bearbeiten? Project period: 07.09.2020 – 29.01.2021.
- Brickau, R.:** Corona definiert die Kommunikation neu – Kann Fujitsu seine Präsenz-Formate bei Events so ersetzen, dass Kunden emotionalisiert werden und sich mit dem Unternehmen langfristig verbunden fühlen? Project period: 14.09.2020 – 23.12.2020.
- Brickau, R.:** Kundenerwartungs-Analyse bei Flag Infinity Partnern – Kriterien für die Herstellerwahl. Project period: 06.04.2020 – 18.06.2020.
- Brickau, R.:** Personalisierung der Kommunikationsinhalte für Kunden des Dortmund Airport DTM. Project period: 16.03.2020 – 18.06.2020.
- Brickau, R.:** Werden die Kernwerte Japans und des Samurai bei relevanten Zielgruppen überhaupt und wenn ja, positiv wahrgenommen? Project period: 03.09.2019 – 30.01.2020.
- Bruno, P.:** Marketingstrategien für die neue Online-Terminbuchungsplattform von Douglas "Douglas Beauty Booking". Project period: 01.09.2019 – 29.03.2020.
- Duncker, C.:** Entwicklung einer Employer Branding Strategie für die Zielgruppe Millennials (confidential). Project period: 01.09.2019 – 29.02.2020.
- Fontanari, M.:** Digitale Geschäftsmodelle für kundenorientierte Wissensplattformen im B-to-B-Bereich. Project period: 01.09.2019 – 29.02.2020.
- Fontanari, M.:** Markt- & Produktanalyse touristischen Sponsorings (Destinationen) für den Leistungssport. Project period: 01.09.2019 – 29.02.2020.
- Frahm, L.-G.:** Marktstudie zum Intrapreneurship. Project period: 01.09.2019 – 29.02.2020.
- Groher, E.:** FIN Tech Market Research. Project period: 01.09.2019 – 29.02.2020.
- Kaul, H.:** Berliner Ensemble Surtitles - Evaluation der Übertitelung von Theatervorstellungen. Project period: 01.10.2019 – 31.01.2020.
- Marten, E.:** Carma Insights. Project period: 13.04.2020 – 26.06.2020.
- Marten, E.:** Commerzbank - Entwicklung eines Sales-Channels auf Youtube (confidential). Project period: 01.09.2019 – 29.02.2020.
- Marten, E.:** Deutsche Börse Group - Marketing Concept for Co-Branding. Project period: 14.09.2020 – 27.11.2020.
- Mehn, A.:** Employer Branding - Strategie zur Schaffung von Markenbindung. In Zusammenarbeit mit Sonova Retail Deutschland. Project period: 23.03.2020 – 28.05.2020.
- Mehn, A.:** Entwicklung von Strategien, um LVMH als Arbeitgeber in Deutschland bekannter zu machen. Project period: 01.09.2019 – 29.02.2020.
- Merkwitz, R.:** Erstellung Mitarbeiterbindungsprogramm für die RUAG AG. Project period: 01.09.2019 – 28.02.2020.

**Rademacher, U.:** Fair Trade Hochschulwettbewerb Forschungsprojekt soleRebels. Project period: 09.09.2019 – 17.02.2020.

**Schabbing, B.:** Stärkung des lokalen Einzelhandels Dortmund: Kundenanforderungen und Marketing und Servicechancen. Project period: 16.09.2019 – 31.01.2020.

**Störkel, M.:** Badenova Energieversorger - Das Rennen um den flüchtigen Kunden. Project period: 01.09.2019 – 29.02.2020.

**Störkel, M.:** Development and implementation of an international online marketing strategy in the B2B environment using the example of HB Protective Wear. Project period: 16.09.2020 – 09.12.2020.

**Terstiege, M.:** BBDO Marketing-Workshop. Project period: 01.03.2018 – 31.12.2020.

**Terstiege, M.:** Territory Discounter-Konzepte. Project period: 02.03.2018 – 31.12.2020.

## g ISM Publications 2020

### Workingpaper

- No. 14** Holthaus, L.; Horn, C.; Perret, J. K. (2020): E-Commerce im Luxusmarkensegment – Die Sicht deutscher Kundinnen am Beispiel Chanel.
- No. 15** Bingemer, S.; Ohlwein, M. (2020): Mit Customer Experience Management die Digitalisierung meistern – Die Rolle von Unternehmenskultur und -organisation.

### Research Journal for Applied Management

- Vol. 1/2020 Heft 1** Happ, C.; Vöhringer, T.: Aneinander vorbeivermarktet – Ein Realitätscheck des Ethno-Marketings.
- Grimm, N.; Moss, C.; Brickau, R. A.: The Role of German Automobile Museums in Attracting and Retaining Brand Ambassadors in Times of Change.
- Ohlwein, M.; Bingemer, S.: Konsistenz der Customer Experience als Herausforderung im Mehrkanalvertrieb.
- Schlesinger, D. M.; Pauen, W.; Neumair, S. M.: Diamant der Regionalentwicklung.
- Rommel, K.; Frahm, L.-G.: Der Einfluss parteipolitischer Präferenzen der jüngeren Bevölkerung in Deutschland auf deren Einstellung zur Windenergienutzung.
- Vol. 1/2020 Heft 2** Oblau, F.; Siegfried, P.: Erfolgskontrolle im Event-Marketing. Entwicklung eines Frameworks zur Evaluation von Event-Marketing Maßnahmen.
- Günther, J.; Hartmann, K.; Simon, M.; Walter, G.: Interkulturelles Marketing: Gegenüberstellung von Erfolgsfaktoren der Kundenansprache in der DACH-Region und Südkorea am Beispiel dekorativer Kosmetik.
- Moritz, K.-H.; Schöber, T.; Stadtmann, G.: Product differentiation in video games: A closer look at Fortnite's success.
- Friesendorf, C.; Schwarzhaupt, J.: Acquisition vs. Product Launch Announcement Impact on Share Price of the "Big Five Technology" companies: A Data Analysis.
- Ghorbani, M.; Westermann, A.: Die Bedeutung von Content-Strategien für die integrierte Markenführung am Beispiel der Deutschen Bank und der Sparkassen. Ein inhaltsanalytischer Vergleich von Bewegtbildern auf den konzern- bzw. verbandsübergreifenden YouTube-Kanälen.

Contributions to the next volume of the Research Journal for Applied Management 2021 can be submitted at any time. Under <https://en.ism.de/research/research-activities> you will find the details for submission.

## VIII News from the Library

### Monographs/editorials by authors of the International School of Management (ISM)



**Bolin, M.; Stephani, M.; Wyrwa, S.; Grefe, C. (2020):** Bilanzen. 10. Aufl. Herne: Kiehl. ISBN 978-3-470-49760-0, 20,90€

The quick and structured introduction to accounting.

This textbook and exercise book offers a quick and well-structured introduction to all the essential basics of accounting in accordance with the current regulations. With its combination of topicality, easy comprehensibility and simple knowledge control, the Compact Accounting Training is an ideal companion for training, exam preparation and the start in practice!

Numerous examples and illustrations convey even complex issues in a simple and easy-to-understand manner. Over 50 practical exercises, including solutions, help to reinforce and consolidate what has been learned. A MiniLex(ikon) with 150 to 200 keywords provides quick access to the most important definitions on the subject. In addition to the book, there is a free online version on meinkiehl. The new edition has been comprehensively updated and corresponds to the legal status applicable from 2020.



**Fahling, E. J.; Crusius, B.; Wirtz, V. (2020):** Karrieren in der Finanzwirtschaft. Persönliche Wege, Insider-Tipps und Best Practices. Wiesbaden : Springer Gabler. ISBN 978-3-658-29151-8, 34,99€

This book gives you lively insights into various careers in finance. 21 individual interviews show the diversity and special nature of the industry. An expert assessment of Germany as a financial center outlines career prospects; supplementary specialist articles on investment banking as well as auditing and tax consulting deepen the presentation. The work is rounded off by authentic learnings with tips and recommendations as well as the presentation of the CFA program and the finance degree programs at ISM. It is particularly aimed at prospective students, students and their parents, as well as academics and practitioners.



**Haberstock, L.; Haberstock, P. (2020):** Kostenrechnung I. Einführung – mit Fragen, Aufgaben, Fallstudien und Lösungen. 14., neu bearb. und erw. Aufl., Berlin : Erich Schmidt. ISBN 978-3-503-19174-1, 22,95€

The HABERSTOCK takes you safely through your studies and every exam on cost accounting. Updated all around in the 14th edition, this easy-to-understand textbook classic guides you effortlessly through the most important basics and all typical exam topics:

- Cost accounting and accounting, central cost concepts, cost types
- Cost type, cost center and cost unit accounting
- Cost accounting systems and current developments
- NEW: Methods of cost management such as target costing or life cycle costing

With a large exercise section: many questions, tasks and two case studies including solutions support you in learning and exam preparation.



**Kamran, Q. (2020):** Strategic Value Chain Management. Models for Competitive Advantage. London : Kogan Page.  
ISBN 978-0-7494-8442-2, 51,85€

A supply chain is the process of all parties involved in fulfilling a customer request, while a value chain is a set of interrelated activities a company uses to create value and a competitive advantage. In Global Value Chain Management the authors bring together a variety of disciplines, showing how to move from traditional supply chain management to value chain management. Research from the (ISM) International School of Management, Germany, originating from a network of companies in a range of sectors, is integrated with case studies to demonstrate particular concepts. Global Value Chain Management brings together theory and practice and presents tangible ways of creating competitiveness in a changing world through the use of effective models and frameworks. Challenging the traditional Porters Five Forces Model, the authors introduce the important academic disciplines of cybernetics and systems sciences as essential drivers of strategy within the supply chain, supported by case studies illustrating their implementation. Online supporting resources include powerpoints summarising key theories and applications.



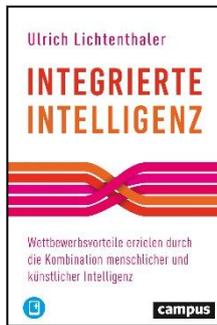
**Kleinjohann, M. (2020):** Marketingkommunikation mit Acoustic Branding. Planung, Einsatz und Wirkung von Stimme, Ton und Klang für die Corporate Identity. Wiesbaden : Springer Gabler.  
ISBN 978-3-658-29988-0, 14,99€

In the multisensory communication of corporate identity, acoustic brand management is becoming increasingly important in the positioning of companies, brands and products in the growing battle for consumer attention. With background music at the point of sale or in restaurants, sound logos, jingles and sound icons in TV and radio advertising, as well as chat bots and smart speaker skills in eCommerce, companies are profiling and emotionalizing their brand not only visually, but also acoustically. Against the background of identity-based brand management and integrated marketing communication, this essential presents the goals, characteristics and effects of "acoustic branding", "audio branding" or "sonic branding" in a compact and fundamental way.



**Kleinjohann, M.; Reinecke, V. (2020):** Marketingkommunikation mit der Generation Z. Erfolgsfaktoren für das Marketing mit Digital Natives. Wiesbaden : Springer Gabler.  
ISBN 978-3-658-30821-6, 14,99€

Generation Z differs from the previous generations in values, attitudes and behavior like hardly any other. As digital natives, they have grown up "always on"; classic means of communication no longer appeal to this new target group as effectively as they did to previous generations. Companies are thus faced with the challenge of positioning themselves alternatively on the customer journey of this growing target group. This essential provides an overview of the influencing factors, values, needs and characteristics of Generation Z, highlights success factors in addressing "Gen Z" and gives practical recommendations for marketing to this digitally influenced consumer group.



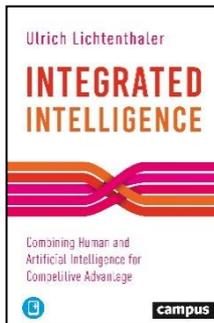
**Lichtenthaler, U. (2020):** Integrierte Intelligenz: Wettbewerbsvorteile erzielen durch die Kombination menschlicher und künstlicher Intelligenz. Frankfurt am Main : Campus. ISBN 978-3-593-51204-4, 49,95€

**Lichtenthaler, U. (2020):** Integrated Intelligence: Combining Human and Artificial Intelligence for Competitive Advantage. Frankfurt am Main : Campus. ISBN 978-3-593-51203-7, 49,95€

#### Integrated Intelligence as a Competitive Advantage

How can companies profit from artificial intelligence? So far, most firms use AI tools primarily for enhancing efficiency and automating jobs. However, artificial intelligence provides many more opportuni-

ties!  
Ulrich competitive ad-  
The targeted inte-  
standardized ap-  
intelligence or  
and consultants  
sized organiza-  
Integrated Intelli-  
structure. With  
from the world's most innovative companies as well as from start-ups, »Integrated Intelligence« reveals how executives can achieve a sustainable competitive advantage through intelligence-based business models.



Lichtenthaler shows that companies can achieve an unbeatable vantage by making AI a core part of their innovation strategies. Integration of human and artificial intelligence, which goes beyond applications, enables an enhanced form of intelligence, a super-Intelligence x. This book will show executives, HR professionals, how to gradually develop Intelligence x in large and medium-sized organizations and how to use SMART leadership principles and the I3 – Intelligence Incubator as tools for building a unique intelligence architecture. With many examples and detailed guidelines for implementation and with many examples from the world's most innovative companies as well as from start-ups, »Integrated Intelligence« reveals how executives can achieve a sustainable competitive advantage through intelligence-based business models.



**Ohlwein, M.; Jensen, S. (2020):** Nostalgie als Chance für die Markenpositionierung. Wie positive Erinnerungen Marken differenzieren können. Wiesbaden : Springer Gabler. ISBN 978-3-658-28062-8, 14,99€

In this essential, Stefanie Jensen and Martin Ohlwein shed light on the question of whether brands with which a special and positive memory is associated should be marketed using a nostalgia approach - especially among older consumers, brand nostalgia positively influences attitudes, preferences and even the final purchase decision. Does this also apply to the Generation Y target group, which is highly interesting for

brand marketers? The authors focus on brand nostalgia, which is made up of personal and historical memories as well as the perceived age of the brand, and show how, in times of increasingly short-lived trends, brands such as Haribo and Nivea can score points with both younger and older consumers through a consciously created reference to their own past.



**Rose, N. (2020):** Führen mit Sinn. Wie Sie die Führungskraft werden, die Sie sich früher immer gewünscht haben. Freiburg im Breisgau : Haufe. ISBN 978-3-648-13668-3, 9,95€

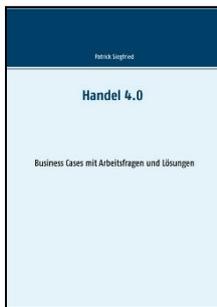
As a manager, you have a decisive influence on your employees' sense of purpose. This is closely related to aspects such as motivation and commitment of the people you lead. Based on the science of positive psychology, this book describes how you as a leader can use this influence for the benefit of your employees and your organization.



**Slaghuis, N.; Rose, N. (2020):** Besser arbeiten. 66 Impulse für eine menschlichere Arbeitswelt und mehr Freude im Beruf. Freiburg im Breisgau : Haufe.  
ISBN 978-3-648-14288-2, 24,95€

How will we work together in the future, what constitutes effective leadership, when does work create meaning, and what is important for us to feel more joy in our jobs? In our changing world of work, managers, executives and employees are all faced with the challenge of making collaboration both economically successful and humanly healthy.

This book contains answers in the form of 66 selected, crisp and professionally well-founded articles by the authors with diverse impulses and concrete tips on leadership & management, corporate culture & change, career & development, the meaning of work, and HR & recruiting.



**Siegfried, P. (2020):** Handel 4.0. Business Cases mit Arbeitsfragen und Lösungen. Norderstedt : Books on Demand.

ISBN 978-3-7519-7975-7, 39,90€

These case studies have been developed in the context of the lecture "Research project" by bachelor students in the course of study "Trade" at the DHBW Mannheim with trade 4.0 concepts.

Each case study begins with a description of the company, its development, the market situation, and its strengths and weaknesses. In a best practice comparison, the concept is reviewed and a future consideration is made in a recommendation for action. Final working questions can be used for further work by students.



**Siegfried, P. (2020):** Lebensmittelhandel. Business Cases Arbeitsfragen und Lösungen. Norderstedt : Books on Demand.  
ISBN 978-3-7519-7990-0, 39,90€

These case studies have been developed in the context of the lecture Research Project by bachelor students in the course of study Commerce at the DHBW Mannheim with companies from the TV start-up show.

Each case study begins with a description of the company, its development, the market situation, and its strengths and weaknesses. In a best practice comparison, the concept is reviewed and a future consideration is made in a recommendation for action. Final working questions can be used for further work by students.



**Siegfried, P. (2020):** Marketing in Start-ups. Fallstudien incl. Arbeitsfragen und Lösungsvorschlägen. Band 1. Norderstedt : Books on Demand.

ISBN 978-3-7519-7897-2, 39,90€

These case studies have been developed in the context of the lecture research project of bachelor students in the course of studies trade at the DHBW Mannheim with companies from the TV start-up show. Each case study starts with a description of the company, its development, market situation, strengths and weaknesses. In a best practice comparison, the concept is reviewed and a future view is given in a recommendation for action. Concluding working questions can be used for further work by students. Prof. Dr. Dr. Patrick Siegfried has worked on these case studies with the students.



**Siegfried, P.** (2020): Marketing in Start-ups Fallstudien incl. Arbeitsfragen und Lösungsvorschlägen. Band 2. Norderstedt : Books on Demand. ISBN 978-3-7519-7907-8, 39,90€

These case studies have been developed in the context of the lecture research project of bachelor students in the course of studies trade at the DHBW Mannheim with companies from the TV start-up show.

Each case study starts with a description of the company, its development, market situation, strengths and weaknesses. In a best practice comparison, the concept is reviewed and a future view is given in a recommendation for action. Concluding work

questions can be used for further work by students. Prof. Dr. Dr. Patrick Siegfried has worked on these case studies with the students.



**Siegfried, P.** (2020): Marketing- und Vertriebskonzepte von erfolgreichen Unternehmen. Fallstudien. Norderstedt : Books on Demand. ISBN 978-3-7519-3321-6, 39,90€

These case studies have been developed by master students in the course Sales Management.

Each case study begins with a description of the company, its development, the market situation, and its strengths and weaknesses. In a best practice comparison the concept is reviewed and in a recommendation for action a future consideration is made. Concluding work questions can be used for further work by students. Prof. Dr.

Dr. Patrick Siegfried has worked on these case studies with the students.

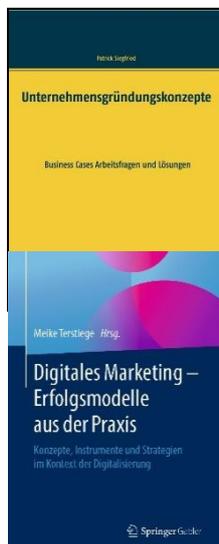


**Siegfried, P.** (2020): Strategische Analysen von Unternehmenskonzepten. Fallstudien. Norderstedt : Books on Demand. ISBN 978-3-7519-8012-8, 39,90€

These case studies have been developed in the context of the lecture research project of bachelor students in the course of studies trade at the DHBW Mannheim with companies from the TV start-up show.

Each case study starts with a description of the company, its development, market situation, strengths and weaknesses. In a best practice comparison, the concept is reviewed and a future view is given in a recommendation for action. Concluding work

questions can be used for further work by students. Prof. Dr. Dr. Patrick Siegfried has worked on these case studies with the students.



**Siegfried, P.** (2020): Unternehmensgründungskonzepte. Business Cases Arbeitsfragen und Lösungen. Norderstedt : Books on Demand. ISBN 978-3-7519-7995-5, 39,90€

These case studies have been developed in the context of the lecture research project of bachelor students in the course of studies trade at the DHBW Mannheim with companies from a TV start-up show.

Each case study starts with a description of the company, its development, market situation, strengths and weaknesses. In a best practice comparison, the concept is reviewed and a future view is given in a recommendation for action. Final working questions can be used for further work by students.

**Terstiege, M.** (2020): Digitales Marketing – Erfolgsmodelle aus der Praxis : Konzepte, Instrumente und Strategien im Kontext der Digitalisierung. Wiesbaden : Springer Gabler. ISBN 978-3-658-26194-8, 44,99€

Digital Marketing: This book shows you how it works. This practice-oriented book offers a comprehensive and cross-industry overview of the current state of digital marketing as well as future challenges and opportunities based on best practices. After all, only companies that adopt innovative approaches in the course of digitalization are in a position to win or retain existing or new target groups in the long term.

In sales and marketing, there is no way around new media and tools such as social networks, storytelling or thought leadership. Therefore, in this work, the authors first clarify basic questions such as: What is digital marketing and how can it be used? Based on success stories from practice, they derive recommendations for action for digital marketing communication.



**Terstiege, M.; Bembenek, S. (2020):** Effiziente Marketingkampagnen - Erfolgsfaktoren von Effie-Gewinnern. Konzepte erfolgreicher und wirkungsvoller Werbekommunikation. Wiesbaden : Springer Gabler. ISBN 978-3-658-27396-5, 38,00€

This book identifies and explains twelve advertising impact factors that have been proven to have a decisive influence on the success and efficiency of advertising campaigns and marketing communications. For this purpose, more than a thousand Effie advertising campaigns submitted over the last 36 years were analyzed, and the success factors were divided and considered in each case according to the corporate versus consumer perspective of the advertising campaigns. The results provide information on which success factors significantly influence success and efficiency - and thus increase the chance of winning an Effie award. In addition, concrete recommendations for action are given with regard to the design of an efficient advertising campaign, and a guideline questionnaire is used to identify specific options for implementation.