

ISM

INTERNATIONAL
SCHOOL OF MANAGEMENT

University of Applied Sciences

ISM Research Report 2019



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Preface

In the research year 2019, the various institutes of the ISM were able to further establish themselves through numerous projects and publications. The existing doctoral programs were also expanded with a cooperation with the Bond University in Australia to include another strong partner in teaching and research. The same applies to the ongoing AACSB accreditation process. The standards required there in research and in the research infrastructure have been implemented to the desired extent. 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 six institutes of the ISM, as well as the progress reports of the participants in our doctoral programs and the various activities of the university teachers, such as publications, lectures and projects. Important milestones are, for example, the involvement in research accreditation and in various research networks. Thus, the Entrepreneurship Institute @ ISM was able to start the concept phase of the funding plan to establish and expand start-up supporting structures at the ISM within the framework of the funding measure EXIST-Potentiale (EXIST start-up culture) and thus create a good starting position for the four-year project phase from 2020.

The following chapters describe the developments in the research year 2019. The interview with Ms. Heim, Chairwoman of the Management Board of Dortmunder Energie- und Wasserversorgung GmbH (DEW21) since 2017, provides current insights into the important research trends in energy and climate-relevant companies and their implications for universities. In the following chapter, the ISM institutes report on their research activities. This is then followed by a presentation of the current third-party funded projects with a brief outlook on future activities. Subsequently, the reports from ISM's doctoral programs and an overview of the research-relevant achievements of the professors are presented with a brief profile. The research report concludes with a brief outlook on the research year 2020.

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 processing of the research report.

Dortmund, December 2019



Prof. Dr. Ingo Böckenholt
President



Prof. Dr. Kai Rommel
Vice President for Research

I Development in the Reporting Year

The opening of the ISM Campus in Berlin, the doctoral cooperation with the renowned Bond University in Queensland, Australia, the successful participation in the concept phase of the BMBF research program "EXIST" and the conclusion of the joint project "DeWaK: Managing demographic change". New organizational and financing models for social institutions at the municipal level (DeWaK)" [orig.: "DeWaK: Den demografischen Wandel bewältigen. Neue Organisations- und Finanzierungsmodelle für soziale Einrichtungen auf kommunaler Ebene (DeWaK)"] can be described as highlights in the 2019 research year. In addition, there are several collaborative proposals submitted by ministries for research tenders as well as the continuous expansion of the scientific staff at the ISM locations. The research activities and networks of the affiliated and in-institutes founded since 2014 were further established in their respective disciplines in the year under review. ISM's 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 the acquisition of third-party funds, as was also realized in the research year 2019.

The DeWaK joint project is part of the "Kommunen Innovativ" funding program and was completed together with the Institute for Urban Development and European Urbanistics at RWTH Aachen University, RWI, the Ennepe-Ruhr district and the city of Herten. Various publications and the final report will be published in the following year. A further important milestone is a participation in the joint project "Development of the German Life-Robotics Centre in Dortmund. ISM is involved in the development and application of the business and marketing model for this project, which is funded by the Federal Ministry of Education and Research with almost 12 million euros and runs until October 2022.

Through the new doctoral cooperation with Bond University, ISM's doctoral program has been extended to four partner universities. The cooperation with Ramon Lull University in Barcelona, which began in 2018, the cooperation with Strathclyde Business School (SBS) at Strathclyde University in Glasgow and Newcastle Business School (NBS) at Northumbria University in Newcastle, which began at the end of 2013, enjoyed growing popularity among ISM students and external candidates during the reporting period. In addition, there are ongoing individual case cooperations with various universities.

The regional research network was further expanded this year through activities such as the acquisition of third-party funds and by research collaborations such as the Academic Circle of the Dortmund Economic Development Agency, the master plan of the city of Dortmund and the Innovation City Ruhr of the city of Bottrop. The memberships and regional networks such as chairs at TU Dortmund University, the Wuppertal Institute for Climate, Environmental Energy, the IfADo - Leibniz Institute for Labor Research, the Rhenish-Westphalian Institute for Economic Research (RWI), the Fraunhofer Institute for Material Flow and Logistics, the institute for trade research (IFH) in Cologne, the Content Marketing Forum eV (CMF), the Society for Real Estate Research e. V. (gif) and other institutions were also established. The following table shows the research activities of the ISM during the last year.

Table 1: Research activities of the ISM

Research Activities	Period 01.01.2019-31.12.2019
third-party funds raised by the ISM	approx. 420,000 €
research associations and projects (applied and current)	approx. 1.5 Mio. €
research projects (in total)	approx. 53
current publications	approx. 187
second appraisal of promotions	15

The doctoral supervision within the framework of the existing collaborations is shown in Table 2. Here the ISM provides the second supervisor. The doctoral procedures described have started at different times and each run for three to five years, predominantly part-time.

Table 2: Overview of all doctorate supervisions (second appraisals)

ISM Supervisor	Candidate: Title	Program
Prof. Dr. Burg	Tracey, J.: Building Absorptive Capacity through Employee Diversity an Opportunity for Small to Medium Enterprises in the Tourism Industry in Ireland	PhD SBS
Prof. Dr. Büsch	Schumann, R.: Detection and elimination of suppliers' illegal price collusions	PhD GBS
Prof. Dr. Hattula	Odoi, L.: Consumer Behaviour in the Sharing Economy: a motivation based segmentation	PhD SBS
Prof. Dr. Meitner	Pröckl, C.: Key Success Factors of Young Companies and Their Implications on Value and Valuation	PhD SBS
Prof. Dr. Reichel	Kropfeld, M. I.: Sufficiency-based business models in transitions towards sustainable consumer practices	PhD Carl v. Ossietzky 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	PhD SBS
	Mull, S.: Impacts of digitalization on the energy market: Service differentiation within the transforming energy and utility sector	PhD SBS
	Saitta, S.: Collaboration between Marketing & Sales and the Implications on Business Performance	PhD SBS
Prof. Dr. Schlesinger	Hartmann, K.: Brand influence on decision-making along the tourism value chain - Evaluation of consumer-based brand equity within package holidays	PhD SBS
Prof. Dr. Weber	Schmidt, D.: Digital Competencies	Erasmus University
Prof. Dr. Westermann	Goebel, S.: Analyzing Crucial Customer Contact Sequences During The PRE-Purchase Phase In The German Premium Automobile Industry	PhD SBS
	Forthmann, J.: A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional market Research	PhD SBS

With the department structure shown in Figure 1, the study programs are assigned thematically and combined with the professor's respective research topics. The members of the departments carried out various projects in the year under review and expanded their own networks. As a result, the structure of quality assurance in teaching and research described here was further developed and synergies with the institutes of the ISM were created. This development is described in detail in the following chapters.

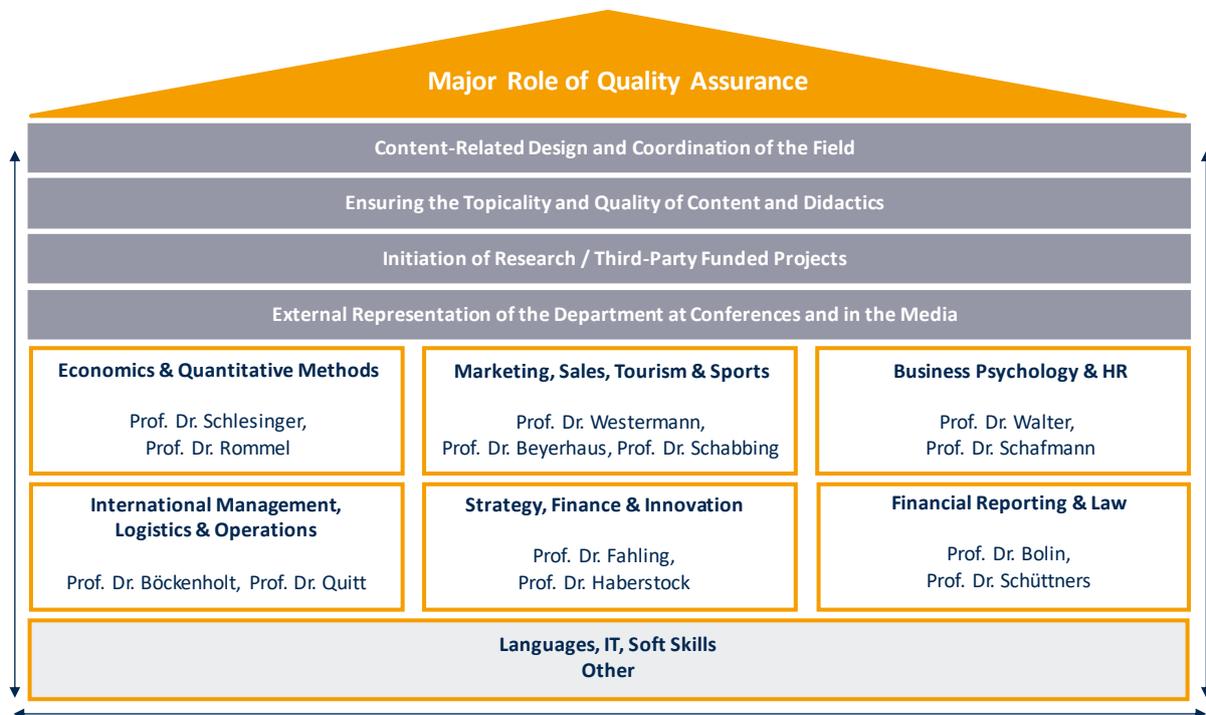


Figure 1: Department structure of the ISM

Source: own illustration

The ISM focuses on application-oriented research. ISM's high-caliber board of trustees forms an important bridge to the economy and its associations. This is why it is a good tradition in the ISM research report to conduct an expert interview with a member of the board of trustees on a selected current topic.

Interview with Heike Heim, Chairwoman of the Management DEW21

Heike Heim has been Chairwoman of the Management Board of Dortmunder Energie- und Wasserversorgung GmbH (DEW21) since 01.07.2017, where she is responsible for the commercial area, IT, sales and trading. After completing her studies, the graduate industrial engineer (technical specialization: electrical engineering) gained her first practical experience in the field of plant construction/energy technology and in the IT sector. After just under a decade in the international consulting sector, she returned to the energy industry in 2011 to join MVV Energie AG as Head of Controlling and Risk Management. In 2013, she was appointed CEO of Energieversorgung Offenbach AG (EVO).



DEW21 supplies almost 600,000 people in Dortmund and the surrounding area with electricity, natural gas, heat, and water every day. As part of its new corporate strategy DEW21 is developing from a classic energy supplier to a modern life supplier. DEW21 accompanies its customers into the sustainable energy world of tomorrow with innovative energy services. Commitment to climate protection is particularly important: Today DEW21 generates around 240 GWh of electricity from renewable energies and is also building a climate-friendly heat supply in Dortmund's city center, which will reduce CO2 emissions by 80%.

Ms. Heim, DEW21 is an actor in a very dynamic process. How can energy suppliers conduct and use practical research in such transformation processes?

Against the background of blurred borders between the classic sectors (including energy, mobility, and buildings), regional energy suppliers such as DEW21 must redefine their own role in the urban infrastructure system. In addition, there are the challenges of an increasing decentralization of energy production in connection with the implementation of the energy system transformation in the sense of permanent decarbonization of supply. In recent months we have developed our new corporate strategy "#aufbruchDEW21" with more than 200 growth and efficiency measures. We will exploit the opportunities offered by digitization and position ourselves as an innovative and sustainable energy service provider with new business models. Unconditional customer orientation and data centrality are the guiding principles of our business activities with a focus on sustainability. Without practice-oriented research and application, such a transformation process can only be presented to a limited extent. For this reason, we make targeted investments in new technology and use strategic investments as well as cooperations with other energy utilities, start-ups, and universities or run independent pilot projects. Modern lifelines and digital services of general interest will play a particularly important role for us in the future. In the future we will operate the SmartCity DataHub for Dortmund with a company of the DEW21 subgroup.

In your opinion, what are the current research-relevant trends in the fields of energy supply and climate protection and what challenges do you see for DEW21?

The energy system transformation is becoming increasingly digital and cross-sectoral, which offers great research potential. For example, smart sector coupling must be actively promoted, for which regional suppliers such as DEW21 form the local backbone of the energy system transformation. With a view to urban neighborhoods, energy companies can use the municipal cross-connection to take up the trend of increasing decentralization via the digital networking of customer-owned PV systems, battery storage and charging infrastructure. But decentralization itself must also be considered - and

at the level of distribution network operators as well. This is because more than 1.6 million decentralized systems already feed over 90 percent of the power into the voltage levels of the distribution network operators. This creates new challenges for the distribution grid operators, whose role must be strengthened in comparison to the transmission grid operators. This is accompanied by various issues, such as load management, smart grids and the integration of electric mobility into the grid. Electric mobility is a highly exciting field for us energy suppliers. For example, we are currently working on a government-sponsored NOX block project together with the City of Dortmund and other stakeholders to develop low-cost charging infrastructure for street lamps. This project, supported by the German Federal Ministry for Economic Affairs and Energy, is supplemented by the initiative "PULS - Parken und Laden in der Stadt" (Parking and Shop in the City). Here, a flexible platform solution will make it possible to lease private, currently unused charging infrastructure. Behind all this there is a central challenge: data competence and the flexible linking and refinement of large amounts of data - without us addressing this issue in a new dimension and with an absolute focus, we will not be able to successfully operate our current core business and lead new approaches to success. This applies not only to intelligent network operation but above all to our sales business. This is because personalized sales offers are not possible without intelligent use of data.

Can you give an example of a practical project in which the findings from DEW21's activities have had a direct impact?

One of the best examples is the use of LoRaWAN (Long Range Wide Area Network), which is particularly suitable for transmitting small amounts of data over long distances. This makes it an important modern lifeline for us. We already have 85 percent outdoor network coverage in Dortmund and are currently testing this technology in practice, for example in shaft reading. But there are also many other potential applications: LoRaWAN can be used primarily for smart-city applications, e.g. for measuring the filling levels of refuse bins, air quality or groundwater levels. For this purpose, object and condition-based data are transmitted by appropriate sensors to the installed gateways in Dortmund, which in turn send the data to a digital platform (IoT). This is where the various types of information are brought together and analyzed. Another important topic for us is the automation of processes. It is indispensable in order to withstand future requirements and competitive pressure and to effectively counter the topic of demography. We have already implemented the first pilot projects in the area of RPA (Robotic Process Automation) at DEW21 and identified further fields of application.

What potential do you see in the current trends in energy supply for the training and further education of skilled workers?

Digitization is leading to new requirement profiles, which currently offer a large field for training and further education. Digitization not only influences technical expertise but also changes essential competencies. Digital skills are thus becoming increasingly important. At the same time, skilled workers must be prepared to tackle and try out new things in order to break out of old routines. At the technical level, skilled workers must be able to deal with the data developing from digitization in the sense of data centering. In the future, it will be imperative to supplement competencies in the area of data analysis and data intelligence within the company. We, too, have taken into account a considerable increase in the number of specialized positions that have not yet existed in this form. In filling these positions, however, we are in competition with other industries for the right specialists, and it is clear that we still have a lot of development potential in marketing our own employer brand as well as the industry itself. At DEW21, however, we will not only acquire new specialists on the

market in a targeted manner that ideally complement our existing skills but also build up elementary data competencies internally through targeted training and further education.

And what contribution can DEW21 make in cooperation with universities in this context?

In my opinion, closer and targeted cooperation with the universities are worthwhile for both sides. As an energy supply company, we can offer a variety of applications that students can use for their research and final theses. We, in turn, can benefit from the knowledge and results generated in this way. In addition, internships or working student activities are further options: the students can not only gain professional experience but also bring important new impulses to the company.

Ms. Heim, thank you for the interview!

II Institute Reports

Brand & Retail Management Institute @ ISM

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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 knowledge with the interests and needs of business practice. To this end, the institute conducts applied research projects and publishes the results for both a scientific and an application-oriented audience in specialist media and industry publications. In addition, the institute offers companies a portfolio of market research and consulting services tailored to the needs of brand owners and retailers. In doing so, it makes targeted use of the specific expertise of the professors teaching marketing.

In the medium term, the institute aims to become a central competence center in the German-speaking world in its core areas, to participate in the discourse of applied science and to be the first point of contact for companies with questions in this field. In the long term, this spectrum of activities should also be extended to the international field.

Specifically, the research areas and topics listed in the following figure will be in the focus of attention. 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.

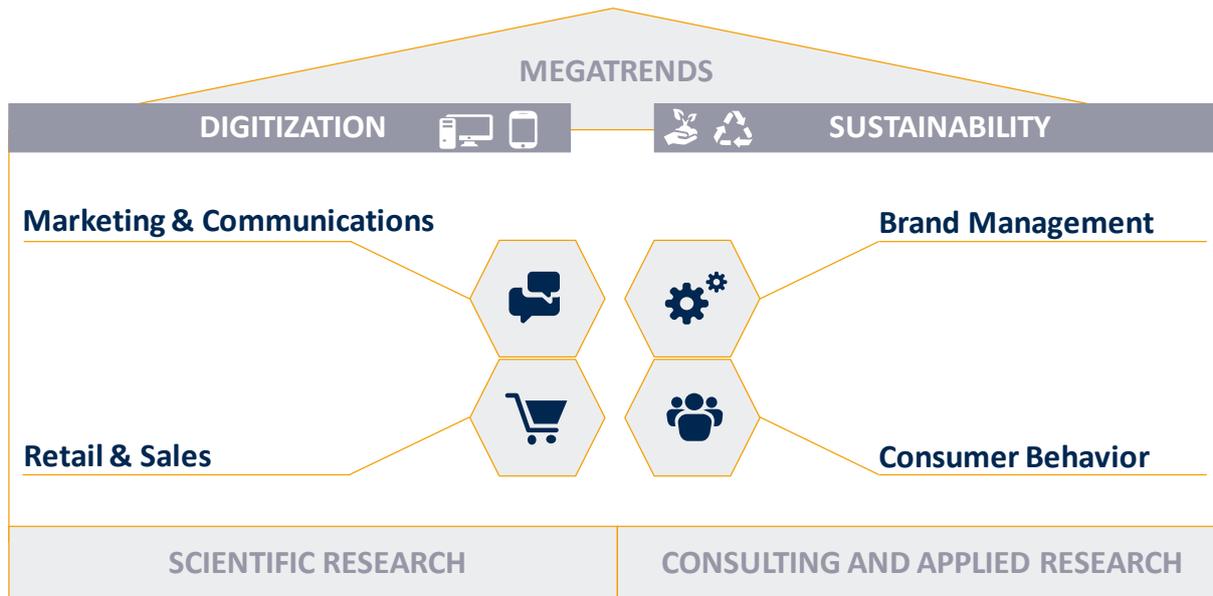


Figure 1: Main topics at the Brand & Retail Management Institute @ ISM

Source: own illustration

The current research projects of the institute are shown in the following:

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

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

Source: own illustration

b Main Research Projects

Content Marketing (completed)

Due to the increasing importance of content marketing for marketing and corporate communications, the institute has decided to conduct a research project in this area in cooperation with the Content Marketing Forum e.V. (CMF). The basis was a review of the state of research and the theoretical framework. Based on this, a survey of companies with regard to strategies and implementation of content marketing was conducted. The theoretical considerations and the study results were presented at the EUPRERA Annual Conference in September 2018. Following the conference, the contents were aggregated in the form of a scientific journal article and submitted to the MedienJournal (an Austrian journal for media and communication research). After the peer review process, the paper was accepted and will be published in the MedienJournal at short notice.

The results of the study were also presented at a content marketing summit at ISM Dortmund in April 2019. Besides the presentation of the results of the study, the discussion of the topic from a scientific and practical point of view was in the foreground. Company and agency representatives from well-known companies presented their definition, interpretation, and implementation of content marketing. Both students and numerous external representatives from science and practice were guests.

Architectural Branding at the Point of Sale

The point of sale plays a decisive role as the central point of contact to the consumer for the purchase decision. The aim of the project is to analyze the implementation of the brand identity at the point of sale through interior design elements as well as the perception by consumers and the effect associated with this.

The following central research questions are relevant:

1. How is the (interior) architectural design of the brand identity carried out by brand companies and retailers at the point of sale?
2. What influence does the interior design of the point of sale have on consumers' perception of brand values?

In order to answer these research questions, a two-part study design was developed that comprises a qualitative and a quantitative methodology.

For this purpose, different companies from different industries were selected within the framework of a conscious selection procedure. After a comprehensive literature search and preparation, the stores of the selected brands were first subjected to a theory-based, criteria-driven analysis in order to gain insight into research question 1. In addition, with regard to research question 2, an explorative consumer survey was conducted on the relevance of the design of the point of sale and the influence on brand perception.

As a further development of the explorative survey, a representative online consumer survey was conducted in August 2018 (considering a selected brand (Rituals)) in order to carry out further statistical analyses and draw representative conclusions. The results of the research project were presented at the (peer-reviewed) Global Brand Conference in Berlin in May 2019.

The research project resulted in several publications, each with a different (thematic) focus. Finally, Figure 3 shows the research design including further development and the overall output of the project. Additional evaluation of the results of the quantitative representative survey with a view to deeper statistical evaluations and, if necessary, model development is planned and will be published in the form of an essay in a scientific journal with peer review procedures.

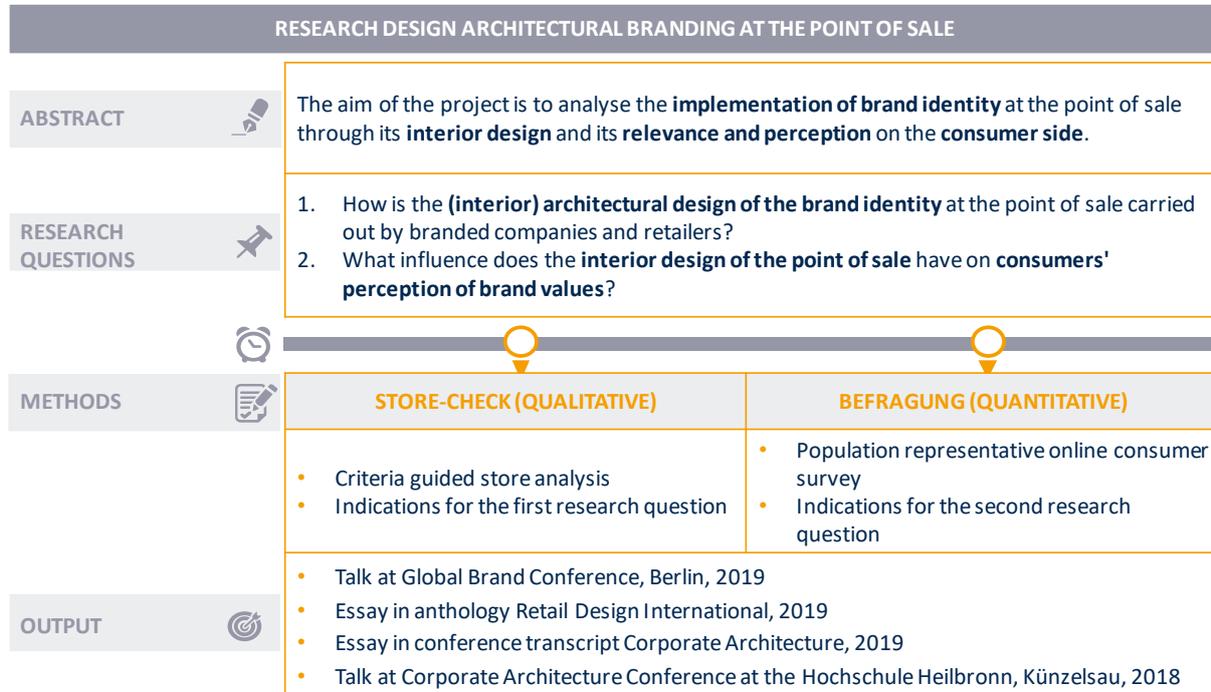


Figure 3: *Research Design of Architectural Branding at Point of Sale*

Source: *own illustration*

Sports Sponsoring

Against the background of an increasingly differentiated media landscape and changing consumer service behavior, sponsoring concepts are of central importance for companies, especially in the sports sector, in order to remain competitive in the future. At the same time, influencers play an increasingly important role in the communication policy of companies, as they enable an authentic and specific approach to target groups. Within the framework of the research project, an analysis of the changes in sports sponsoring concepts was carried out against the background of influencer marketing in order to show the extent to which (professional) athletes can be used as influencers.

The focus was on the following research questions:

1. Which characteristics can be determined with regard to the role of athletes as influencers?
2. How are advertising and non-advertising contents differentiated and labeled?

In the two-part study design, qualitative guideline interviews were first conducted with professional athletes from various sports (beach volleyball, rowing, running). Subsequently, a quantitative content analysis of a total of 1,000 social media postings by athletes on Instagram and Facebook was carried out in order to obtain indications for the second research question. The results of the study were presented at the Kommunikationswissenschaftliche Tage (communication science days) in Vienna in April

2019. It is planned to submit a scientific essay in a special issue of the MedienJournal (peer-reviewed) as well as further scientific exploitation of the study results (possibly with a different thematic focus).

Reputation Management

The research project analyzed social media data/big data for reputation management 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 which adjustments are sensible?

Within the framework of the Social Listening method, websites are first analyzed in order to find statements about defined companies on the Internet with the help of search terms. An artificial intelligence (algorithm) is then used to read out these data and to evaluate and analyze them linguistically. The data obtained in this way is then used to evaluate the reputation of companies in various dimensions.

The research results of the project were presented at BledCom (26th International Public Relations Research Symposium, peer-reviewed) in July 2019. A submission to a special issue of a peer-reviewed journal is planned in the aftermath of the conference. Moreover, the topic and the method will be in the center of future research as well.

Newsroom Communication

As part of the research project, communicators were interviewed about the goals, structures, and instruments of newsroom communication in order to investigate how “newsroom” is defined and implemented in practice. The following research questions were in the foreground:

1. Which definition of the newsroom is predominant in corporate communication and how widespread is the newsroom as an organizational form?
2. What are the important features and goals for corporate communication when introducing a newsroom?

To answer the research questions, a quantitative online survey of communicators from the DACH region was conducted. The results of the survey were then statistically evaluated and presented at the Newsroom Summit at ISM Dortmund in October 2019. Further scientific exploitation of the contents is planned.

c Third-party Funded Projects

Consulting on the establishment of the Deutsches Rettungsrobotik Zentrum (German center for rescue robotics (DRZ e.V.))

Together with the Research Dean's Office of ISM, the Institute successfully participated in a complex tender 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 competence center, the task is to develop a business model and a communication and marketing concept. Details on the current course and status of the project can be found in the corresponding section.

d Further Projects (on-going)

Digital Barometer Germany

As part of the project, a representative online survey of the population on statements in connection with digitization was conducted. The study was conducted in cooperation with an external market research institute - a regular (quarterly) continuation is planned. The survey focused, among other aspects, on the professional and private handling of digital change and the individual perception of the opportunities and risks of digitization.

Social Listening

In order to gain experience with innovative analysis methods, the Brand & Retail Management Institute @ ISM acts as a scientific partner within the framework of several so-called social listening studies on various topics such as customer preferences and employer branding. The studies themselves are carried out by an external partner, the agency Faktenkontor. 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 successively published in public media (e.g. Wirtschaftswoche, Harvard Business Manager, Capital, Focus). The scientific partnerships represent the popular scientific counterpart to scientific research in this field. (see research project "Reputation Management")

Consumers as Sellers in Re-Commerce

Sustainable consumption and the desire to preserve natural resources are current social trends that force companies to develop and implement sustainable business models and ideas. This includes, for example, the take-back, recycling, and sale of used products. In this context, so-called re-commerce platforms play an important role as they buy and sell used products at fixed prices depending on quality and functionality. For fixing the price evaluation of the article condition takes place by the product owner and offerer over Internet (work definition Re-Commerce) which then is checked and (not) approved by the re-seller. The aim of the research project is to analyze the interaction between consumers as sellers and re-commerce providers as buyers on a consumer-psychological and behavioral level. Specifically, the research question focuses on how consumers react to price changes on the provider side that deviate from their own previous evaluation and which factors play a role in the acceptance of these price changes.

Several studies are planned, each with a different focus and different study designs, which will be published subsequently in the form of scientific essays.

e Organization and Structure

In order to be able to implement the aforementioned projects, the institute's management has created appropriate structures. First and foremost is the research assistant's position, which Rebecca Zimmermann, M.Sc., an experienced and methodically versed researcher, held from November 2016 to June 2019. Thanks to this position, the quantitative as well as qualitative output of the institute could be raised to a high level. The position will be newly staffed at the beginning of 2020. In addition, Janine Schürmann has been supporting the institute since November 2018 as a research assistant especially for the joint project in the field of rescue robotics. She is equally assigned to the BRMI and the Dean's Office for Research.

The institute also benefits from the professorial competence of the ISM Professors to enter into project-based cooperations. Figure 4 shows an overview of which colleagues (so-called associates) are already involved in the institute's activities.

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

Figure 4: Organization of the Brand & Retail Management Institute @ ISM

Source: own illustration

Externally, the institute has entered into cooperations within the framework of the social listening studies mentioned above. In addition, cooperations between the institute and the TU Dortmund have existed since the middle of 2018 with the aim of jointly working on the research project on the subject of re-commerce.

The cooperation with external partners is to be further expanded in the future. For this purpose, conversations are currently being held at both national and international level, which are to lead to concrete scientific and practical projects in 2020.

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Presentation of the Institute

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

It is the aim of the Institute to continuously strengthen its position as a relevant and active supply network management (SNM) think tank of the ISM for the networking of science, practice, and students as potential junior staff. The advisory board of the institute, whose members are renowned experts from industry acting as supporters and sparrings partners of the Institute, enhances its evolution.

In the field of Operations, Sourcing, Logistics, and Supply Chain Management, the Institute is working on the following questions that concern current and future practice and research:

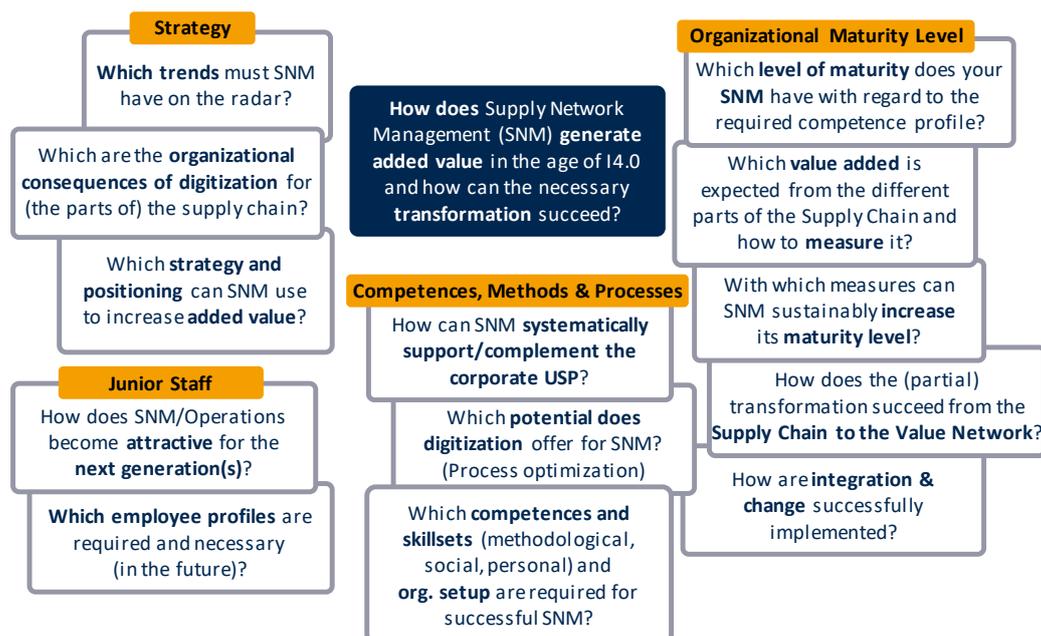


Figure 1: Current labor issues of the institute
Source: own illustration

It is the vision of the Institute to continuously develop its position in its current focus – supply network management – and in the midterm to further expand its expertise in the field of smart mobility and smart city.

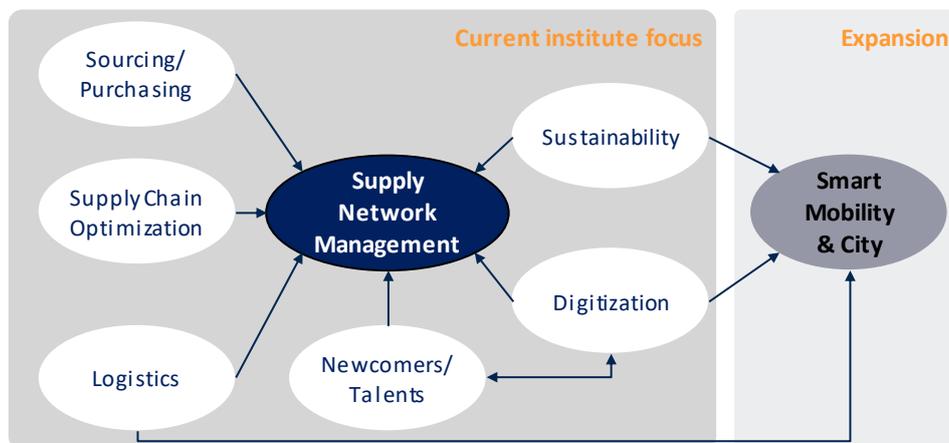


Figure 2: Main topics of the institute

Source: own illustration

The SCM@ISM Institute functions in different ways:

- **Competence Center:** The Institute bundles the specialist, technical and methodological competence in the spectrum of Supply Network Management (SNM) as well as in the areas of Smart Mobility & Logistics in the midterm.
- **Think Tank:** The Institute deals – also in cooperation with partners – with current and relevant topics of Supply Network Management, develops them and elaborates solutions, leads the interaction between students, practice and science, acts as an integrative platform for the search for talent and solutions in practice as well as provides practical relevance and relevance for our students (events, excursions, workshops, etc.).
- **Network:** The Institute is actively involved in the further development of these topics with leading associations (BME, BVL, HOLM, etc.).
- **Consulting Partner & Coach:** The Institute acts as a project partner in – for our clients – relevant topics with regard to analysis, conception, transformation/optimization.
- **Research Drivers:** The Institute develops and publishes topics of practical relevance in a scientific context, i.e. in the form of studies, white papers, publications or focus groups.
- **Input Providers for Teaching:** Knowledge gained at the Institute as well as cooperations being established are incorporated into the continuous development of teaching.

Kienbaum Institute @ ISM		
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a Presentation of the Institute

The Kienbaum Institute @ ISM for Leadership & Transformation is a research and competence center, which investigates and develops praxis-relevant solutions for human resource trends – particularly within the areas of leadership, transformation & change management, demographics, and human resources. The institute was founded in November 2014 as a joint venture of the HR and management consultancy Kienbaum and the International School of Management (ISM). Besides application-oriented research and publication of the research findings for a broad audience in science and management praxis, the institute also offers individual qualification solutions and specialized consulting services for companies.

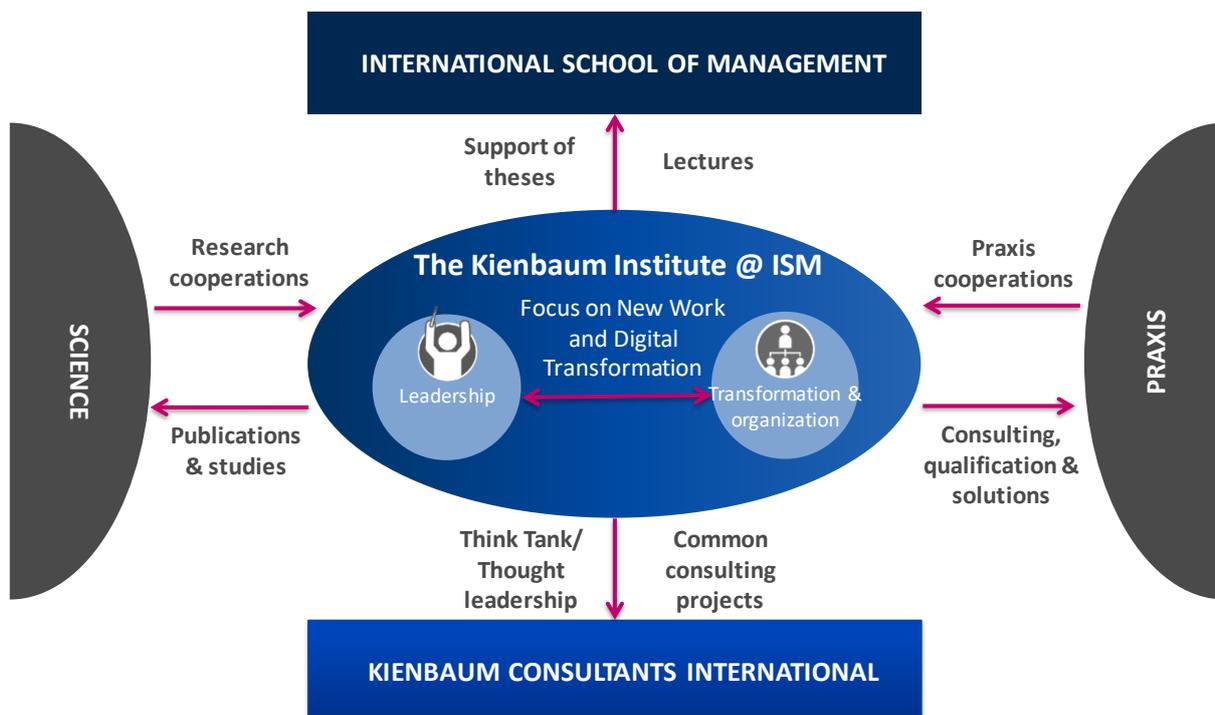


Figure 1: Competence architecture of Kienbaum Instituts @ ISM

Source: own illustration

The task, competence and services portfolio of Kienbaum Institut @ ISM can be described as follows:

1. The institute combines scientific competences and consulting expertise. The objective is to gain insights about the more efficient and effective usage of organizational resources as well as to conceptualize approaches, models, and methods for management. Likewise, this includes the testing of efficacy as well as the formulation of concrete recommendations for action for companies and HR managers.
2. The institute accompanies companies in the development of employee competences and leaders. In order to shape a promising and sustainable transformation, the institute develops customized praxis-relevant qualification solutions for companies. These solutions are based on approved methods and strategies as well as across different industries. During the conceptualization of the qualification solutions, the institute leverages not only its experience but is also in close dialogue with its partners from Kienbaum and ISM. In particular, with regards to its coaching program the institute teaches success-relevant knowledge and skills to effectively implement and execute consulting and transformation processes.
3. Besides the continuous exploration of future trends in HR management as well as the development of individual qualification solutions for companies, the institute offers selected consulting services. It focuses on questions and problems that build on the results of its studies and research. Currently, the institute offers screenings for leadership including multiple perspectives as well as a check for digital competences of employees and organizations.

Managing directors of the institute are Prof. Dr. Walter Jochmann, member of the management board at Kienbaum Consultants International as well as the president of the ISM, Prof. Dr. Ingo Böckenholt. Academic director is Prof. Dr. Michael Knappstein, lecturer for international HR Management & digital transformation at ISM. Lukas Maximilian Fastenroth is a research fellow and PhD-Candidate.

b Projects

(1) Kienbaum and StepStone Agility Survey (Cooperation with StepStone and Kienbaum Consultants International GmbH)

Digital and agile structures have experienced more and more attention in the national and international management discourse within the new business world of the 21st century. Research, however, on many of these perceived trends is scarce and points to several unanswered questions. For instance, to what extent are employees motivated to work in the structures of a digital business world or how does the prevalence of agile methods in Germany look like?

The Kienbaum Institut @ ISM in cooperation with the job platform StepStone asked 10,000 employees and managers in Germany for their motivation as well as digital and agile structures. The results report has been finished and is currently being worked upon visually and illustrated by a graphics agency for the publication in October 2019.

(2) „Future Skills Study“(Cooperation with StepStone and Kienbaum Consultants International GmbH)

The changed tasks and problems that employees and managers have to solve in a digitalized business world demand new, changed competences. These competencies encompass, on the one hand new, often technological competences (i.e., digital competence), and, on the other hand already known competences, whose importance increased (i.e., creativity or critical thinking), but also informally

learned competences. Consequently, this raises the question which competences of employees will be of decisive relevance in the near future.

In order to answer this question, the Kienbaum Institute in cooperation with the job platform StepStone explores a future competency model, which will be tested in a thorough quantitative survey of employees and managers in Germany. The finalization of the model is planned until the end of 2019. The survey is scheduled for the first quarter of 2020.

(3) Kienbaum Leadership Compass (Cooperation with Kienbaum Consultants International GmbH)

In 2018 the Kienbaum Institut @ ISM developed the Kienbaum Leadership Compass as a new digital survey solution. This survey solution is based on the Kienbaum and StepStone Leadership Survey („Die Kunst des Führens in der Digitalen Revolution“; 2018) and draws executives the opportunity to receive individual feedback on their leader behavior. At the beginning of 2019, the IT department of Kienbaum Consultants International GmbH incorporated the leadership compass into an online application so that it is now possible to apply the tool in projects with clients. Furthermore, the item pool was extended and initially tested in a survey with 239 leaders. Moreover, this survey contained the validation of additional risk factors for derailing leader traits. Likewise, together with existing data the survey enabled the norming of the leadership compass. The application is currently under technical progress, in order to optimize the individual results report. In doing so, results and explanations on facet level, risk factors and the results in compared to norm values will be available at the end of 2019. During the development of the tool, drafts for aggregated results reports, automatic evaluation templates, and marketing material were designed. In October 2019, the leadership compass will be launched on the Kienbaum webpage. Accompanied by marketing material and study reports the survey solution will be advertised intensively.

(4) „Talent Management Study“ (Cooperation with Kienbaum Consultants International GmbH)

Increasing academization and the development of a knowledge society, the changing needs and attitudes towards work, as well as the increasing relevance of expert knowledge in the digital business world induced intense competition for potential talents („War for Talents“). Talent management plays a decisive role in attracting, retaining and developing high-performing employees. Therefore, organizations are forced to cultivate comprehensive talent management practices in order to ensure a workforce that is able to meet the requirements of a digital business world and retains competitiveness for the organization. Despite the importance of talent management, which is widely acknowledged within business praxis, the understanding and definition of talent management practices remain vague.

Consequently, the Kienbaum Institut @ ISM in cooperation with Kienbaum Consultants International GmbH attempts to shed light on the term “talent” in a quantitative survey with 1,000 white-collar workers to validate the theses that were derived from a former study („Trust in Talent“, 2018) of Kienbaum Consultants International GmbH. The survey is scheduled for November 2019. The publication should take place in the first quarter of 2020.

(5) Revision of the coaching program to an agile coaching program

In order to handle the changed digital environment as well as to satisfy the increasing demand for topics such as digital transformation, change, and agility, the Kienbaum Institut @ ISM has revised its coaching program. Now, the modules encompass content-related and practical aspects with regards to agile project management (e.g., methods such as SCRUM, Business Model CANVAS, etc.), innovation

techniques such as design thinking as well as digital transformation and change. In consequence, the branding of the program has been adapted. Henceforth, it is possible to enroll for the program of Agile Coach and Agile Business Coach, respectively.

(6) Trainings

In addition to the coaching program, the Kienbaum Institut @ ISM developed five professional trainings, which are marketed in cooperation with the ISM Academy. Topics are employer branding and corporate social responsibility, successful employee surveys, employee volunteering, first steps in workplace health management in medium-sized companies as well as agile project management.

(7) Consulting projects

Drawing on its methodological and conceptual expertise, the Kienbaum Institut @ ISM assisted in different practical consulting projects.

In cooperation with the Kienbaum Consultants International GmbH, the Kienbaum Institut @ ISM performed the Kienbaum Digital Readiness Check and Kienbaum Leadership Compass with business organizations from chemicals, steel trade or public sector. The institute was mainly responsible for the access to the applications and analysis and visualization of the data.

Cooperations in the area of corporate social responsibility are planned and currently evaluated and prepared by Kienbaum Consultants International GmbH.

c Research intentions

(1) Diversity Innovation Support Scheme (DINNOS) (European Commission project in cooperation with Aston University and Bergische Universität Wuppertal, ca. € 50,000 scope)

In cooperation with Bergische Universität Wuppertal and Aston University, the Kienbaum Institut @ ISM successfully achieved a European Commission project. The objective of the cooperation is the development and validation of an innovation support scheme for small and medium-sized companies in the UK and Germany. During the project, the Kienbaum Institut @ ISM is predominately involved in the following tasks:

- a) Literature review
- b) Development of the instrument
- c) Data collection

Initial research activities are scheduled for October 2019.

d Publications

(1) Kienbaum and StepStone Agility Survey: „Agile Unternehmen – Zukunftstrend oder Mythos der digitalen Arbeitswelt“ (Cooperation with Kienbaum Consultants International GmbH and StepStone)

As mentioned in the outset the Kienbaum and StepStone Agility Survey will soon be published. Key results are, among others, that employees and managers are generally motivated towards digital and agile structures and experience less fear of the changes induced by a digital business world. Supplementary, the study discovered interesting results regarding the status quo of agile structures. Only half

of the employees and managers know one or more agile methods and just one third indicated to know one or more methods and also to use it in their daily work. Furthermore, the analysis identified an internal and external perspective of organizational agility, which turned out to be a substantial predictor of team innovation performance and perceived organizational performance.

(2) „Beidhändige Führung – Entwicklung des Kienbaum Leadership Compass“

In total 239 executives participated in the study. Results provided initial evidence for the theoretical foundation of the Kienbaum Leadership Compass. The leadership styles of the Kienbaum Leadership Compass built two reliable factors, whereby one factor concentrates on the management of the core business (exploitation), whereas the other factor focuses on the management of the innovation business (exploration). The two factors turned out to be highly related to existing measures that address these foci and initially supported the validity of the tool. Further, the results demonstrated that both foci are relevant, although executives reported higher values on the leadership styles that address the innovation business. Overall, the results showed that only 5% perceived their leader behavior to be above average on both foci.

(3) „Theorie und Messung Digitaler Führungskompetenz – Eine Kurzsкала aus dem Kienbaum Leadership Compass“ (Fastenroth, Knapstein, & Jochmann, 2019)

Based on the data of the Kienbaum and StepStone Agility Survey 2019, the Kienbaum Institut @ ISM tested the scale for digital leadership, which is also part of the Kienbaum Leadership Compass, and showed first evidence for the construct. Digital leadership is understood as the merger between virtual leadership, shared leadership and digital competence, which is both learnable and trainable and complements the leader behavior of executives. The theoretical foundation, as well as first statistical analyses of the goodness of fit criteria of the scale and correlations with convergent and discriminant constructs, are introduced and discussed in an article of the journal *Wirtschaftspsychologie Aktuell*. The article will be published in December 2019.

References

Fastenroth, L. M.; Knapstein, M.; Jochmann, W. (in press): Theorie und Messung digitaler Führungskompetenz – Eine Kurzsкала aus dem Kienbaum Leadership Compass. In: *Wirtschaftspsychologie Aktuell* (2019), No. 4.

Institute for Real Estate & Location Research REL@ISM

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a Presentation of the Institute

The institute REL@ISM located at the Munich campus is from 2016 the organizational basis of the ISM professors, which focus their research and practical work on real estate and location research. As a member of the Gesellschaft für Immobilienwirtschaftliche Forschung e. V. (Society for Research in Real Estate Economics), the institute is part of the scientific community. The methodological basis is provided above all by models of economics and economic geography. The direct transfer of knowledge from research to teaching takes place in the M.Sc. Real Estate Management. The main focus of the institute is on

- conceptual questions, such as real estate and price models as well as the systematization of location evaluation, and
- applied research, which is transferred into practice. This includes the development of rental price models, real estate valuation procedures, concepts for location development as well as the collection, preparation, and provision of specific market and location data.

a Research & Projects

Current research results 2019

Prof. Dr. Werner Pauen, Prof. Dr. Dieter M. Schlesinger and Prof. Dr. Dr. Patrick Schmid were able to take up a specific aspect from the valuation with their **model for the determination of property interest rates with special consideration of the land value**. Based on the problems in practice in determining the real estate interest rate, research was carried out into a model with which real estate interest rates could be derived on the basis of available data. The choice fell on the land standard values, which are available with smaller restrictions Germany-wide for districts and cities. Using a regression model, it was possible to derive significant correlations and thus create the basis for a forecast model.

On behalf of the Thelen Group, Prof. Dr. Werner Pauen, Prof. Dr. Dieter M. Schlesinger and Prof. Dr. Dr. Patrick Schmid showed the **influence of new trends and developments on residential rents**. The

aim of the study was to identify – among other things – possible new influencing factors based on megatrends, and to show their potential influence on rental prices. The analysis showed that classical influencing factors, i.e. location, property condition, and equipment as well as type of apartment and living space, continue to have the highest influence on the rental price, but that new factors have an influence on the rental price specific to target groups and regions. The main factors here are fast W-Lan and a visually, acoustically and thermally comfortable apartment for which tenants are prepared to pay a significant surcharge.

Publications 2019

In October 2019, Prof. Dr. Werner Pauen and Vanessa Piller published the practice-orientated book **Hotelbewertungen** in the series Grundstücks- und Immobilienbewertung spezial. The book discusses the valuation of hotels in detail and with practical relevance. Since classical valuation approaches are difficult to apply in the hotel real estate market due to the low availability of data and the comparability of transactions, new methods that focus on the ability of a business to generate sustainable income from the original hotel business are brought to the fore.



Figure 1: Current publications

In September 2019 the textbook "**Angewandte Tourismusgeografie: Räumliche Effekte und Methoden**" (De Gruyter Studium) was published. The authors Dr. Simon Neumair, Dr. Tatjana Rehklaue, and Prof. Dr. Dieter M. Schlesinger described the various spatial effects of tourism in economic, socio-cultural and ecological terms. The textbook focuses on methods for recording, describing and explaining spatial aspects of the tourism industry. The main focus is on the destinations as the central spatial level of tourism.

Outlook for 2020

Triggered by the current developments on the real estate market in Berlin (keyword: rental price cap), the team of Prof. Dr. Dieter M. Schlesinger, Dr. Jan Hanusch, Prof. Dr. Werner Pauen, Prof. Dr. Patrick Schmid and Prof. Dr. Matthias Lederer is engaged in a further developing of the static equilibrium real estate market model of DiPasquale/Wheaton (1992) and showing how **prices, rents, new construction activity and housing stock in Berlin** will change as a result of the rental price caps.

Entrepreneurship Institute @ ISM

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a Presentation of the Institute

The Entrepreneurship Institute @ ISM bundles entrepreneurship expertise, research results, and current trends in a competence center. Findings from research projects are transferred into practice and teaching, in particular into the ISM Entrepreneurship master's program. The institute is located at the ISM Campus in Cologne. The institute's three main fields of action as seen in Figure 1 are research, education and consulting. More precisely, the research activities comprise research projects, thought leadership, collaborative and contract research. With regard to entrepreneurship education, a distinction can be made between university lectures and training courses for companies. The third area, consulting, is mainly for students who are interested in starting a business but also of interest for founders and established companies as well.



Figure 1: The Institute's three main fields of action

Source: own illustration

The present report focuses on the institute's research activities. In this context, the following topics constitute the institute's main fields of research:

- Lean-Startup / Agility:

The focus here is on the success factors of entrepreneurship with a low amount of capital, optimizing customer benefits with minimum viable products and the business model canvas.

- Digital Entrepreneurship:

The focus here is on the impact of digitalization on corporate success, digital strategies, and business models as well as the use of artificial intelligence for future competitive advantage.

- Corporate Entrepreneurship:

This field focuses on the creation of new business areas in existing companies, permanent strategic renewal and the management of changing environmental conditions.

- Entrepreneurial Finance:

The focus is on the importance of funding opportunities for startups, startup financing via Blockchain/ICO as well as the combination of different forms of financing.

- Family Firms:

The influence of governance, structure, and values, cross-generation conflicts and differences between established and new companies, as well as sustainable value creation, are the key topics in this area.

The team of the Entrepreneurship Institute @ ISM consists of the co-directors Prof. Dr. Horst Kutsch and Prof. Dr. Ulrich Lichtenthaler as well as the research associate Alida Hensen.

Prof. Dr. Kutsch is Professor for Entrepreneurship and Statistics at the ISM in Cologne and the program director of the ISM M.A. Entrepreneurship program. Furthermore, he has been working as a consultant for entrepreneurship, statistical methods, and data analysis for several years. As a member of the business research group 'Innovative Technologies at the University of Cologne', he obtained his doctorate with a thesis about the representativeness in online market research. Afterward, he worked for several years as a research project manager at the University of Koblenz-Landau. During this time, he founded and became the CEO of the consulting company 'Scienovation' for university start-ups and start-ups with an academic or scientific background. Scienovation was a consulting company for business start-ups based on scientific findings that has emerged from previous research projects.

Prof. Dr. Ulrich Lichtenthaler is Professor for Management and Entrepreneurship at ISM in Cologne. He holds a Ph.D. degree in technology management from WHU – Otto Beisheim School of Management. He further is an executive consultant, who has successfully completed over 20 digital transfor-

mation projects over the past years. He also conducts trainings on innovation, entrepreneurship, digital transformation, and artificial intelligence. He has written multiple books and articles for leading academic and practitioner journals, such as MIT Sloan Management Review and Wall Street Journal.

Alida Hensen is a research associate at the Entrepreneurship Institute @ ISM and obtained a master's degree in psychology (M.Sc.) and Management (M.Sc.) from Lund University in Sweden. During her studies, she gained experience at a renowned recruitment agency and in a coaching and consulting firm. In addition to that, Mrs. Hensen worked as a Student Relations Coordinator and was responsible, among other things, for organizing business tours for students to get to know various innovative companies such as Salesforce and Google in Dublin and London.

b Research

In August, the institute successfully completed the six-month concept phase of a two-phase funding project within the 'EXIST-Potentiale'-program (EXIST-Gründungskultur) funded by the Federal Ministry of Economics and Energy (BMWi). The project's main aim is to establish and expand start-up supporting structures at ISM. The concept phase was funded by the BMWi with € 45,587.24. For the four-year project phase (scheduled to start in early 2020) the institute has applied for further fundings of € 1 million. The application is currently under review at the BMWi and Projektträger Jülich (PtJ). Prof. Dr. Kutsch supervises the project as the project manager and Mrs. Hensen works as a project research associate. The project has the aim to establish a recognizable and activating founding culture at ISM and to create the necessary structures and environment for innovative university, academic and scientific startups.

Besides, the institute is a consortium member of the consortium project 'Local Loyalty Cologne', which is being carried out in collaboration with the 'Institut für Handelsforschung Köln (IFH)' and the 'Industrie- und Handelskammer zu Köln'. The ISM project team consists of Prof. Lichtenthaler and Mrs. Hensen. The project is funded by the Ministry of Economics, Innovation, Digitization and Energy of North Rhine-Westphalia (Ministerium für Wirtschaft, Innovation, Digitalisierung und Energie des Landes Nordrhein-Westfalen), the Ministry of Home Affairs, Municipalities, Construction and Equality (Ministerium für Wirtschaft, Innovation, Digitalisierung und Energie des Landes Nordrhein-Westfalen, dem Ministerium für Heimat, Kommunales, Bau und Gleichstellung) and the Ministry of the Environment, Agriculture, Nature Conservation and Consumer Protection (Bau und Gleichstellung und dem Ministerium für Umwelt, Landwirtschaft, Natur- und Verbraucherschutz).

In times of e-commerce and online pure players, retail is often experiencing a decline in revenues which has a significant impact on the vitality of the inner cities. The aim of the project 'Local Loyalty Cologne', is therefore to develop effective approaches to maintain the urban residents' purchasing power in downtown stationary retail in the era of eCommerce. Using selected districts in Cologne as examples, the aim is to develop business models that contribute to maintaining or increasing the productivity of retail space. Currently, retailers and service providers are interviewed about their ideas regarding a local loyalty program. The results will be presented in workshops and further investigated.

Another project is about the relationship between artificial intelligence and future competitive advantage. Another wave of digitalization is currently underway, in which many companies want to use the latest applications of artificial intelligence and at the same time eliminate typical mistakes from

the beginning of their digital transformation. In this research project, Prof. Dr. Lichtenthaler investigates how companies may not only replace human work by means of artificial intelligence but may also develop completely new solutions to exploit growth opportunities through the combination of human and artificial intelligence.

c Education & Consulting

The institute's team regularly supervises various bachelor, master or PhD theses in the field of entrepreneurship. Furthermore, Prof. Lichtenthaler organized several field trips for example to the Digital Future Congress in Essen and to the XR Lab of the Digital Hub Cologne last year with students, mainly from the M.A. in Entrepreneurship.

Startup consulting and EXIST start-up network

The Entrepreneurship Institute @ ISM is a central institution for start-ups, founders and individuals interested in establishing a business. As an official partner of the EXIST-program of the Federal Ministry for Economics and Energy (BMWi), ISM is able to conduct EXIST funded projects through the institute, apply for and manage EXIST start-up grants for start-up teams, advise start-up teams on their founding, and assist them during the start-up process. Students and researchers interested in founding a company will find advice and support at the Institute. The guidance offered by the institute will be expanded through future collaborations with relevant external partners such as companies and co-working spaces.

Networks and collaborations

In addition to the collaborations and partnerships mentioned above, the institute provides access to a broad network of diverse partners, companies, organizations, and institutions. Collaboration partners are for example the Hochschulgründernetzwerk Cologne e.V. (hgnc), STARTPLATZ, IHK Köln and the Entrepreneurs Club Cologne (ECC). In cooperation with the hgnc e.V., the main focus is to support students interested in founding their own companies through seminars and workshops as well as individual mentoring and coaching. The ECC is a student initiative that mainly supports founders and other individuals interested in founding their own start-up and provides an interface between the world of entrepreneurship and university life.

d Events and other activities

The Entrepreneurship Institute @ ISM promotes the transfer of knowledge and encourages exchange between scientific research and practice through regular events and various other activities. A rough overview of selected events and activities of the institute is given below:

ISM Startup Competition

The cross-campus competition was launched by the Entrepreneurship Institute @ ISM for the first time in 2018 and has the aim to discover new innovative start-up ideas, award successful founders, consolidate the start-up culture at ISM and promote the 'entrepreneurial spirit' at ISM. After the successful first implementation in 2018, students also have this year the opportunity to submit their ideas and business plans and take part in this year's ISM competition. In addition to the awards, participants will be offered further incentives. The competition should be established on a long-term base and seen as

a prestigious award and an indicator of high quality. Thus, creating a reputation for the winners and attracting the attention and interest of potential investors and collaboration partners.

ISM Entrepreneurship Summit Cologne

The event has the goal to provide impulses for new successful ideas. Besides ISM students, alumni and employees, the event also addresses students from other universities as well as business managers and researchers. This year the Entrepreneurship Summit will take place on November 6, 2019, and will focus on 'Digital Marketing and Digital Business Models'. Prof. Dr. Andreas Pinkwart, Minister for Economic Affairs, Innovation, Digitization and Energy of North Rhine-Westphalia, Rahmyn Kress, Chief Digital Officer at Henkel, and Boris Dolkhani, Vice President Brand Management and Marketing Communication at Bosch, will be the keynote speakers. The winners of the ISM founder's competition will be honored during this event. Furthermore, ISM alumni and other cooperation partners will present their companies at a small fair.

ECC Founders Evening in Cologne

The Entrepreneurs Club Cologne e.V. organizes monthly start-up evenings, which welcomes all people interested in building up their own start-up. The aim of the event is to illustrate the career option 'startup' to many young people. At the Founders' Evening, two to three successful founders share their experiences as founders and give insights into their careers and current projects. The event will take place on September 24, 2019, at the ISM in Cologne. Hans Berlin, managing director of the brewery "költ", Pouya Azimi, founder of "MobiLab Solutions GmbH" as well as Christian Dorn, co-founder, and CMO of the "Innovators Institute" will share their founding stories.

Career Days in Cologne and Dortmund

The Entrepreneurship Institute @ ISM has its own booth at the ISM Career Fairs in Dortmund and Cologne, which are organized by the Career Center.

e Publications and conference presentations

Results from scientific research and practical implications are transferred to the areas of teaching and consulting. Recent entrepreneurial trends are identified and leveraged. Moreover, existing collaborations with companies and other organizations are strengthened. As such, the institute offers an important platform for gaining new insights. In particular, the following academic papers and practical contributions have been published this year and the following presentations have been given at conferences.

Research articles:

Lichtenthaler, U. (2019): Beyond artificial intelligence: Why companies need to go the extra step.
Journal of Business Strategy, [in press].

Managerial contributions:

Lichtenthaler, U. (2019): Intelligenz hoch drei. In: Next Industry (2019), No. 1, pp. 32-35.

Lichtenthaler, U. (2019): Creating and capturing value from car data. Handelsblatt Blog Monetizing Car Data. (<https://veranstaltungen.handelsblatt.com/monetizing-cardata/creating-and-capturing-value-from-car-data-pc/>). Accessed on 24.10.2019.

Lichtenthaler, U. (2019): Künstliche Intelligenz erfolgreich nutzen: Fünf Herausforderungen. In: Organisationsentwicklung (2019), No. 1, p. 108.

Lichtenthaler, U. (2019): An intelligence-based view of firm performance: Profiting from artificial intelligence. In: Journal of Innovation Management, 7. (2019), No. 1, pp. 7-20.

Presentations:

Lichtenthaler, U. (2018): Künstliche Intelligenz: Wie Sie fünf strategische Fehler vermeiden. Digital Future Congress, Essen, November 8, 2018.

Lichtenthaler, U. (2018): Zwischen neuen Chancen und möglichen Barrieren bei der Umsetzung von Kooperationen und M&A. Handelsblatt Konferenz Rethinking Automotive, Stuttgart, November 30, 2018.

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f Outlook

As described above, further research projects and publications have already been in progress, prepared or planned for the next months. The goal for 2020 is to continue these projects and to explore additional research fields. Furthermore, teaching and research will be aligned more closely, for example by awarding more master and bachelor theses from the institute's research fields and by additionally offering project seminars in current research topics.

Institute for Business Innovation & Evolution @ ISM		
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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 aim to derive individual solutions for successful business evolution from these findings.

The foundation of the institute was decided in December 2017 as an integrated institute. The conception of the institute can be seen in Figure 1.

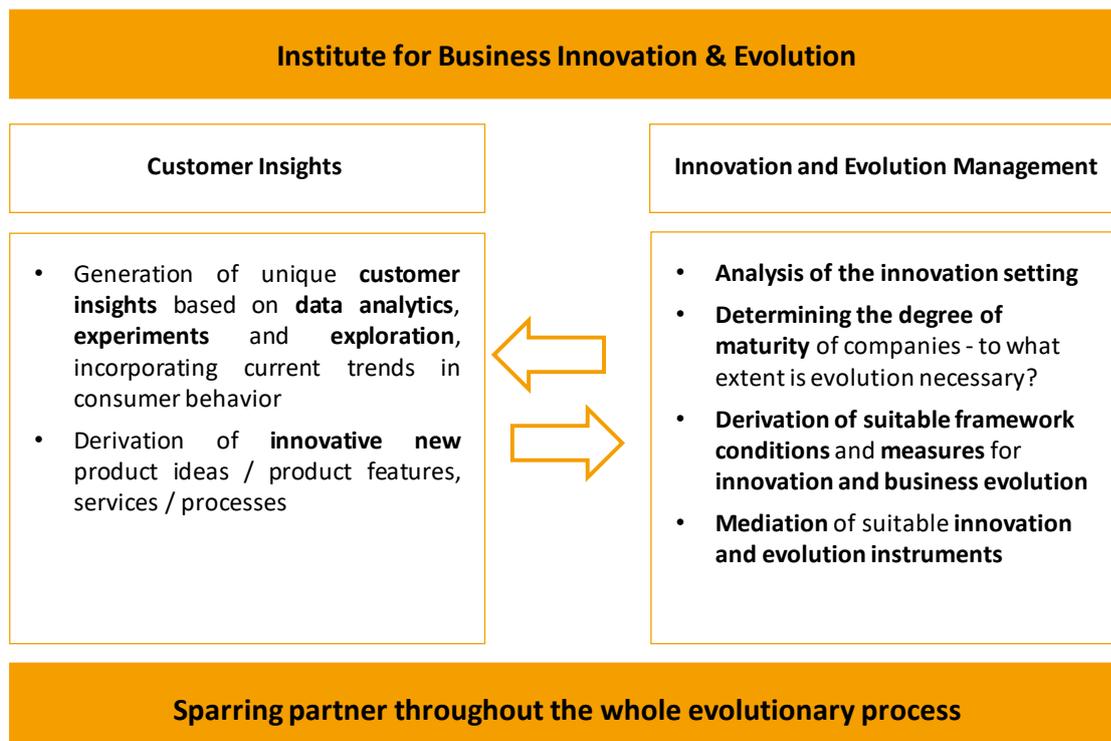


Figure 1: *Institute for Business Innovation & Evolution @ ISM*

Source: *own representation*

The institute deals with:

- Generating unique consumer insights to derive innovative new product ideas
- The application-oriented research of innovation and evolution management in companies.
- It also serves to collect, prepare and provide specific success factors for innovation and evolution management.

The institute is located on the Stuttgart campus and 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 by the colleagues Prof. Dr. Johannes Moskaliuk (Organizational and Learning Psychology), Prof. Dr. Dirk Steffens (Human Resources and Corporate Organization) and Prof. Dr. André Reichel (Postal Growth Research).

b Range of services

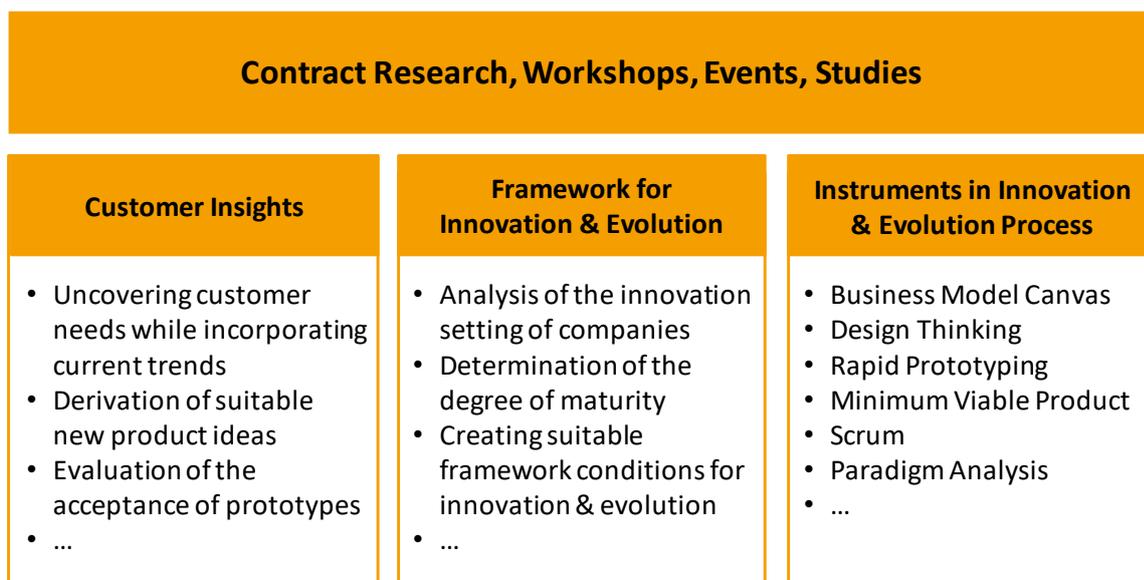


Figure 2: Service Offer Business Innovation & Evolution @ ISM

Source: own representation

c Status Quo

The focus in 2018 and 2019 was promotion of the institute - for example, by means of short impulse lectures on topics related to the institute which should lead to a stronger dialogue between the university and business practice.

d Outlook

The goal for 2020 is to increase the Institute's profile, e.g. through innovative event formats as well as studies and consulting projects. Furthermore, teaching and research should be better interlinked, e.g. by awarding theses in the field of research.

III Further Project Reports

- a **Project "Managing Demographic Change: New Organizational and Financing Models for Social Institutions at Municipality Level" (DeWaK) [orig.: Den demografischen Wandel bewältigen. Neue Organisations- und Finanzierungsmodelle für soziale Einrichtungen auf kommunaler Ebene]**



Project Lead: Prof. Dr. Kai Rommel
Vice President for Research at ISM



Project Management: Ron Jäger
Research Associate



This project was applied for in 2016 as part of the "Kommunen Innovativ" research program of the Federal Ministry of Education and Research (BMBF) and began in July 2017 with a duration of two years. The DeWaK project is one of 30 projects in this research

program and develops innovative concepts for the organization and financing of social institutions. The project team consists of scientists and representatives of the city of Herten and the Ennepe-Ruhr district in North Rhine-Westphalia. In this project two concrete project ideas for social institutions in the city of Herten and in the city of Wetter (Ruhr) in the Ennepe-Ruhr district are developed and tested. The research project has been carried out since 2018 under the direction of the Institute for Urban Development and European Urban Studies of the RWTH Aachen University, previously the Department of Urban Development, Urban Design and Urban Land Use Planning of the TU Dortmund, together with the ISM Dortmund and the RWI - Leibniz Institute for Economic Research from Essen as well as the practical partners.

The project runs until the end of 2019 and is divided into four work phases: 1. analysis, 2. model development, 3. practical test and 4. transfer of results. In the first phase, the ISM used the stakeholder analysis method to determine and analyze the initial situations in the provision of services by the respective administrations. In the second phase, the actor analysis was combined with the spatial analysis of the planning partners of the TU Dortmund and RWTH Aachen as well as with an analysis of the relevant financing possibilities by the RWI to form model concepts for application by the municipal partners. In phase 3 these models were tested on the projects started in the municipalities for the revitalization of the inner city of Herten and the neighborhood in Wetter-Grundschoßtel as well as for the extension of the citizens' meeting place there. The evaluations of these practice tests and the

development of measures for transfer to comparable municipalities are the subject of Phase 4 and will be completed at the beginning of 2020.

Figure 1 shows the structure of the stakeholder analysis in detail. These procedural steps ensure that the measures for the practical test and the transfer of results are geared to the preferences of the actors involved and affected and that conflicts of interest can be identified and dealt with at an early stage.

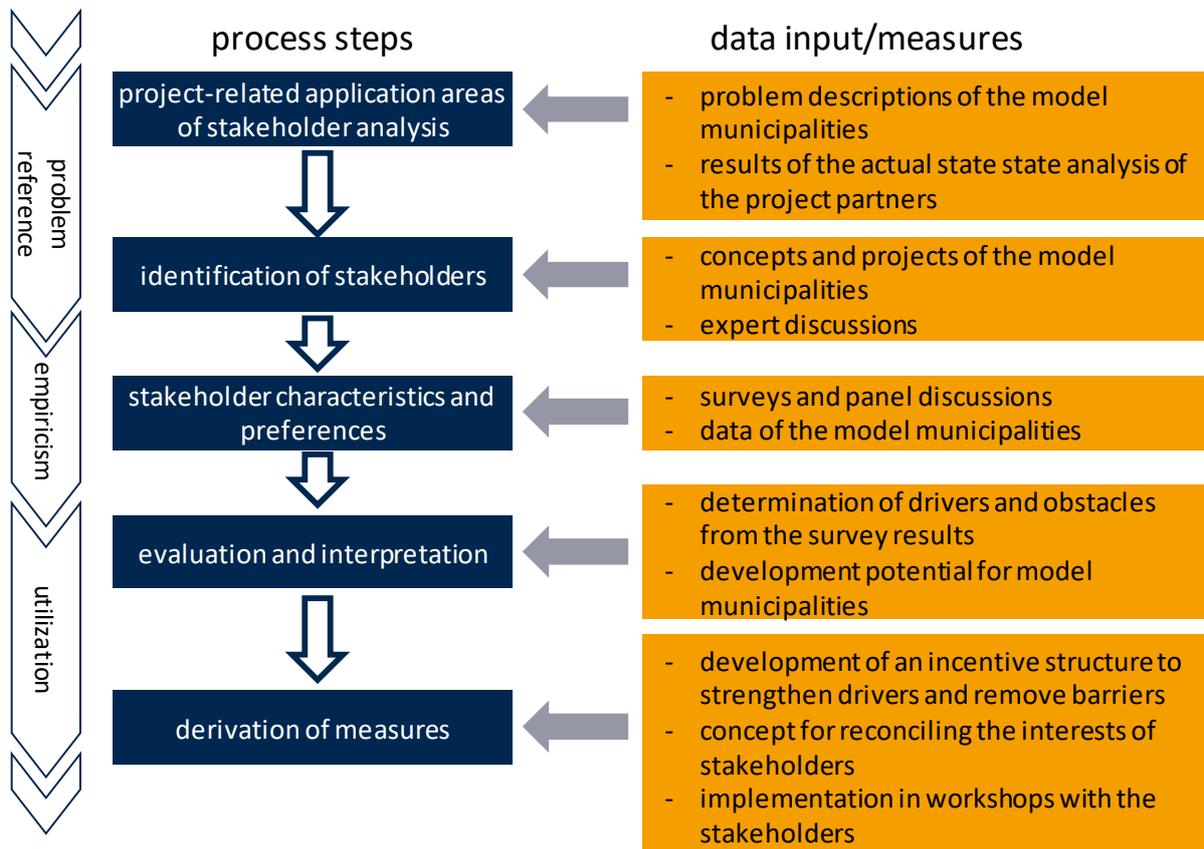


Figure 1: Structure of stakeholder analysis

Source: own illustration

Despite many structural differences, the two model municipalities Herten and Wetter an der Ruhr face similar challenges such as population decline and its consequences for local actors. Social institutions and their services for senior citizens, families, children and young people are becoming increasingly important for local people. In addition, social institutions must adapt or expand their services and reposition themselves financially. With the integrated urban development concept for the inner city, the city of Herten wants to create and support a center for social integration as a contact point for people in difficult situations in the southern inner city. In 2016, the Ennepe-Ruhr district initiated the "Bürger-treff Wetter/Grundschoettel" in a residential quarter on the outskirts of the city, with the aim of creating new social opportunities for the people and making the quarter as a whole more attractive and worth living in. Since mid-August 2017, a neighborhood manager has been working here as a contact person for the residents but is also available for the social institutions located there and as an interface to the research project.



Figure 2: The project team

Source: own photo

The rounds of talks with stakeholders in the model municipalities started in the second project phase were continued and intensified in the third phase in order to jointly develop practical solutions for the implementation of the organizational and financing concepts developed. By combining the analyses in phase 2 and the practical tests of the municipal projects in Herten and Wetter-Grundschoettel, the preferences of the stakeholders, i.e. the users of the contact points and citizens' meetings, can be better taken into account. On the other hand, it also makes it possible to make more efficient use of existing financing options and to use civic commitment more effectively. With these measures and the subsequent transfer concepts, the DeWaK project can make a contribution to overcoming the challenges of demographic change and making the region or city more attractive and sustainable for all stakeholders.

b Report on the Project "Development of the German Rescue Robotics Centre" (A-DRZ) [orig.: Aufbau des Deutschen Rettungsrobotik-Zentrums]



Prof. Dr. Kai Rommel
Vice President for Research at ISM



Prof. Dr. Arne Westermann
Institute Director Brand & Retail Management Institute BRM@ISM
Program Director M.A. Strategic Marketing Management



Janina Schürmann
Research Associate



How can operations in inhumane environments such as fire, collapse, and spillage as well as the detection of hazardous substances and floods be made safer in order to protect emergency personnel and facilitate their work? With advancing technical developments it is foreseeable that mobile robot systems will take over tasks in order to make the operation more efficient and safer.

The Federal Ministry of Education and Research is funding the establishment of a new competence center for robot systems in inhuman environments with almost 12 million euros. The joint project will be implemented by an interdisciplinary and renowned network. By September 2022, more than 30 partners from emergency response, research and industry will be involved in setting up the German Centre for Life-Robotics (A-DRZ). Over the next few years, a competence center will be built on the former Phoenix-West industrial site in Dortmund, where mobile robot systems for civil emergency response will be researched and developed in a so-called "Living Lab". Systems can be tested for their suitability for use in various scenarios on the connected indoor and outdoor test areas. The long-term goal is to establish a scientifically-oriented competence center beyond the initiation and funding phase. In this way, increasingly powerful robotics technologies for rescue forces should become available on the market.

In this project, ISM Dortmund has been subcontracted and is responsible for the business model as well as the marketing and communication concept. In addition, user surveys will be carried out. The

ISM is also represented in the presidium of the German Rescue Robotics Centre (DRZ) e.V. This association was founded as part of the joint project to establish the planned competence center on the market.

In the first project year, a communication concept was developed and adapted to the concrete needs of the association. In a team the ISM worked together with the DRZ on a concept for the representation in the public and for the adjustment at the target groups. A vision and a mission were developed and analysis for public relation options was made. In addition, a logo was developed for the association together with an agency and the team. The preparation of a benchmarking report was another central area of work in the first year of the project. The ISM has conducted a comparative analysis of several other national and international competence centers, which are active either in the field of rescue robotics or in another field of robotics, in order to obtain suggestions for the DRZ e.V. business model. The preparation of a business plan was another task in the second half of the year. The DRZ e.V. and the ISM work together on a comprehensive business plan, in order to work out the goals and the strategy. A further area of responsibility in the year under review is a target group and actor analysis to identify the relevant actors and an analysis of their characteristics.

In order to get to know the emergency services better, ISM project employee Janina Schürmann worked a 24-hour shift at the fire brigade in Dortmund in February. She worked the day shift with the fire brigade and the night shift with the rescue service. Thus she had a short insight into the everyday life in a rescue station, which will be helpful with the planned demand analysis and actor questioning.



Figure 1: Dortmund Fire Brigade

Source: own photo

On 10 and 11 March 2019, the first working and joint meeting of the A-DRZ research project took place with the participation of the project partners and the project executing agency (VDI-TZ). These meetings take place twice a year. The host was the Fraunhofer Institute for Communication, Information Processing and Ergonomics (FKIE) in Wachtberg. Under the direction of the project coordinator, the

Institute for Fire Brigade and Rescue (IFR), Dortmund, the project consortium had set three focal points for the meeting. In addition to the general presentation of the results from application and technology research achieved so far in the project, the focus was on the presentation of project-related exhibits and demonstrators as well as interdisciplinary workshops.



Figure 2: Joint meeting in Wachtberg, working with a demonstrator

Source: own photo

At the end of November, the second working and joint meeting took place in Darmstadt with all partners and the project executing agency, with the Technical University of Darmstadt as the host. The associated partners were also invited to this joint meeting. The annual general meeting of the DRZ e.V. also took place within the framework of the meeting, in which Prof. Dr. Kai Rommel participated on behalf of the ISM. Under the leadership of the IFR, the project consortium had once again set three focal points for the meeting: the general presentation of the results from user and technology research achieved so far in the project, workshops with the partners of the project as well as the associated partners and finally the presentation of the research on the project-related demonstrators, in particular drones.

In the second project year 2020, the business model will be tested and the focus will be on the definition of strategic business areas. ISM will participate in the development and operation of the association's infrastructure. Furthermore, the marketing concept will be developed. The communication concept will be applied and optimized.

IV Bachelor/Master Theses

A total of 858 degree theses were successfully completed at the ISM sites in the reporting year 2019. The following overview shows the distribution among the ISM locations.

Table 1: Appraisals of bachelor and master theses

Location	Program	Amount
Dortmund	Bachelor	81
	Master	125
Frankfurt	Bachelor	90
	Master	97
Hamburg	Bachelor	70
	Master	90
Cologne	Bachelor	35
	Master	43
Munich	Bachelor	85
	Master	118
Stuttgart	Bachelor	14
	Master	10

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 Business Administration Sales & Brand Management	1
	Bachelor of Arts Communications & Marketing	5
	Bachelor of Arts Communications & Marketing (Global Track)	1
	Bachelor of Arts Corporate Finance	3
	Bachelor of Arts Global Brand & Fashion Management	10
	Bachelor of Arts International Management	7
	Bachelor of Arts International Management (English Trail)	2
	Bachelor of Arts International Management (Global Track)	1
	Bachelor of Arts Marketing & Communications Management	2
	Bachelor of Arts Psychology & Management	2
	Bachelor of Arts Tourism & Event Management	5
	Bachelor of Science Finance & Management	1
	Bachelor of Science International Management	20
	Bachelor of Science International Management (English Trail)	3
	Bachelor of Science Psychology & Management	18
		Σ 81

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

Bachelor Programs	Study Course	Amount
Frankfurt	Bachelor of Arts Business Administration	1
	Bachelor of Arts Communications & Marketing	3
	Bachelor of Arts Corporate Finance	1
	Bachelor of Arts Global Brand & Fashion Management	21
	Bachelor of Arts Global Brand & Fashion Management (Global Track)	2
	Bachelor of Arts in Business Administration Finance	1
	Bachelor of Arts in Business Administration International Management	2
	Bachelor of Arts International Management	8
	Bachelor of Arts International Management (English Trail)	1
	Bachelor of Arts Marketing & Communications Management	2
	Bachelor of Arts Psychology & Management	2
	Bachelor of Arts Tourism & Event Management	4
	Bachelor of Science Finance & Management	6
	Bachelor of Science International Management	15
	Bachelor of Science International Management (English Trail)	3
	Bachelor of Science International Management (Global Track)	1
	Bachelor of Science Psychology & Management	14
	Bachelor of Science Psychology & Management (Global Track)	3
		Σ 90

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

Bachelor Programs	Study Course	Amount
Hamburg	Bachelor of Arts in Business Administration International Management	5
	Bachelor of Arts in Business Administration Sales & Brand Management	1
	Bachelor of Arts Communications & Marketing	4
	Bachelor of Arts Global Brand & Fashion Management	14
	Bachelor of Arts Global Brand & Fashion Management (Global Track)	2
	Bachelor of Arts International Management	6
	Bachelor of Arts International Management (English Trail)	2
	Bachelor of Arts Marketing & Communications Management	3
	Bachelor of Arts Marketing & Communications Management (Global Track)	1
	Bachelor of Arts Psychology & Management	1
	Bachelor of Arts Tourism & Event Management	3
	Bachelor of Science Finance & Management	5
	Bachelor of Science International Management	9
	Bachelor of Science International Management (English Trail)	7
	Bachelor of Science Psychology & Management	7
	Σ 70	

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

Bachelor Programs	Study Course	Amount
Cologne	Bachelor of Arts in Business Administration International Management	1
	Bachelor of Arts Global Brand & Fashion Management	7
	Bachelor of Arts International Management	4
	Bachelor of Arts International Management (English Trail)	4
	Bachelor of Arts Tourism & Event Management	9
	Bachelor of Science International Management	2
	Bachelor of Science International Management (English Trail)	1
	Bachelor of Science Psychology & Management	7
	Σ 35	

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

Bachelor Programs	Study Course	Amount
Munich	Bachelor of Arts Communications & Marketing	2
	Bachelor of Arts Global Brand & Fashion Management	15
	Bachelor of Arts in Business Administration Finance	1
	Bachelor of Arts in Business Administration International Management	2
	Bachelor of Arts International Management	11
	Bachelor of Arts International Management (English Trail)	6
	Bachelor of Arts International Management (Global Track)	1
	Bachelor of Arts Marketing & Communications Management	4
	Bachelor of Arts Tourism & Event Management	11
	Bachelor of Science Finance & Management	1
	Bachelor of Science International Management	20
	Bachelor of Science International Management (English Trail)	1
	Bachelor of Science Psychology & Management	10
	Σ 85	

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	1
	Bachelor of Arts International Management	1
	Bachelor of Arts Tourism & Event Management	2
	Bachelor of Science International Management	6
	Bachelor of Science Psychology & Management	4
	Σ 14	

In total, 375 bachelor theses were successfully completed at all locations.

On the basis of the present specifications by study course, the focus of the respective locations, as well as the intensity of supervision of the lecturers can be seen.

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

Master Programs	Study Course	Amount
Dortmund	Master of Arts Entrepreneurship	1
	Master of Arts in Management Finance	1
	Master of Arts in Management International Management	12
	Master of Arts in Management Marketing, CRM & Vertrieb	5
	Master of Arts International Business	5
	Master of Arts Luxury, Fashion & Sales Management	3
	Master of Arts Psychology & Management	4
	Master of Arts Strategic Marketing Management	24
	Master of Science Business Intelligence & Data Science	3
	Master of Science Finance	19
	Master of Science International Logistics & Supply Chain Management	1
	Master of Science International Management	18
	Master of Science Organizational Psychology & Human Resources Management	15
	Master of Science Psychology & Management	6
	Master of Science Real Estate Management	5
	MBA General Management	3
		Σ 125

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

Master Programs	Study Course	Amount
Frankfurt	Master of Arts Digital Marketing	1
	Master of Arts in Management Finance	1
	Master of Arts in Management International Management	10
	Master of Arts in Management Marketing, CRM & Vertrieb	4
	Master of Arts International Business	2
	Master of Arts Luxury, Fashion & Sales Management	4
	Master of Arts Management	6
	Master of Arts Psychology & Management	3
	Master of Arts Strategic Marketing Management	6
	Master of Science Finance	11
	Master of Science International Logistics & Supply Chain Management	12
	Master of Science International Management	25
	Master of Science International Transport & Logistics	1
	Master of Science Organizational Psychology & Human Resources Management	2
	Master of Science Psychology & Management	6
	Master of Science Real Estate Management	3
		Σ 97

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

Master Programs	Study Course	Amount
Hamburg	Master of Arts Human Resources Management & Digital Transformation	1
	Master of Arts in Management International Management	8
	Master of Arts in Management Marketing, CRM & Vertrieb	3
	Master of Arts International Business	1
	Master of Arts International Management	5
	Master of Arts Luxury, Fashion & Sales Management	14
	Master of Arts Management	1
	Master of Arts Psychology & Management	6
	Master of Arts Strategic Marketing Management	8
	Master of Science Business Intelligence & Data Science	1
	Master of Science Finance	4
	Master of Science International Logistics & Supply Chain Management	2
	Master of Science International Management	30
	Master of Science Organizational Psychology & Human Resources Management	1
	Master of Science Psychology & Management	3
	Master of Science Real Estate Management	1
	MBA General Management	1
		Σ 90

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

Master Programs	Study Course	Amount
Cologne	Master of Arts Digital Marketing	2
	Master of Arts Entrepreneurship	1
	Master of Arts in Management International Management	8
	Master of Arts in Management Marketing, CRM & Vertrieb	1
	Master of Arts International Business	1
	Master of Arts Luxury, Fashion & Sales Management	6
	Master of Arts Management	2
	Master of Arts Psychology & Management	2
	Master of Arts Strategic Marketing Management	3
	Master of Science Finance	1
	Master of Science International Management	9
	Master of Science Organizational Psychology & Human Resources Management	1
	Master of Science Psychology & Management	3
	Master of Science Real Estate Management	2
	MBA General Management	1
		Σ 43

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

Master Programs	Study Course	Amount
Munich	Master of Arts Entrepreneurship	1
	Master of Arts Human Resources Management & Digital Transformation	2
	Master of Arts in Management International Management	10
	Master of Arts International Business	4
	Master of Arts Luxury, Fashion & Sales Management	1
	Master of Arts Management	4
	Master of Arts Psychology & Management	5
	Master of Arts Strategic Marketing Management	17
	Master of Science Finance	14
	Master of Science International Logistics & Supply Chain Management	2
	Master of Science International Management	26
	Master of Science Psychology & Management	12
	Master of Science Real Estate Management	20
		Σ 118

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

Master Programs	Study Course	Amount
Stuttgart	Master of Arts Digital Marketing	1
	Master of Arts in Management International Management	1
	Master of Arts in Management Marketing, CRM & Vertrieb	2
	Master of Arts Psychology & Management	1
	Master of Science International Management	5
		Σ 10

In total, 483 master 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.

Candidate:	Oya Bertram
Topic:	Business Evaluation Models of the US Fracking Companies: Tendency for Excessive Risk Taking in Times of Oil & Gas Price Boom
Partner University:	Strathclyde Business School
Supervisor:	Dr. Karen Turner, Director of the Centre for Energy Policy at the International Public Policy Institute
ISM-Supervisor:	Prof. Dr. Kai Rommel
Start:	October 2015

Oya Bertram took a semester off in 2019 and will continue her doctorate shortly. Therefore the research report 2019 uses the status from 2018.

Abstract

This dissertation explores the Shareholder Value Maximization (SVM) concept using first the neoclassical economic models and later extending it to the new institutional economic models to test whether the neoclassical economic models are enough to explain economic long-term sustainability in the industry. The main neoclassical model for testing sustainability is the Learning by Doing Model (LBD). LBD within the context of manufacturing is learning to be productive through repetitive production. Productivity increases can happen within a firm as it goes up the “learning curve” and becomes more efficient at manufacturing. Learning can also happen within a vertically integrated value chain when a firm and its outsourced partner create intellectual capital through working together through repeated contracting.

Fracking is especially conducive to LBD due to the fact that the production is repetitive— several consecutive wells have to be drilled in order to keep building the reserve base of an oil & gas company. Fracking in the United States has revolutionized the way we think of exploration and production. However, reducing costs & increasing production is still a must for the survival of the sector that depends on favorable commodity pricing environments. But how can one prove that fracking business is sustainable enough to withstand the commodity price crashes? Have the fracking firms been getting significantly efficient over time? Have they been realizing learning synergies together with their field services outsourcing partners? Using the production well as the unit of analysis, this presentation studies the key performance drivers of unconventional hydrocarbons production economics. As a final step, the results of the LBD models will be adapted to include the institutional constraints on the US Fracking Model. Moreover, this study will be focusing on the optimization of the neoclassical SVM model driven from the profit maximization model, with the too significant to ignore institutional constraints within the context of fracking. The neoclassical models can be too simple explain the intricacies of operating in the fracking business, assuming no transaction costs and bounded rationality in a business that may be a great example of the complex world. The conclusion part of the thesis will combine the results

from neoclassical and neo-institutional models and analyze the results. If using the institutional constraints explains the fracking companies' behavior better than the neoclassical models, then this can be a meaningful contribution to the economic literature from two perspectives.

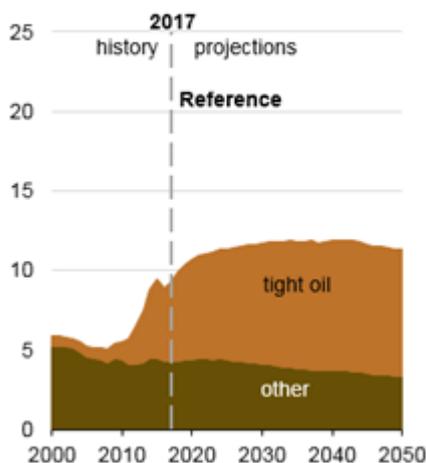
As the controversial fracking debate continues, this dissertation takes a step-by-step approach in analyzing the key to survival in the business for mainly public corporations. While all relevant aspects and concerns about the business will be addressed, this analysis first starts with the basic economic fundamentals of the business. It assumes a scenario where all the environmental concerns were resolved and legal frameworks for fracking were set up so that the only concern would be about the economics of the business.

The initial goal, therefore; would be to critically study a young industry now settling down in the American market and ask: **Can the US fracking business storm the future commodity crashes and survive? What is the key to survival? How do we define sustainability in this business?**

As one of the most innovative industries in the US, the oil and gas business has been changing significantly. At the turn of the century, ground-breaking advancements in the previously existing technique of fracking rendered it economically viable. This "new and improved" technology involving injecting highly pressurized water mixed with chemicals into a well in order to release oil and gas captured in rock formations has drastically "reverse[d] gravity" revolutionizing the way the world thinks of Exploration and Production (Sernovitz, 2016, p. 57). The two recent graphs from the EIA (Annual Energy Outlook 2018) below attest to the impact of this industry on Exploration and Production.

Tight oil production remains the leading source of U.S. crude oil production from 2017 to 2050 in the Reference case—

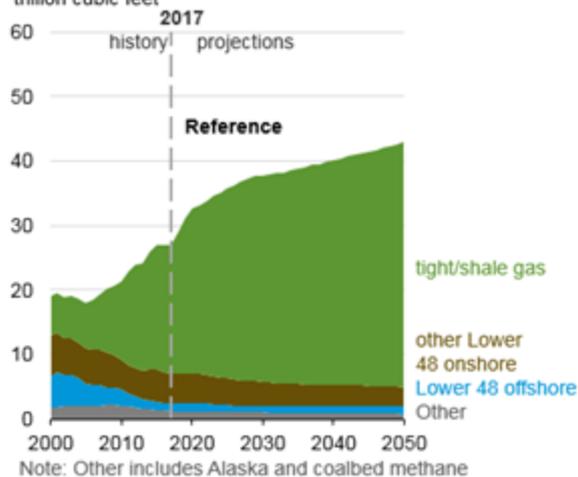
Crude oil production
million barrels per day



U.S. Energy Information Administration

Increased U.S. natural gas production is the result of continued development of shale gas and tight oil plays—

Natural gas production by type
trillion cubic feet



U.S. Energy Information Administration

However, while the industry seems to stand strong today, it had to recover from a major crash that started in late 2014 as commodity prices plummeted. As a result, many companies could not survive.

It is those recent financial failures within the fracking niche of E&P that prompted the overarching research question “**can the US fracking model maximize shareholder value?**” The aim this research is to find out, especially amongst the fracking companies that exist today, despite all the complexities of running fracking operations, whether these companies are still able to adhere to the Shareholder Value Maximizing (SVM) principle. If they are unable to do so, an alternative scenario would be that these fracking companies were simply superior in playing according to the “rules of the game” and “satisficing” as they were more skillful in addressing the demands and interests of their powerful and influential stakeholders. In other words, amongst those companies who survived, was the secret using a survival tactic that does not focus solely on the shareholder interests and as a result, creating sustainable long-term value? Could it be that the key to survival/success less about maximizing profits and more about being profitable enough?

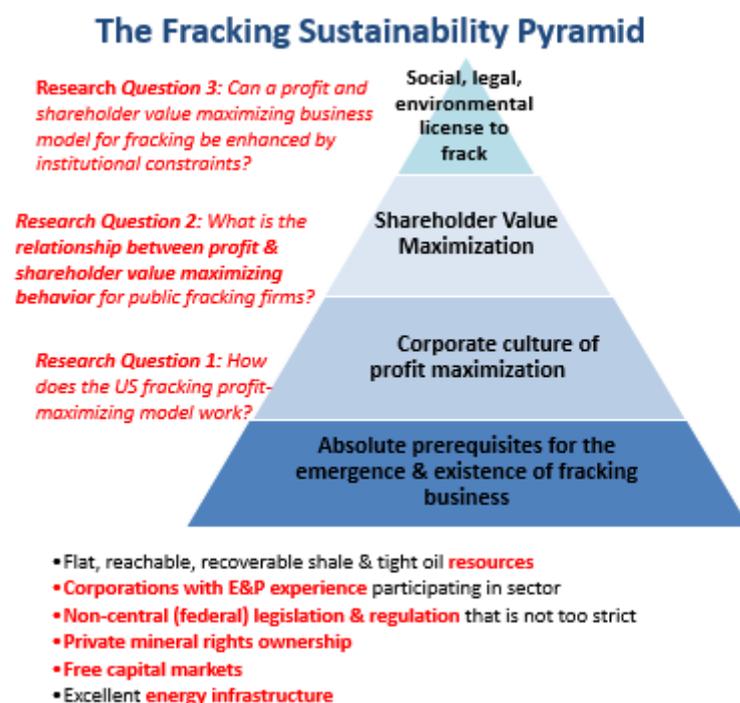
Having said all of this, raising the overarching question “can the US fracking model maximize shareholder value?” brings with it three additional questions which mainly guide the following chapters:

How does the US fracking profit-maximizing model work?

What is the relationship between profit and shareholder value-maximizing behavior within the context of fracking?

Can a profit and shareholder value-maximizing business model for fracking be enhanced by introducing institutional constraints?

All these three research questions can be used for building a fracking sustainability pyramid as depicted below. The purpose of this research is also to understand how much of this sustainability pyramid holds true for the industry.



In order to answer the first research question, a detailed understanding of the profit maximization literature will be studied to trace back the neoclassical roots of SVM. Secondly, the main technological drivers of fracking in terms of drilling and fracking completion and both their impact on production will

be analyzed as continuation of the existing Learning by Doing (LBD) models in common literature (Arrow, 1962). The LBD related economics work in oil & gas is quite limited (i.e. Covert 2015, Kellogg, 2011, Redlinger 2015, etc.) despite ample examples in other manufacturing industries. This study, similar to existing oil & gas work, will use the production wells within a specific region over a long period (i.e. 2005-2018) as the unit of analysis. The work will focus on the Bakken Shale in order to eliminate the effects of geology which should be controlled as geology varies even with the US basins.

In order to answer the second research question regarding the relationship between profit and shareholder value-maximizing behavior, the profit maximization model built in the first step will be extended to include additional financial inputs such as the dividend, investment, and the financing behavior. This step involves an understanding of the fracking business as an asset-based lending business that involves various financial actors (shareholders, debtors, financial intermediaries).

As a final step, the profit and shareholder value-maximizing model will be extended to include the institutional constraints of the business. The US fracking model may be described as functioning on an asset-based lending business model which is also a microcosm of the economy that Hodgson describes, and it is "...embedded in a broader set of social, cultural, political, and power relationships." (2000, p. 318). The third research question approaches the analysis from a different angle by asking "in whose interests is the firm truly governed?". This very question is the main question that governs the New Institutional Economics (NIE) framework which deals with "why the economic institutions emerged the way they did and not otherwise" (Williamson, 2000, p. 596)

The conclusion of the thesis will combine the results from all three chapters and analyze the results. If using the institutional constraints explains the fracking companies' behavior better than the neoclassical models, then this can be a meaningful contribution to the economic literature from two perspectives. As the NIE framework argues that neoclassical models attempt to "fit the world into simple models and to criticize institutional arrangements that did not fit" (Ostrom, 2017), they still lack empirical examples from the real world. Second, this study will not only enhance the weak empirical literature of NIE, but also add to knowledge within the fracking industry where economic studies are already "scarce" (Gevorkian & Semmler, Oil price, overleveraging and shakeout in the shale energy sector: Game changers in the oil industry, 2016, p. 3) due to the age of technology.

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Candidate:	Joerg Forthmann
Topic:	A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional market Research
Partner University:	Strathclyde Business School
Supervisor:	Prof. Alan Wilson PhD
ISM-Supervisor:	Prof. Dr. Arne Westermann
Start:	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 centers on the development and examination of an analytical approach for using social listening to support decision-makers with regards to reputation management.

Background

Reputation is often argued to be key in obtaining support from stakeholders, with loss of reputation often leading to a drop in its market value (Fombrun et al. 2015; Fombrun & Riel, 2004). Up to 80% of a company's overall value is believed to be connected to intangible assets including goodwill and brand equity, meaning that organizations are likely to suffer substantial financial losses if their reputations are tarnished. Indeed corporate reputation and corporate valuation are closely interrelated (cf. Way et al. 2013). The results of a study by Wang and Smith (2010) indicate that the strength of a firm's reputation has a positive impact on its stock market valuation. Research by Cole (cf. 2012) also suggests that a 5% improvement in reputation can boost shareholder returns by 2.5%. Firms that have a positive reputation also tend to attract a higher quality of staff, meaning that reputational damage can have a detrimental impact upon the human resources that are available to an organization (cf. Eccles et al. 2007).

In addition to these points, the strength of a company's reputation has been demonstrated to be positively correlated with the level of customer satisfaction that its customers experience, the degree of loyalty that they exhibit towards the firm and the degree to which they trust it (cf. Gul 2014). Research by Yang, Yaacob and Teh (cf. 2015) indicates that employees who work at companies with a positive reputation tend to be more satisfied with their jobs. The relationship that a company has with its suppliers is also strengthened by a positive reputation. The better the reputation of a company is, the greater the levels of trust and commitment its suppliers are likely to be (cf. Bennett 2001).

According to Soprano et al. (as cited in Way et al. 2013), reputational damage is actually the most serious variety of risks that companies face in terms of the potential consequences. The term "reputation management" refers to the process of attempting to identify what others are saying about an individual or company and putting measures in place to align the consensus of opinion with the goals of the person or organization in question (cf. Mertins 2014). Given the clear link between a company's reputation and its profitability, carefully managing a reputation can be extremely advantageous in economic terms.

Although its existence predates the popularisation of the Internet (cf. Watson & Kitchen 2010), reputation management is now frequently used in the context of social media and other online content. This reflects the increasing importance that is placed on social media within the business world and the rapid spurt of growth that it has experienced throughout the course of the last decade (cf. Kaul et al.: 2015).

Social listening has been used in the context of boosting the reputation of companies since the start of the decade (cf. Sheebarani, 2013) and has experienced a rapid proliferation in its use since then, with a substantial proportion of companies having made use of it to gauge their online reputations by 2013 (cf. Van Noort et al.). Its popularity has been further boosted by the rise of smartphones, which have resulted in a greater amount of information being made available on social media sites due to the fact that those who do not regularly use computers now update their pages via Internet-enabled mobile phones (cf. Stewart et al.: 2017.). Social listening has now become a key component of many organizations' overall strategies and appears to be embedding itself further and further into the fabric of the corporate world (cf. Tene/Polonetsky 2014).

Globally, people under 45 now view online news as being more important than TV news broadcasts. 28% of people within the 18-24 age bracket now view social media as a more important news source than TV (cf. Levy and Radcliffe 2016).

In some nations, online sources are clearly taking over from their offline counterparts as the dominant mediums for conveying news, for example, the percentage of Germans who use television and print media as their sources of news, declined between 2013 and 2018 (cf. Holig&Hasebrink 2018). In contrast, the percent of Germans who search the Internet if they want to inform themselves about a topic has increased dramatically between 2002 and 2017 (cf. Schneller 2017).

The internet can be used as a tool by companies to promote themselves to people other than the company's customer base (for example, through advertising), attempting to portray a positive reputation. However, the internet can also have downsides for a company: a negative online reputation has the potential to rapidly spread throughout a company's customer base, especially if the company, in general, caters to a younger demographic. With this in mind, it is particularly important to create an effective tool for gauging this reputation so that efforts can be taken to try and keep it positive.

Research Question

The research question is as follows:

"How effective is social listening as a tool for measuring reputation in comparison to traditional market research?"

Social listening is a relatively new phenomenon occurring only with the development of the internet and corresponding technologies. The objective of the research question is to investigate the potential of social listening as an improved tool for measuring 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 by using social listening.

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Candidate:	Sebastian Goebel
Topic:	Analysing Crucial Customer Contact Sequences During the Pre-Purchase Phase of Private Customers in the German Automobile Industry
Partner University:	Strathclyde Business School
Supervisor:	Prof. Dr. Spiros Gounaris
ISM-Supervisor:	Prof. Dr. Arne Westermann
Start:	October 2013

Sebastian Goebel has taken a sabbatical in the first half of the year 2019. Therefore, the current report is based on the year 2018.

Abstract

The dissertation is inspired by the lack of knowledge of the German automobile industry about how customers buy cars. Industry uses various communication/sales contact points without specific goals and efficient combinations. The research topic “customer contact sequences” (CCS) known as “customer journey” provides insights for consumer behavior. No research is present where every interaction with a brand is analyzed within the purchase decision. Thus, the dissertation aims to analyze CCS, their influential factors and outcomes to develop a theoretical model for automobile purchases in Germany. A qualitative study is conducted with 20 in-depth interviews of recent car buyers. Findings reveal influential factors like product related, subjective norm or purchase frequencies and show the existence of CCS within targeted search. Discovered findings are tested in a longitudinal study of 500 car buyers which aims to contribute to theory with a model of CCS and the discovery of contact point combinations which positively effects managerial decision making.

The research area ‘customer contact sequences’ (CCS) provides fundamental insights for consumer behavior theory and especially for purchase behavior. CCS are also known as the customer journey. Every interaction of a customer with a brand is relevant within the purchase decision (Steinmann, 2011) especially in terms of the specific usage order of contact points (Abbott, 1995).

Previous studies have analyzed customer contact sequences only in a very narrow way (van Rijnsoever, Castaldi, and Dijst, 2012). The only research which has focused on CCS is Steinmann (2011) wherein he analyzed complex sequences in both the Consumer Electronics and Tourism industry. As these two industries are so divergent from each other, his research findings vary significantly. It fosters the conclusion that the conduction of further studies in other industries, especially in the automobile industry, will have a significant impact on theory (Steinmann 2011). To critique and further develop the ideas of Steinmann, important factors such as emotional arousal and cognitive evaluations must be incorporated into the conceptual framework of CCS. Thus, the main research objective of this dissertation is the comprehensive analysis of CCS, their important influential factors and their outcomes during the pre-purchase phase of private customers purchasing a car in Germany. The following areas are of highest focus: 1) Influential factors on CCS (e.g. gender, involvement). 2) CCS: a) Customer contact points used (e.g. dealer or website). b) Length of CCS (amount of contact points used e.g. six contact points

in the sequence). c) Sequence of customer contact points used (e.g. TV-commercial -> print-commercial -> website -> dealer). 3) Outputs of CCS (e.g. emotional arousal, purchase, customer satisfaction)

Keywords: Customer Contact Sequences (CCS), Purchase Behaviour, Customer Journey

Introduction

The research area 'customer contact sequences' (CCS) provides fundamental insights for consumer behavior theory and especially for purchase behavior. CCS are also known as the *customer journey*. Every interaction of a customer with a brand is relevant within the purchase decision (Steinmann, 2011) especially in terms of the specific usage order of contact points (Abbott, 1995).

The Research Objectives

Previous studies have analyzed customer contact sequences only in a very narrow way (van Rijnsoever, Castaldi, and Dijst, 2012). The only research which has focused on CCS is STEINMANN (2011) wherein he analyzed complex sequences in both the Consumer Electronics and Tourism industry. As these two industries are so divergent from each other, his research findings varied significantly. It fosters the conclusion that the conduction of further studies in other industries, especially in the automobile industry, will have a significant impact on theory (Steinmann 2011). To critique and further develop the ideas of STEINMANN, important factors such as emotional arousal and cognitive evaluations must be incorporated into the conceptual framework of CCS. Thus, the main research **objective** of this dissertation is the comprehensive analysis of CCS, their important influential factors and their outcomes during the pre-purchase phase of private customers purchasing a car in Germany. The following areas are of highest focus: **1) Influential factors** on CCS (e.g. gender, involvement). **2) CCS: a) Customer contact points** used (e.g. dealer or website). **b) Length of CCS** (amount of contact points used e.g. six contact points in the sequence). **c) Sequence** of customer contact points used (e.g. TV-commercial -> print-commercial -> website -> dealer). **3) Outputs of CCS** (e.g. emotional arousal, purchase, customer satisfaction)

Literature Review & Research Gaps

Lemon and Verhoef (2016) stated that the customer journey needs to be analyzed thoroughly from customer perspective to map the customer journey. Only a few studies have previously managed to do so. Despite these research shortcomings, STEINMANN'S (2011) research can be seen as state of the art for this dissertation and he concluded that findings for the automobile industry are extremely relevant for theory development. This provided both the inspiration - and the research gap validity - for this dissertation. Additionally, VAN RIJN-SOEVER ET AL. (2012) conducted a study in the Dutch automobile industry but only researched the first three contact points of a sequence but as STEINMANN (2011) has shown, average customer contact sequences are typically much longer. These two cited studies are the only existing ones that concentrate on CCS. There are several other authors who have completed research in this field but they have not analyzed customer contacts as sequences that clearly identify the crucial need for further research. Nonetheless, their research findings remain relevant to the thematic scope. Hauser, Urban, and Weinberg (1993) researched only the first contact point used while gathering information for an automobile purchase. Moreover, a study from DAT (2012) about the German automobile market analyzed key contact points. Klein and Ford (2003), Ratchford, Talukdar, Myung-Soo (2007) and Kulkarni, Ratchford, Kannan (2012) studied the usage of online and offline customer contact points and showed an extensive usage of both during purchase. These studies support

the necessity to analyze a much broader range of customer contact points which will cause an interesting variety of CCS. As stated within the research objectives, **influential factors** on CCS are one main focus. Generally, more than 40 different factors which influence the automobile purchase decision have thus far been researched (Unger, 1998). Most important influential factors are personal attributes like *income* (e.g. Klein & Ford, 2003; Kulkarni et al., 2012), *age* (van Rijnsoever et al., 2012) and *gender* (Ratchford et al., 2007). Other influential factors are *pre-knowledge* (Court, Elzinga, and Vetvik, 2009) and *routinized decisions* including *purchase frequency* (Sheth & Parvatiyar, 1995), *involvement* (Zaichkowsky, 1985), *subjective norm* (e.g. Balasubramanian, Raghunathan, and Mahajan, 2005), *effort of contact point usage* (Schröder & Zaharia, 2006) and *product-related factors* (Klein & Ford, 2003).

Within **CCS, customer contact points** used by customers have been previously researched. STEINMAN (2011) found the store, its sales force and other web pages as most important in the Consumer Electronics industry. Catalogs, sales force, and other web pages were identified as the most essential for the Tourism industry. In the Dutch automobile industry VAN RIJNSOEVER ET AL. (2012) revealed talking to friends and relatives as extremely vital and least frequent were commercials on radio/television and television programs about cars. HAUSER ET AL. (1993) identified the dealer, followed by press articles about cars. The DAT (2012) found out that the most relevant contact points in the German automobile industry are the dealer, websites, test drives and talking to friends and relatives. The **length of a CCS** has been less frequently researched. STEINMAN (2011) demonstrated an average of 6.22 contacts for the Consumer Electronics industry, and for the Tourism industry he identified an average of 9.63 contacts. DAT (2012) showed an average of 3.52 contact points used when purchasing a new automobile. Here, significant differences in search length are clearly obvious which leads to drawing the conclusion that these findings should be justifiably challenged. The third fundamental focus within CCS, namely the **sequence** of customer contact points, has rarely been researched thus far. For the Consumer Electronics industry, most frequent combinations (SUBSTRINGS) were advertising->advertising, advertising->store and store->sales force. For the Tourism industry, most frequent combinations were catalog->sales force, sales force-> catalog and catalog->travel documents. Beyond the study of STEINMAN (2011), only a few limited findings exist. KLEIN and FORD (2003) found out that people had already used many different contact points before visiting the dealer and VERHOEF ET AL. (2007) showed the most frequently-used contact point combination was an internet search with a dealer purchase.

Additionally, the **outcome** of CCS is vital to understand the overall construct. Lemon and Verhoef (2016) stated that outcomes can be cognitive, emotional, behavioral, sensorial or social responses. Outcomes have mainly been studied in multichannel or service marketing literature. Important outcome variables are emotional arousal (Lemon & Verhoef, 2016), cognitive evaluation (Lemon & Verhoef, 2016), purchase, no purchase or postpone decision (e.g. Steinmann, 2011), customer decision satisfaction (e.g. Fitzsimons, 2000) and repurchase probably (Steinmann, 2011). To **conclude**, the findings of the literature review do not favor a precise development of a theoretical framework because of an extensive amount of important variables that will be solved with a mixed-methods approach.

Research Method

The dissertation focuses on a mixed-methods approach combining a qualitative pre-study and a quantitative main-study. **Qualitative pre-study:** The purpose of the qualitative pre-study is to understand CCS in total by analyzing influential-, emotional-, cognitive factors, and responses linked to the concept by asking recent car buyers in Germany about their car purchase. Thus, the study aims to gather in-

sights on how a CCS framework is built. Without these theoretical fundamentals no standardized quantitative study is practicable. The methodology is based on abduction (Kelle, 1994) by moving back and forth between theory and empirical research (Suddaby, 2006). 20 qualitative face to face in-depth interviews are conducted with a semi-structured questionnaire (~ 60 min.) The interview guide is created by findings from literature review and analysis of interview guides of similar studies (Harrison & Rouse, 2014). Interviews are recorded, transcripts and memos are used to document the research process to ensure validity (Strübing, 2014). Qualitative content analysis is conducted (Mayring, 2000) and the coding manual is based on theoretical category building. Coding is undertaken by two researchers to ensure reliability (Strübing, 2014). **Quantitative main-study:** Following the qualitative pre-study, a quantitative main-study is undertaken with the purpose to test the developed conceptual framework of CCS on a larger sample size. Existing research concentrates mainly on cross-sectional studies (Steinmann, 2011; Verhoef et al., 2007). However, the researcher believes that a longitudinal field study reveals more interesting findings regarding the research objectives because participants are asked during their customer journey, after the usage of different contacts, at different points in time. Around 2200 participants in Germany were contacted by a research panel. 558 participants qualified for the study (car purchase within next six months). Three interview points are selected 1) start of study, 2) after three months, 3) after six months and the study is conducted via an online questionnaire. The questionnaire is based on the conceptual framework developed from literature review and the qualitative pre-study (see figure 1). Validated scales were used to operationalize the variables.

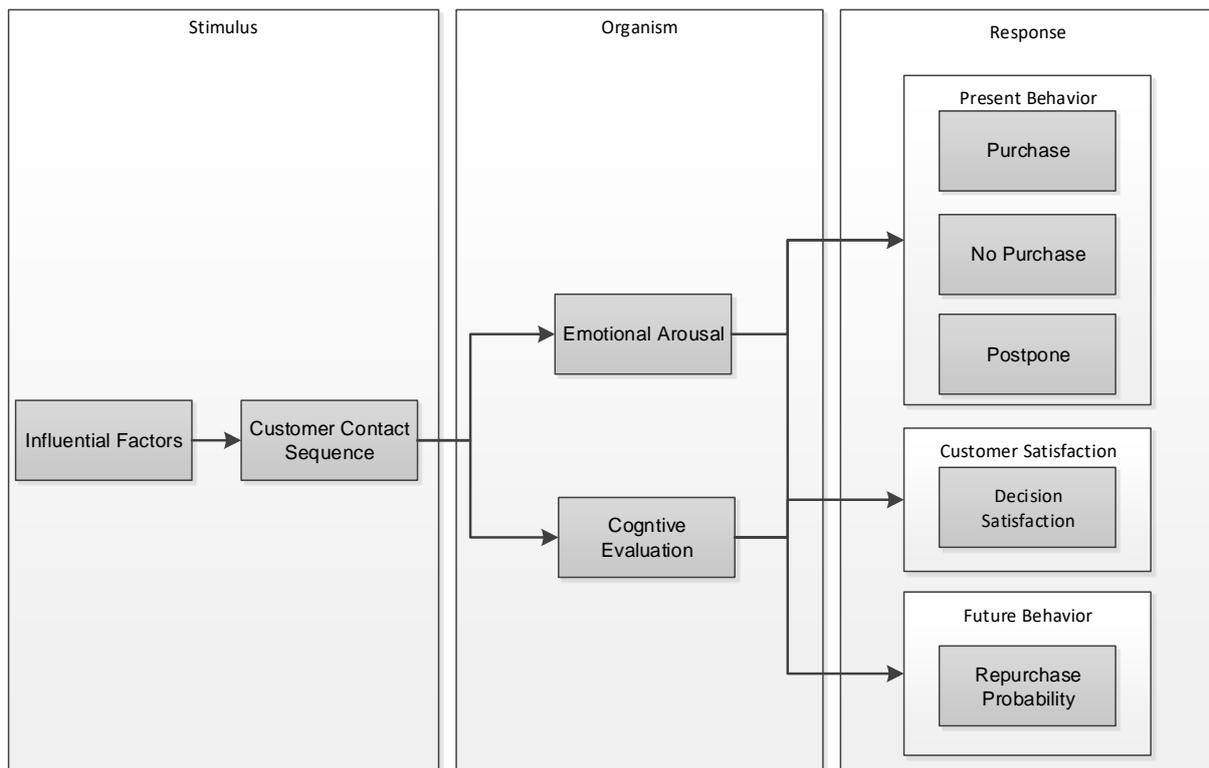


Figure 1: Conceptual Framework Customer Contact Sequences (CCS)

CCS are analyzed as a sequence itself, as a dependent variable and as an independent variable (Abbott, 1995). *The sequence itself:* Single contact points are analyzed regarding their frequency, function, importance, reason of usage, effort of usage, its emotional arousal, cognitive evaluations and are compared to other contact points with the help of ANOVA. The sequence as a whole is analyzed regarding their length, substrings, subsequences, transition rates and entropy with sequential analysis. However, the analysis has to overcome the problem that further calculations cannot be made with high numbers

of categorical variables (CCS). Therefore, the number of sequences must be lowered significantly otherwise sample size can be critical. Optimal matching with the Levenshtein-Algorithm is used to measure the distance between sequences and the "costs" to align two sequences. This method is commonly used in information theory, linguistics and computer science (Brüderl & Scherer 2006). The developed distance matrix is suitable for agglomerative cluster analysis to build groups of CCS which can be used for further calculations. *Dependent variable*: The influence of variables like involvement, subjective norm, purchase frequency, past experience with the brand/ contact point/car purchase, personal attributes, product-related factors and psychologic influence on CCS clusters is calculated with a combination of ANOVA and MANOVA. Furthermore, multicollinearity is checked for the different variables. *Independent variable*: Here, the output variables of CCS clusters are measured. Therewith, it is possible to identify the CCS clusters which produce the highest emotional arousal and cognitive evaluation. Moreover, it is analyzed which CCS clusters favor purchase, postpone, no purchase or high/low decision satisfaction and repurchase probability.

Major Results and Implications

This section focuses on findings of the qualitative pre-study and is forecasting implications on the current state of research because quantitative main-study findings are not available until 06/2019. Results: Influential factors: Five main influential factors can be identified which have a significant influence on CCS namely "product related" (breakdown, technically outdated) "purchase frequency" (end of leasing, purchase interval every 3 or 7 years), "subjective norm" (purchase for friend/family, influence of wife/husband), "manufacturers influence" (relationship with salesperson, advertising), "psychological influence" (wanted a change, new job/promotion, self-reward). Contact points and CCS: CCS, before targeted information search starts, may not have significant patterns. However, during targeted information search, sequence pattern exist which shows that commonly used contact point combinations are likely. It is clearly observable that every contact point within targeted information search is used actively by customers. Interestingly, customers are also extremely attentive to passively used contact points like advertising during this phase. Furthermore, several contact points are existing which are constantly used even when no purchase is planned e.g. car test reports, trade shows or dealers. Learned purchase behavior is observable when it comes to experienced car buyers (purchase routine). Contact points are used in the same CCS again when purchasing different cars even when buying a different brand.

The most important contact points by frequency of usage are the dealer (multiple contacts in a CCS) followed by talking to friends and relatives and manufacturer website. The minimum and maximum length of a CCS varies between 4 contact points and 10 contact points which shows that multiple contact point usage is present (mean: 6,75 contact points). The most frequent combinations of two contact points (SUBSEQUENCES) are dealer->test drive, manufacturer website-> online configurator, online configurator->dealer, test drive->dealer, car test report-> talking to friends and relatives, used car portal->dealer and talking to friends and relatives ->dealer. Emotional arousal: Emotions vary from the beginning to the end of the CCS. In the beginning interest or surprise are common which changes to joy and excitement which turns to joyful anticipation. Strong positive emotions can be proven and are more likely at contact points delivering a physical experience. Strong negative emotions occur when contact points do not perform as expected. Anger or skepticism can be proven at digital contact points and in contact with the dealer. Cognitive Evaluation: Most frequently demanded are general information, detailed information, special technical knowledge, product visualizations, product experience, positive and negative aspects, and costs/financing options. Reasons, why customers search for

information, are to educate themselves before visiting the dealer, to compare products, need for clear explanations/expert opinions, confirm/challenge own decision and gather neutral opinions. Expectations that customers have during information search are to get all questions answered sufficiently, an easy/flexible/fast process, professional/qualified sales staff, appreciation as a customer, premium experience, honesty, and objectivity. *Response*: Clearly two response variables can be identified namely “purchase” or “no purchase”. **Implications**: Findings will generate vital insights and knowledge for *theory* about CCS and are likely to affect the traditional models of purchase behavior by adding new aspects.

As a result, new theoretical models can be developed which will be better equipped to predict customer contact sequences in varying industries (Steinmann, 2011). These findings can also be highly-beneficial for research streams like Integrated Marketing Communication (communication channel-mix) Customer Relationship Management (CRM channel-mix) and Multi-Channel Marketing (marketing channel-mix). Continuing with the contribution to theory other noteworthy contributions of this dissertation will be based on the research method by using longitudinal field data. This will produce more valid research findings that can then be analyzed across a time base comparing different years to better evaluate changes in consumer behavior (Steinmann, 2011). Turning from the theoretical to the *practical implications* of this dissertation, management will discover the research findings to be of utmost relevance. Today, executives - and especially Marketing Managers - have understood that a customer-centric approach is essential for their company’s success (Reinartz, Krafft, and Hoyer, 2004). Therefore, one of the key practical contributions will be to demonstrate to managers the clear connection between a customer-centric approach and a deeper knowledge about CCS. Greater insights about CCS will enable companies to better guide or influence customers in their buying process. This mindset change for management can, in the end, create a whole new customer experience which can positively influence customer satisfaction and loyalty. Revealing the dependences between different contact points will help identify the “main purchase paths” of customers and as a result build a more optimal channel-mix wherein each channel is placed at the ideal stage in the customer’s journey. This will greatly benefit more efficient decision-making and will lead companies to targeted communication and sales contact point selection without any wastage of resources which will ultimately reduce costs and, in turn, increase profits.

Achievements in 2018 and future plans

558 participants who qualified for the quantitative study were interviewed twice during the car purchase phase via an online questionnaire. Data analysis takes place from 03/2019 until 06/2019. Parallel to this activity the first draft of the literature review was handed in and reviewed. Currently, the literature review is revised based on the feedback until 03/2019.

The hand in date for the dissertation is planned for December 2019. By then the final findings for the quantitative study will be generated and described within the findings sections of the dissertation.

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Candidate:	Kim Hartmann
Topic:	Brand influence on decision-making along the tourism value chain - Evaluation of consumer-based brand equity within package holidays
Partner University:	Strathclyde Business School
Supervisor:	Dr. Samantha Murdy, Dr. Eleni Tsougkou
ISM-Supervisor:	Prof. Dr. Dieter Schlesinger
Start:	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 travel experience potentially purchasable by the consumer comprises a unique brand diversity. Multi-branded package holidays include a heterogeneous composition of travel agency, tour operator, transport, accommodation, attractions, events 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 along with all included components. Nevertheless, tourism branding is repeatedly discussed with one single focus, primarily on the segments of destination or hospitality. Despite the prevalence of package sales and consumption, branding within multi-service packages is rarely taken into consideration (Almeyda-Ibáñez & George, 2017; Elliott et al., 2016). Based on the manifold mix of service providers, 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, in what way, and to which extent each of these brands influences the customer's decision-making process, and if brand equity within package holidays varies according to the individual's travel motives.

The work sets out to determine if there is a decisive brand within package holidays during the decision-making process of private customers. Thus, recommendations for tourism service providers are derived, pointing out which value chain segment's brand has to be prioritized when marketing package holidays. The focus is set on Germany's national tourism and therefore comprising domestic and out-bound tourism of German travelers.

Candidate:	Maren Ingrid Kropfeld
Topic:	Sufficiency-based business models in transitions towards sustainable consumer practices
Partner University:	Carl von Ossietzky Universität Oldenburg
Supervisor:	Prof. Dr. Bernd Siebenhüner
ISM-Supervisor:	Prof. Dr. André Reichel
Start:	October 2019

Abstract

Addressing contemporary sustainability challenges requires deep socio-technical transitions. This includes changing lifestyles and consumption practices towards more sustainable ones. As efficiency and consistency measures do not suffice to stay within the ecological capacity of the planet, sufficiency is needed as a third sustainability strategy. The research interest for this paper-based dissertation is how sufficiency-based business models can support a change towards more sustainable consumer practices. This thesis takes a practice-theoretical approach to sufficiency, identifying key materials, competences, and meanings behind sufficiency-based business models and consumer practices.

The groundwork for this dissertation was laid during the Master thesis at ESCP Europe. The paper titled “The Ecological Impact of Anticonsumption Lifestyles and Environmental Concern” was based on the first author’s Master thesis. It aimed at investigating whether anticonsumption lifestyles lead to lower ecological impact and whether this impact is lower than one of environmental concern. Unsustainable consumption is an important cause of the continued deterioration of the global environment and it is known that telling consumers to consume “greener” does not render the desired results in terms of reduction of ecological impact. An online survey was designed to explore the relationship between three anticonsumption lifestyles (voluntary simplicity, frugality, and tightwadism), ecological concerned consumerism and their respective ecological impact. Findings indicate that high scores on anticonsumption lifestyles and environmental concerns are associated with lower ecological impact. More precisely, the findings show that these lifestyles are not always associated with a reduction in consumption, as their stereotypes would imply. Voluntary simplicity ($\beta = -.286$) and tightwadism ($\beta = -.216$) show a stronger association with lower ecological impact (i.e., are less harmful to the environment) than environmental concern ($\beta = -.190$), whereas frugality ($\beta = -.089$) is not associated with reduced impact after demographic variables were controlled for. The findings pertaining to voluntary simplicity and tightwadism suggest that resisting consumption is an alternative path toward more sustainable consumption. Public policymakers and marketers can build on these findings and include reduced consumption and sufficiency in their sustainability strategies.

Candidate:	Sascha Mull
Topic:	Impacts of digitalization on the energy market: Service differentiation within the transforming energy and utility sector
Partner University:	Strathclyde Business School
Supervisor:	Prof. Dr. Karen Turner
ISM-Supervisor:	Prof. Dr. Kai Rommel
Start:	October 2015

Abstract

The research is based on consumers, services, and products in the German energy retail market. The energy industry in Germany is a very competitive market with a high number of energy providers offering products and services at very low price level (compared to other European countries) which leads – amongst others – to high switching rates of customers. These are all indicators of a very competitive market environment, which is rather uncommon in the European area.

Amongst experts and academics, the market holds nearly all characteristics of markets that deal with commodity goods. It is argued that electricity as a good should be “de-commoditized” by adding more value to consumers. Researchers believe that service differentiation or as they call it, “servitization”, offers a possibility for de-commoditizing and adding value. Furthermore, they believe that digitization offers a good option for adding value as it increases quality and efficiency of services and dramatically reduces transaction costs for collecting information, communication and control activities. From these aspects, the research question for the PhD was framed as:

“How is the concept of digitization able to offer potential for value adding services in the energy retail sector?”

The goal of the research is to take a deeper look at the values digitization offers as part of a product or service. This relationship has not been investigated yet within the relevant literature, as the understanding of digitization in today’s dimension has not been at the core of any qualitative research.

Candidate:	Lucina Odoi
Topic:	Consumer Behaviour in the Sharing Economy: a motivation based segmentation
Partner University:	Strathclyde Business School
Supervisor:	Prof. Anne Marie Doherty
ISM-Supervisor:	Prof. Dr. Cornelia Hattula
Start:	February 2019

Abstract

This research aims to contribute to increase our understanding of consumer behavior in relation to the sharing economy. The objective is to give a comprehensive perspective on motivations and barriers to participation in this alternative form of consumption which is currently a research gap. Moreover, this research aims to develop a motivation-based consumer segmentation and to share conclusions with practitioners in this business.

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 analyzing consumer behavior in the sharing economy through the lenses of the 3 elements of the institutional theory – cultural-cognitive, normative and regulative.

The first part of this thesis will review relevant literature in the context of theory and research. To enrich this perspective, qualitative consumer interviews will be run in order to determine the full scope of further consumer motivations to decide for or against participation in the sharing economy. The research will also investigate barriers as well as investigate the use-related motivations which haven't been in the focus of existing research so far.

Based on the results from the expert interviews, a quantitative study will be run which aims to result in a motivation-based consumer segmentation in the context of sharing. This will be achieved by the means of a series of experiments in which different motivations and phenomena will be selected and manipulated in order to analyze resulting consumer behavior. The experiments will be conducted in the UK and in Germany in order to reduce the risk of one-country-bias. As an expected outcome, this proposed study will propose a motive-based segmentation in the context of sharing.

Finally, the proposed research will discuss the implications and actions for researchers and marketers. The objective is to propose business models and marketing solutions (e.g. targeted campaigns, optimization of marketing budget) based on the insights from this proposed research. Knowing that consumer behavior in the sharing context differs by format (Boecker and Toon, 2017), this proposed study aims to suggest what works under which conditions.

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

Abstract

During the first months of the PhD program, the focus was on analyzing the literature, structuring the overall PhD procedure and setting up a plan for the upcoming months of research. The dissertation will be divided into three main research papers. The umbrella topic of the proposed research is about valuing young companies. 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 €). Young companies need money to finance their idea, growth or inventions. Nevertheless, Banks are precarious about lending money to companies with no or less tangible assets and collaterals, but 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. 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 DCF or earning multiple methods. However, these models focus on more mature companies, where a sufficient amount of data is available. Unfortunately, most of the necessary requirements do not apply for young ventures, which clearly leads to major difficulties to value young companies with these commonly used valuation methods. By some authors the valuation of young companies can even be seen as a sort of guessing game with high uncertainty and information asymmetries. Furthermore, 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 that is most frequently used by venture investors. All this emphasizes the necessity of finding a way to make 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. The central aim of the proposed research is to develop a systematic valuation model for young companies based on key success factors.

Candidate:	Sujenthini Saitta
Topic:	Collaboration between Marketing & Sales and the Implications on Business Performance
Partner University:	Strathclyde Business School (SBS)
Supervisor:	Dr. Juliette Wilson, Dr. Anne Marie Doherty
ISM-Supervisor:	Prof. Dr. Kai Rommel
Start:	July 2018

Sujenthini Saitta took a semester off in 2019 and will continue her doctorate shortly. Therefore the research report 2019 uses the status from 2018.

Abstract

This PhD thesis analyses the marketing-sales interface. The research objective is to examine criteria responsible for efficient performance of interactions between marketing and sales within a company. Based on detailed analysis of the current state of research on the roles of marketing and sales end experiences with marketing-sales interfaces it could be observed in recent years, that the marketing-sales interface has not always an efficient, effective and constructive way of interaction. According to the corresponding research gap, the thesis should offer managers a toolkit to evaluate their firm's marketing-sales interface in terms of current and desired positions and contribute to their firm's business performance. Personal interviews with the head of sales, head of marketing and the senior management will be used to identify the possible antecedents of collaboration between sales and marketing and to develop a framework that can be tested through a quantitative survey. The aim is to gain clearer understanding of how far sales and marketing collaborate, what the roles of sales and marketing are within the organization, whether their targets and objectives are linked, how they are rewarded and monitored, and how senior management regard this interaction. The research objectives of the thesis, first, explore the interfaces, characteristic roles, and responsibilities between marketing and sales in terms of the collaboration between marketing and sales. Second, elements will be identified that may influence the collaboration between marketing and sales and to show how these elements may interrelate. Third, the author wants to explore the implications of collaboration between marketing and sales on business performance.

Candidate:	Jacqui Tracey
Topic:	Building Absorptive Capacity through Employee Diversity an Opportunity for Small to Medium Enterprises in the Tourism Industry in Ireland
Partner University:	Strathclyde Business School (SBS) Hunter Centre for Entrepreneurship (HCE)
Supervisor:	Dr. Katerina Nicolopoulou (HCE)
ISM-Supervisor:	Prof. Dr. Monika Burg
Start:	January 2014

Abstract

Drawing on the literature of Absorptive Capacity (ACAP) Employee Diversity and knowledge opportunities and its relevant theoretical aspects, this research intends to contribute to the fields of entrepreneurship, entrepreneurial thinking, and human resource management, according to Deeds Absorptive Capacity (2001), lays claim in the field of entrepreneurial research.

Over the last twenty-five years, research in the area of Absorptive Capacity has, for the most part, focused on developing knowledge through external inputs. This research will flip the traditional approach to absorptive capacity as a conceptualization of external inputs into the organization, to an alternative view which looks at how inputs from an organization's employees with their own individual types of absorptive capacity, can enhance the organization's knowledge leading to better performance. In doing so, it links together theories of absorptive capacity and employee diversity to provide a conceptual lens in which to construct an approach. Zahra and George (2002) propose a four-dimension view of absorptive capacity, the acquisition, assimilation, transformation, and exploitation of knowledge under the umbrella term of Potential and Realised Absorptive Capacity and its ensuing social processes and integration mechanisms. This research proposes the development of a framework of analysis based upon Zahra and George's work, as a potentially useful way of unpacking an organization's knowledge growth and opportunity nexus.

As individuals, culturally diverse employees have through their own experiences, knowledge, and skills, built their own individual absorptive capacity, and as such are a huge resource to the organization, recognition of how beneficial this knowledge can be for an organization is vital. The need to recognize diverse knowledge needs and how this knowledge can be of value and benefit the organization. In addition, recognition needs to be given that diverse knowledge can be created by engaging within networks and utilizing an application of the ACAP process will allow the knowledge to be absorbed in companies. The papers in this dissertation will examine the application of ACAP within the public and private sector. Firstly, in terms of ways in which the government can participate in innovative networks to boost its absorptive capacity for improved knowledge creation.

The attention of the second paper is within the private sector, the research focused on the development of knowledge opportunities through culturally diverse employees. Based on the tourism industry in Ireland, which is a very competitive sector, where the need for new knowledge is clear in terms of the demands to be innovative.

Within the final paper based within the private sector, a view of ACAP and Network Orchestration is addressed, encompassing the work of Dhanaraj and Parkhe (2006). We examine how knowledge mobility can be supported through the processes of ACAP.

VI Outlook for 2019

The consolidation of the institutes founded in recent years and the doctoral programs planned for 2019 was successfully implemented. The acquisition of the EBC University in Berlin further expanded the multi-campus concept. The AACSB accreditation process, which began in 2017, was also implemented to the desired extent by expanding the research infrastructure and appointing numerous professors with strong research credentials. In addition, there will be individual expansions of the research infrastructure, such as the conclusion of a doctoral cooperation agreement with Bond University in Australia. The research year 2020 will, therefore, concentrate primarily on continuing the research output of these structures in the form of research projects, publications, lectures, doctorates, and other services.

Through further participation of the institutes and departments of the ISM in future calls for tenders for third-party funds, continuous expansion of the scientific staff and further development of the institutes and departments are aimed at. The expansion of international doctoral cooperation has broadened the spectrum of doctoral topics, enabling the growing demand to be met even better in the future. On this basis, continuous expansion of doctoral supervision and a targeted inclusion of new appointments are planned for the coming years, so that continuous research with publication services can be expected.

Based on the research achievements to date, we are very confident that ISM's long-term research strategy of practice-oriented research with networks of companies and research institutions will continue successfully in 2020.

VII Research-Oriented 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. Benz,
Michael**



Research Focuses:

Logistics, Supply Chain Management, Transport, Business Intelligence, Data Warehousing, Big Data, Industry 4.0, Strategy, Processes, Ecology, CRM, Marketing, Digitization and Innovation, Mobility, Sustainability

**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 Trade, 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, Neuro-
marketing 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. Burg,
Monika**



Research Focuses:

VUCA-Concept (Volatility – Uncertainty – Complexity – Ambiguity), New Leadership, Agile Organization, System Competencies

**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. 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**



Role in addition to the professorship:

Head of Campus ISM Cologne

Research Focuses:

Corporative 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. 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

**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:

Vice President of Teaching
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. 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**



Research Focuses:

Digital Marketing, Brand Management, Customer Experience, Consumer Behavior, Luxury and Fashion Management

**Prof. Dr. Husemann,
Anna**



Research Focuses:

General and Experimental Psychology, Market and Advertising Psychology, 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. Kamran,
Qeis**



Role in addition to the professorship:
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. Kleinjohann,
Michael**



Role in addition to 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 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 professorship:
Head of Campus ISM Berlin

Research Focuses:
Economics, International Economic Relations, European Integration, International Management, Strategic Management

**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**



Role in addition to the professorship:

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

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**



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:

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. Netzel,
Janine**



Research Focuses:

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

**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. 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. Schmitt,
Michael Georg**



Research Focuses:

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

**Prof. Dr. Schubert,
Hermann**



Research Focuses:

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

**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**



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

**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

Research Associates

**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

**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

**Jäger,
Ron**



Role:

Research Assoc. for Project „DeWaK“

Research Focuses:

Management, esp. Project Management, Public Management & Policy, Regional Studies

**König,
Anja Carina**



Role:

Research Assoc. Entrepreneurship Institute @ ISM

Research Focuses:

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

**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

**Zimmermann,
Rebecca**



Role:
Research Assoc. Brand & Retail Management Institute@ISM

Research Focuses:
Marketing, Consumer Behavior, Omnichannel Retailing,
Digital Marketing

b Ongoing Research Projects at or with the Participation of the ISM

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

Jockel, O.; Kutsch, H.: Importance and Effect of Blockchain Technology for the Logistics Service Provider Industry in NRW (BLOCKLOG) [orig.: Bedeutung und Wirkung der Blockchain Technologie für die Logistikdienstleisterindustrie in NRW (BLOCKLOG)]. EFRE-NRW - Leading Market Competition Mobility and Logistics, Crypto Tec, IERC, application volume: 1,403,833.75 €, project duration: 36 months. (Submission of the project outline on October, 5th 2018)

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

Kutsch, H.: EXIST potentials (EXIST foundation culture). [orig.: EXIST-Potentiale (EXIST-Gründungskultur)]. Concept phase 2019, 45.587,24 Euro. (Application for project phase in the decision-making process)

Lichtenthaler, U.: Joint project ‚Local Loyalty Cologne‘. Project period: 01.04.2019 – 30.06.2021.

Rommel, K.: BMBF funding priority "Science and university research". Project Title: System Analysis and Optimization of Peer Review Processes - A Mixed Methods Project. Application volume: 633,177.30 €, ISM share: 255,253.10 €, project duration: 36 months. (The project outline was submitted on 12.07.2019)

Rommel, K.: Development of methods for the small-scale development of population forecasts, financing concepts and infrastructure concepts. [orig. Entwicklung von Methoden zur kleinräumigen Entwicklung von Bevölkerungsprognosen, von Finanzierungskonzepten und von Infrastrukturkonzepten] Duration: 2 years, application volume: 408,271 €, ISM share: 99,800 €. Project period: 01.07.2017 - 30.09.2019.

Rommel, K.: Promotion of research on strengthening resilience and structural development in African cities and conurbations (AfResi). Projekttitle: Energy and Local Governance for Africa (ELGA) - Resilience and strengthening of structures for sustainable energy supply in African cities and conurbations. Application volume: 748,249.44 €, ISM share: 249,416.35 €, project duration: 36 months. (The project outline was submitted on 30.07.2019)

Rommel, K.; Kutsch, H.: EFRE NRW - Funding competition Regio.NRW Innovation and Transfer, Andrea Höber, Business Metropole Ruhr GmbH & Partner, ISM as an associated partner (Letter of Intent signed), project duration: 36 months. (Submission of the project outline on September, 28th 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 Innovation-labore/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. Project duration: 4 years, project budget: 11,856,389 €, ISM share: 182,400 €, project period: 01.11.2018 – 30.09.2022.

Westermann, A.; Zimmermann, R.: Re-Commerce. Project of 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 Year Under Review at or with the Participation of the ISM

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

Brickau, R.: Analysis of market research - how must BVB position itself in this area in order to gain lasting insights into the market and its stakeholders? [orig.: Analyse der Marktforschung – wie muss sich der BVB in diesem Bereich aufstellen, um nachhaltig Erkenntnisse über den Markt und seine Stakeholder zu erzielen?] Project period: 08.04.2019 – 21.06.2019.

Brickau, R.: The external brand perception of Coolibri. [orig.: Die externe Markenwahrnehmung von Coolibri]. Project period: 08.04.2019 – 25.06.2019.

Brickau, R.: Internationalisation of the exhibition InterSupply of Messe Dortmund. [orig.: Internationalisierung der Ausstellung InterSupply der Messe Dortmund]. Project period: 08.04.2019 – 17.06.2019.

- Brickau, R.:** Professionalisation of the International Procurement at WEPA SE via Digitalization. Project period: 08.04.2019 – 14.06.2019.
- Kleinjohann, M.:** Bloggers, Influencers and Social Media in Tourism: Digital Communication Strategies of Companies in the Travel Industry [orig.: Blogger, Influencer und Social Media im Tourismus: Digitale Kommunikationsstrategien von Unternehmen der Travel-Industry]. Project period: 01.08.2018 – 31.12.2019.
- Kleinjohann, M.; Mühlbäck, K.:** eSport in the Marketing Mix of Global Brands: Sponsoring as First Mover Communication Strategy [orig.: eSport im Marketingmix globaler Marken: Sponsoring als First Mover-Kommunikationsstrategie]. Project period: 01.08.2018 – 31.12.2019.
- Lichtenthaler, U.:** Study on Transformation, Corporate Entrepreneurship, AI and Blockchain. Project period: 01.05.2018 – 31.03.2019.
- Lichtenthaler, U.:** Veedel Cologne as a local lighthouse [orig.: Kölner Veedel als lokaler Leuchtturm]. Project in cooperation with the Institute for Trade Research (IFH) Cologne with co-financing by the Ministry of Economy, Innovation, Digitization and Energy of the State of North Rhine-Westphalia. Project period: 01.09.2018 – 31.12.2019.
- Michel, A.:** Project Management. Analysis of achievement of goals or success of projects in companies; Identification of failure factors in projects [orig.: Projektmanagement. Analyse von Zielerreichung bzw. Erfolg von Projekten in Unternehmen; Ermittlung von Misserfolgskriterien in Projekten]. Project period: 01.02.2018 – 30.08.2019.
- Moskaliuk, J.:** VR Lab. Learning-enhancing effect of VR, subjective experience of users [orig.: VR Lab. Lernförderliche Wirkung von VR, subjektives Erleben der NutzerInnen]; the field of application here is in particular the area of marketing and sales. Project period: 01.01.2018 – 31.12.2019.
- Ohlwein, M.; Bingemer, S.:** Customer Experience. Project period: 01.01.2018 – 31.12.2019.
- Ohlwein, M.; Jensen, S.; Fischer, D.:** Brand nostalgia & Generation Y. Project period: 01.10.2016 – 31.03.2019.
- Pauen, W.:** Formel zur Immobilienbewertung. Project duration: 01.01.2018 – 01.01.2019.
- Pauen, W.; Schmid, P.; Schlesinger, D. M.; Piller, V.:** Indicators for determining the real estate interest rate [orig.: Indikatoren zur Bestimmung des Liegenschaftszinssatzes]. Project period: 01.01.2018 – 30.06.2019.
- Pauen, W.; Schmid, P.; Schlesinger, D. M.; Piller, V.:** Indicators for determining rents in modern residential construction (smart home) [orig.: Indikatoren zur Mietpreisbestimmung im modernen Wohnungsbau (smart home)]. Project period: 01.03.2019 – 31.10.2019.
- Rommel, K.:** Managing Demographic Change: New Organizational and Financing Models for Social Institutions at Municipality Level (DeWaK) [orig.: Den demografischen Wandel bewältigen. Neue Organisations- und Finanzierungsmodelle für soziale Einrichtungen auf kommunaler Ebene]. Joint application under the direction of TU Dortmund, Prof. Christa Reicher, full application submitted. Project duration: 2 years, project budget: 408,271 euros, ISM share: 99,800 euros, project period: 01.08.2017 – 31.07.2019.

Schmid, P.: Dependence of the real estate interest rate on the land value [orig.: Abhängigkeit des Liegenschaftszinses vom Bodenwert]. As part of the Institute for Real Estate & Location Research at the ISM, the previously unstudied dependency of the real estate interest rate on the land value is researched and quantified. Project period: 01.05.2018 – 25.02.2019.

Störkel, M.: Internet of Things - an explorative study on the diffusion of IoT in the context of innovative value creation models and customer benefit from the perspective of experts [orig.: Internet der Dinge - eine explorative Studie zur Diffusion von IoT im Kontext innovativer Wertschöpfungsmodellen und dem Kundennutzen aus Sicht von Experten]. Project period: 02.01.2019 – 30.08.2019.

Terstiege, M.: Digital Marketing. Project period: 01.06.2018 – 01.06.2019.

Terstiege, M.: Smart Watches vs. Luxury Watches - a qualitative analysis of future options [orig.: Smart Watches vs. Luxury Watches - eine qualitative Analyse von Zukunftsoptionen]. Project period: 01.10.2018 – 01.03.2019.

Verhofen, V.: Learning culture in auditing companies [orig.: Lernkultur in Wirtschaftsprüfungsgesellschaften]. Project period: 01.01.2018 – 31.03.2019.

Weber, U.: Evaluation: TAFF goes East. Project period: 01.01.2019 – 01.07.2019.

Westermann, A.; Zimmermann, R.: Use of athletes as influencers within the scope of sponsoring [orig.: Einsatz von Sportlern als Influencer im Rahmen von Sponsoring]. Project of Brand & Retail Management Institute @ ISM. Project period: 01.09.2018 – 29.03.2019.

Westermann, A.; Zimmermann, R.: Integrated Communication: The Relationship between Corporate Communications and Marketing [orig.: Integrierte Kommunikation: Zum Verhältnis von Corporate Communications und Marketing]. Project of Brand & Retail Management Institute @ ISM. Partner: Quadriga Hochschule Berlin. Project period: 03.09.2018 – 28.06.2019.

Westermann, A.; Zimmermann, R.; Frahm, L.-G.: Architectural Branding. Project of Brand & Retail Management Institute @ ISM. Project period: 18.09.2017 – 28.02.2019.

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

Bingemer, S.; Grimme, W.; Maertens, S. (2019): Are the Maldives, the Seychelles and Mauritius dependent on the Bosphorus-Gulf carriers? Dependency Analysis and Mitigation Measures. In: Transportation Research Procedia, 37. (2019), pp. 274-281.

- Bolin, M.; Lietz, G.; Verhofen, V.** (2019): Fallstudie: Kapitalkonsolidierung nach HGB versus IFRS. Ein Vergleich der Neubewertungsmethode mit der Full-Goodwill-Methode. In: KoR. IFRS: Internationale und kapitalmarktorientierte Rechnungslegung (2019), No. 10, pp. 446-452.
- Bornemann, T.; Hattula, C.; Hattula, S.** (2019): Successive product generations: financial implications of industry release rhythm alignment. In: Journal of the Academy of Marketing Science (2019), [in press]. – DOI 10.1007/s11747-019-00709-y.
- Burg, M.** (2019): So führen Sie Ihr Team in der VUCA-Welt! Die 4 Grundbedürfnisse Ihrer Teammitglieder. In: Projekt-Magazin : das Fachportal für Projektmanagement (2019), No. 4, pp. 1-7.
- Dippon, P; Moskaliuk, J.** (2019): Sharing intangible cultural heritage: disparities of distribution. In: Journal of Heritage Tourism (2019), [in press]. – DOI 10.1080/1743873X.2019.1682003.
- Dommes, K.; Schmitt, M.; Steurer, E.** (2019): Capital structures in German small and mid caps. Does trade-off or pecking order theory explain current reality better? In: Journal of Financial Risk Management, 8. (2019), No. 3, pp. 147-162.
- Fahling, E.; Steurer, E.; Schädler, T.; Volz, A. N.** (2018): Next Level in Risk Management? - Hedging and Trading Strategies of Volatility Derivatives Using VIX Futures. In: Journal of Financial Risk Management, 7. (2018), No. 4, pp. 442-459.
- Fahling, E.; Steurer, E.; Sauer, S.** (2019): Active vs. passive funds – an empirical analysis of the German equity market. In: Journal of Financial Risk Management, 8. (2019), No. 2, pp. 73-91.
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Other Publications

- Burg, M.** (2019): 7 Tipps, wie Sie mit Selbstdisziplin Ihre Ziele erreichen (<https://blog.monikaburg.com/2019/01/18/vuca-to-go-13-sieben-tipps-wie-sie-mit-selbstdisziplin-ihre-ziele-erreichen/>). Accessed on 18.09.2019.
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- Rose, N.** (2019): Wie lassen sich Egoisten zu Teamplayern machen? (https://www.wuv.de/wuvplus/wie_lassen_sich_egoisten_zu_teamplayern_machen). Accessed on 26.09.2019.
- Rose, N.** (2019): Zehn Wörter, die ich 2019 weniger hören und lesen will! (https://www.handelsblatt.com/unternehmen/beruf-und-buero/the_shift/gastbeitrag-von-nico-rose-zehn-woerter-die-ich-2019-weniger-hoeren-und-lesen-will/23918022.html). Accessed on 21.11.2019.
- Von Thaden, M.** (2019): Polynomial-size vectors are enough for the unimodular triangulation of simplicial cones (<https://arxiv.org/abs/1906.09118>). Accessed on 26.09.2019.

e Presentations at a Conference or Congress

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

- Bingemer, S.; Fürst, H.** (2019): MICE revisited. Towards a Sharper Definition of MICE Business. Frankfurt am Main. (IMEX Faculty Engagement Program, 22.05.2019).
- Bingemer, S.; Fürst, H.** (2019): MICE revisited. Towards a Sharper Definition of MICE Business. Las Vegas, USA. (Expo! Expo! IAEE's Annual Meeting & Exhibition 2019, 03.12.2019).

- Bingemer, S.; Zaporozjan, K.-I.** (2019): Event landing pages revisited. A systematic analysis and derivation of best practices. Frankfurt am Main. (IMEX Faculty Engagement Program, 22.05.2019).
- Bingemer, S.; Zaporozjan, K.-I.** (2019): Event landing pages revisited. A systematic analysis and derivation of best practices. Las Vegas, USA. (Expo! Expo! IAEE's Annual Meeting & Exhibition 2019, 03.12.2019).
- Diehl, J.; Geister, S.** (2019): The effect of emoticons on the perception of critical e-mails in the work setting. Berlin. (23. Tagung der Gesellschaft für angewandte Wirtschaftspsychologie, 15.03.2019).
- Dippon, P.** (2019): Sharing the tangible and intangible UNESCO Heritage: Räumliche Disparitäten. Kassel. (10. Tagung des Arbeitskreises "World Heritage Education", 10.02.2019).
- Finken, S.** (2019): Open Banking. Frankfurt. (Euroforum Conference "Open Banking", 03.07.2019).
- Happ, C.; Mersch, L.** (2019): Observed around the clock. A new concept targeting people with intellectual disabilities and behavioural problems in a situation of crisis under investigation. Barcelona. (12th Congress of the European Association for Mental Health in Intellectual Disability, 24.-25.05.2019).
- Knapstein, M.; Fastenroth, L.** (2019): Theorie und Messung Digitaler Führungskompetenz. München. (Herbstworkshop der Kommission Personal im Verband der Hochschullehrer für Betriebswirtschaft, 12.09.2019).
- Lichtenthaler, U.** (2019): Digitalisierung für Innovation und Wachstum. Köln. (Masterclass New Work, 03.07.2019).
- Lichtenthaler, U.** (2019): Monetizing car data: Implementing new data-driven business models. München. (Handelsblatt Konferenz Monetizing Car Data, 30.01.2019).
- Lütke Entrup, M.** (2019): Transformation – Die Digitalisierung der Wertschöpfungskette in der Fleischindustrie. Wiesbaden. (Deutscher Fleischkongress, 20.11.2019).
- Marten, E.** (2019): Der Wert, die Bedeutung und die Notwendigkeit von Kommunikation. Die Grundlage eines erfolgreichen Unternehmertums und erfolgreichen Zusammenarbeitens. Frankfurt. (Mainova Führungskräfte-Meeting, 22.01.2019).
- Moss, C.** (2019): Der Newsroom in der Unternehmenskommunikation. Linz. (Keynote beim 36. Österreichischen Marketingforum, 17.10.2019).
- Moss, C.** (2019): The Corporate Newsroom. How the Newsroom enables loyalty. Hamburg. (Desk-Net Editorial Days, 16.05.2019).
- Moss, C.** (2019): The Corporate Newsroom. How the Newsroom enables loyalty. Portoroz, Slowenien. (22. SKOJ Conference, 22.05.2019).
- Ohlwein, M.; Bingemer, S.** (2019): Customer experience management. A secret weapon to master digitization in the meeting & event industry? Frankfurt am Main. (IMEX Faculty Engagement Program, 22.05.2019).

- Ohlwein, M.; Bingemer, S.** (2019): Customer experience management. A secret weapon to master digitization in the meeting & event industry? Las Vegas (NV), USA. (Expo! Expo! IAEE's Annual Meeting & Exhibition 2019, 03.12.2019).
- Ohlwein, M.; Jensen, S.; Burczyk, S.** (2019): Brand heritage and brand nostalgia – merely two sides of the same coin? Hamburg. (48th Annual Conference of the European Marketing Academy, 29.05.2019).
- Ohlwein, M.; Jensen, S.; Burczyk, S.** (2019): Brand heritage vs. brand nostalgia – same same, but different? Edinburgh. (22nd Academy of Marketing Science World Marketing Congress, 10.07.2019).
- Rademacher, U.** (2019): Authenticity. The challenging currency in social media influencer communication. Berlin. (Wirtschaftspsychologie im medialen Wandel, 14.-16.03.2019).
- Rademacher, U.** (2019): Strategische Authentizität. Vertrauens-Management von Micro-BloggerInnen im Spannungsfeld zwischen Authentizität und Marketinginteressen. Münster. (Integration durch Kommunikation in digitalisierten Öffentlichkeiten. 64. Jahrestagung der DGPUK, 09.-11.05.2019).
- Rademacher, U.; Weber, U.** (2019): Let the purse do the talking. An agile workshop about the psychological role of the purse in feminine discourse. Bonn. (Fourth International Conference on Communication & Media Studies, 26.-29.09.2019).
- Ruess, P.** (2019): Exhaustion of trademark rights, branding and rebranding. Trier. (Europäische Rechtsakademie, 28.03.2019).
- Ruess, P.** (2019): On red soles. Is the notion of "shape" limited to three-dimensional properties? New York. (27th Annual Fordham Conference on Intellectual Property Law and Policy, 25.04.2019).
- Von Reibnitz, C.** (2019): Schnittstellen in der Palliativversorgung. Wien. (Wiener SpitalsärztInnenkongress 2019, 06.09.2019).
- Von Reibnitz, C.** (2019). Überleitungsmanagement in der Palliativversorgung – es geht voran... Westerland. (8. Internationale Sylter Palliativtage 2019, 23.-26.03.2019).
- Von Reibnitz, C.** (2019): Wundversorgung. Berlin. (Fortbildungsforum Pharmazie 2019 MEDFORA, 28.11.2019).
- Weber, U.** (2019): Women building bridges in the "Cold-War-II-Era". Leuven. (SIETAR Europe Congress 2019, 01.06.2019).
- Weber, U.; Röttgers, C.** (2019): How to deal with the third sex: From organizational ignorance to acceptance. Leuven, Belgien. (SIETAR Europe Congress 2019, 01.06.2019).
- Westermann, A.** (2019): Brand Identity at the Point of Sale. Berlin. (Global Brand Conference (GBC) 2019, 08.05.2019).
- Westermann, A.** (2019): Sportler als Influencer im Rahmen des Sportsponsorings. Wien. (Österreichische Kommunikationswissenschaftliche Tage 2019, 27.04.2019).

Westermann, A.; Forthmann, J. (2019): Big Data Analysis on the Basis of Social Listening for Reputation Management. Bled, SLO. (BledCom 2019, 04.07.2019).

Zinn, C.; Rademacher, U. (2019): Integration or Separation? An Exploratory Study of the Measures to Regulate the Smartphone Presence in Companies. Bonn. (Fourth International Conference on Communication & Media Studies, 26.-28.09.2019).

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.: Einordnung der Marke bonprix in die Markenarchitektur der Otto-Group. Project period: 01.04.2019 – 14.06.2019.

Beyerhaus, C.: Employer Branding Strategies (LVMH Parfums & Cosmetics). Project period: 01.04.2019 – 11.06.2019.

Beyerhaus, C.: Launch Luxury Smartwatch (Montblanc HQ). Project period: 01.04.2019 – 19.06.2019.

Brandt, J.: Das wahrgenommene Datenzugriffsrisiko auf das Konsumentenvertrauen deutscher Onlinekäufer am Beispiel vom weltweit größten Versandhändler Amazon. Project period: 01.09.2018 – 28.02.2019.

Brandt, J.: Wie beeinflussen sich "Work Engagement" und "Stress" über die Zeit? Project period: 01.09.2018 – 28.02.2019.

Brickau, R.: Kundenwahrnehmung von Marke und Warengruppen bei KODi. Project period: 01.10.2018 – 31.01.2019.

Brickau, R.: Marktforschung zur Entwicklung einer Social Media Strategie für die Intertaba. Project period: 01.10.2018 – 31.01.2019.

Bruno, P.: Entwicklung von Marketingstrategien für "Douglas Beauty Booking". Project period: 17.09.2019 – 28.11.2019.

Büsch, M.: AEROX Supply Chain Strategy and Improvement Program (vertraulich). Project period: 01.03.2019 – 31.08.2019.

Büsch, M.: Boosting TQU ACADEMY Business by Improving its Operational Effectiveness and Setting Up New Locations. Project period: 01.03.2019 – 31.08.2019.

Dippon, P.: Kundenbezogene Vertriebsstrategien am Bsp. der Confiserie Bosch, Uhingen. Project period: 01.09.2018 – 28.02.2019.

- Duncker, C.:** Entwicklung einer Employer Branding Strategie für die Zielgruppe Millenials (Vertraulich). Project period: 01.09.2019 – 29.02.2020.
- Duncker, C.:** Entwicklung einer neuen Positionierung für die Kategorie Wäsche der Marke LASCANA (vertraulich). Project period: 04.03.2019 – 21.06.2019.
- 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 "Pepper 1" zur Akzeptanz von Arbeitgebern bzgl. des Einsatzes von humanoiden Robotern in deren Unternehmen. Project period: 01.09.2018 – 28.02.2019.
- Frahm, L.-G.:** Marktstudie "Pepper 2" zur Akzeptanz von Konsumenten bzgl. des Einsatzes von humanoiden Robotern an Customer Touchpoints. Project period: 01.03.2019 – 31.08.2019.
- 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 – 29.02.2019.
- Hattula, C.:** Kaufhauskonzepte der Zukunft. Project period: 01.08.2019 – 28.02.2019.
- Hattula, C.:** Zukunftskonzepte Nachhaltiges Kaufhaus. Project period: 01.09.2019 – 30.11.2019.
- Joisten, N.:** Psychische Erkrankungen im Arbeitskontext – Was tun Unternehmen? Project period: 24.09.2019 – 28.02.2019.
- Kleinjohann, M.:** Global Social Media @Marquard & Bahls. Project period: 01.09.2018 – 28.02.2019.
- Marten, E.:** Allianz Global Investors - Entwicklung eines Online-Konzeptes für Kommunikation und Marketing (Vertraulich). Project period: 01.09.2018 – 28.02.2019.
- Marten, E.:** Clariant - Employer-Branding Konzept (Vertraulich). Project period: 01.09.2018 – 28.02.2019.
- Marten, E.:** Commerzbank - Entwicklung eines Sales-Channels auf Youtube (Vertraulich). Project period: 01.09.2019 – 29.02.2020.
- Marten, E.:** Deutsche Börse Group - Konzept für das Branding der Online-Kanäle (Vertraulich). Project period: 01.09.2018 – 28.02.2019.
- Marten, E.:** European Central Bank - Improving ECBs reputation through media activities for young people. Project period: 16.09.2019 – 29.11.2019.
- Marten, E.:** KfW-Bank - Neues Online-Kommunikationskonzept (Vertraulich). Project period: 01.09.2018 – 28.02.2019.
- Marten, E.:** Nestlé -ein neues Kommunikationskonzept für die Ernährungsdiskussion (Vertraulich). Project period: 01.09.2018 – 28.03.2019.

Marten, E.: Rothenberger - PR-Konzept für einen mittelständischen Weltmarktführer (Vertraulich).
Project period: 01.09.2018 – 28.02.2019.

Mehn, A.: Marketing-Strategie für den neuen Online-Shop vom Modehaus von Drathen. Project period: 18.03.2019 – 03.06.2019.

Mehn, A.: Rethinking LVMH's employer brand. Project period: 03.04.2019 – 11.06.2019.

Ohlwein, M.: A strategic answer to the rapid pace of change of the retail banking industry (Vertraulich). Project period: 01.03.2019 – 31.08.2019.

Ohlwein, M.: Strategic realignment of Grafik Idee Textilwerbung (Vertraulich). Project period: 01.03.2019 – 31.08.2019.

Ohlwein, M.: The conference hotel 2030 - Business opportunities for short, medium and long term profitable growth (Vertraulich). Project period: 01.03.2019 – 31.08.2019.

Rademacher, U.: Agile Coaching & Organisational Development (Vertraulich). Project period: 01.03.2019 – 31.08.2019.

Rademacher, U.: Kognitive Verzerrungen und Heuristiken bei der Wahrnehmung von Stellenanzeigen. Project period: 17.09.2018 – 31.01.2019.

Schabbing, B.: E-Commerce und Neuen Medien – v.a. Internetplattformen - als Unterstützung für den lokalen Einzelhandel – Anforderungen und Chancen. Project period: 01.03.2019 – 01.08.2019.

Schabbing, B.: Machbarkeitsstudie für ein Hotelprojekt Nordhessen. Project period: 01.09.2018 – 01.09.2019.

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

Schlesinger, D. M.: Modellierung des Einflusses neuer Trends und Entwicklungen auf Wohnungsmieten. Project period: 01.03.2019 – 28.06.2019.

Simon, M.: Kommunikationskonzept zur Bekanntmachung der Partnerschaft Siemens und FC Bayern München. Project period: 01.03.2019 – 31.08.2019.

Simon, M.: Konzeption, Umsetzung und Auswertung einer Umfrage zum Thema Social-Media-Nutzung bei regionalen Energieversorgungsunternehmen. Project period: 01.09.2018 – 28.02.2019.

Simon, M.: PR-Konzeption für einen internationalen Kinderwagenhersteller. Project period: 01.03.2019 – 31.08.2019.

Terstiege, M.: BBDO Marketing-Workshop Postbank. Project period: 01.09.2018 – 28.02.2019.

Terstiege, M.: BBDO Marketing-Workshop TK-Pizza. Project period: 01.09.2018 – 28.02.2019.

Terstiege, M.: BBDO Marketing-Workshop Wrigley. Project period: 01.09.2018 – 28.02.2019.

Terstiege, M.: REWE Group Marketing-Workshop. Project period: 01.03.2019 – 30.08.2019.

Terstiege, M.: REWE Retail-Trends & -Innovationen. Project period: 25.06.2019 – 28.06.2019.

Weber, U.: Diversity. Diversity (Age-Diversity) Untersuchung für eine globale Versicherung. Project period: 01.04.2019 – 30.06.2019.

g ISM Publications 2019

Research Journal

- Vol. 6/2019** Lütke Entrup, M.; Tiedge-Arnold, E.; Perret, J. K. (2019): Probability-based management of filling quantities – Development of a procedure to optimize filling quantities in pre-packages based on German regulations for pre-packaged goods.
- Weber, G.; Frahm, L.-G.; Stuernig, M.-C. (2019): Implementation of Diversity Management and Gender Mainstreaming in Organisations – A Content Analysis of Corporate Reporting in Germany and France.
- Mehn, A.; Terstiege, M.; Wagener, K. (2019): Die Zukunft von Luxusuhren – eine Bedrohung durch Smartwatches.
- Fontanari, M.; Nietiedt, A.; Störkel, M. (2019): Internet der Dinge – Eine explorative Studie zur Diffusion von IoT im Kontext innovativer digitaler Wertschöpfungsmodelle und dem Kundennutzen aus Sicht von Experten

Contributions to the next volume of the Research Journal 2020 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/Anthologies from Authors of the International School of Management (ISM)



Bolin, M.; Hamacher, K.; Lietz, G.; Verhofen, V. (2019): Internationale Rechnungslegung nach IFRS. 5. Aufl. Herne : Kiehl. (Kompakt-Training Praktische Betriebswirtschaft) ISBN 978-3-470-54155-6, 20.90€

This compact introduction to international accounting according to IFRS. What must be taken into account when preparing accounts in accordance with IFRS? How do IFRS and HGB regulations differ? What are the essential rules?

This compact training course helps you to systematically acquire the essential principles of IFRS. The structure of the book is based on the financial statement components balance sheet and notes, statement of comprehensive income, statement of changes

in equity and cash flow statement. In addition, there are notes on Group-specific regulations. In each chapter, the main IFRS regulations are compared with the HGB regulations. The relevant rules are then systematically presented according to approach, valuation, disclosure, and notes and illustrated using numerous examples and overviews. In order to maintain practical relevance, this book primarily presents the standards to be applied in the European Union as of January 1, 2019.

This compact training is suitable both as accompanying learning assistance in study and further training and for self-study. The MiniLex and the glossary of English technical terms support the development of theoretical basics. More than 50 exercises with solutions enable you to check your level of knowledge reliably.



Büsch, M. (2019): Fahrplan zur Transformation des Einkaufs. So erreichen Sie Spitzenleistung in der Beschaffung. Wiesbaden : Springer Gabler. ISBN 978-3-658-25636-4, 59.99€

A book about the transformation of purchasing in companies. In this reference book Mario Büsch gives his experience around the transformation of purchasing in companies. Purchasing in industrial companies has been gaining in importance for years. This book shows how purchasing transformation in companies is being driven forward. In addition, Büsch explains how companies achieve cost reductions and significant competitive advantages through meaningful organizational development. The book's practical relevance is particularly noteworthy. Büsch attaches great importance to the fact that the theoretical explanations on purchasing transformation are easy to put into practice. Numerous illustrations help here.

This book is an absolute must-read for those interested in the topic, since it is so far the only German-language work on purchasing transformation.



Ehrmann, H.; Jockel, O. (2019): Logistik. 7th ed., Kiehl : Herne. (Kompakt-Training Praktische Betriebswirtschaft) ISBN 978-3-470-53447-3, 20.90€

This compact training course offers a quick introduction to the theory and practice of modern logistics in an easy-to-understand and vivid way. In addition to basic approaches, procedures and instructors, all important area logistics (procurement, warehouse, production and marketing logistics) are covered comprehensively. Numerous examples illustrate how theory can be put into practice. 50 precisely coordinated exercises with solutions enable targeted knowledge control. Readers will thus quickly and reliably

acquire a sound basis for a successful course of study or further training.



Knappstein, M. (2019): Employee Volunteering. Organisationale Ausprägungen und Auswirkungen. Wiesbaden : Springer Gabler.
ISBN 978-3-658-25860-3, 54.99€

Employee Volunteering (EV) is highly relevant to companies, employees, charitable organizations, beneficiaries and society at large. On the basis of four empirical studies, Michael Knappstein addresses the characteristics of EV in Germany as well as the effects on employer attractiveness, stress and recovery. A total of 1,000 companies and 1,238 individuals were contacted by the author. The results confirm the high potential of the young research field EV in the areas of personnel selection and development.



Moskaliuk, J. (2019): Beratung für gelingende Leadership 4.0. Praxis-Tools und Hintergrundwissen für Führungskräfte. Wiesbaden : Springer. (essentials)
ISBN 978-3-658-23707-3, 14.99€

In this essential volume, Johannes Moskaliuk gives a well-founded insight into current discourses on the subject of Leadership 4.0 and points out which requirements managers really have to face. He takes into account scientific findings from motivation and cognitive psychology and their consequences for leadership and communication. Practice-proven and effective methods are presented, how Leadership 4.0 can succeed. It also shows that digital leadership is more than just using digital technologies for communication and cooperation. Each chapter contains a concrete leadership tool that coaches, consultants or managers can use directly.



Neumair, S. M.; Rehklau, T.; Schlesinger, D. M. (2019): Angewandte Tourismusgeographie. Räumliche Effekte und Methoden. München : De Gruyter Oldenbourg.
ISBN 978-3-11-050030-1, 29.95€

With its high contribution to growth, economic performance and employment worldwide, the tourism industry is one of the leading economies in the 21st century. Tourists and tourism service providers cause a variety of spatial impacts in economic, socio-cultural and ecological terms. This textbook analyses these developments and the associated actors and presents methods for recording, describing and explaining spatial aspects of the tourism industry. The focus is on the destinations as the central spatial level of tourism. An application-oriented approach is pursued in order to develop a concrete and problem-related spectrum of knowledge and methods in tourism geography for practice and teaching. The contents are illustrated in an understandable way by numerous excursions, practical examples, and illustrations.



Pauen, W.; Piller, V. (2019): Hotelbewertungen. Köln : Bundesanzeiger Verlag; Bundesanzeiger (Grundstücks- und Immobilienbewertung spezial, Vol. 4).
ISBN 978-3-8462-0973-8, 34.80€

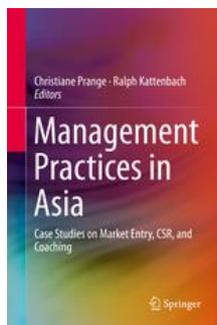
The book deals with the valuation of land developed with guest accommodation facilities. The book focuses on the classical hotel business. On the basis of a survey of experts, the current approaches applied in practice are first presented. As with all forms of special real estate, the low availability of data and the comparability of individual transactions on the hotel real estate market are problematic for determining the market value. Comparative values such as those expressed in simplification rules (e.g. "multiples", "Hilton formula", selling price per room), etc., cannot be used or can only be used for a very rough consideration. For this reason, the focus should be on methods that focus on the ability of a business to generate sustainable income from its original hotel business. [...] Against this background, current approaches will be questioned and solution methods will be described, which include a closer integration of operative hotel revenues and real estate valuation.



Perret, J. K. (2019): Arbeitsbuch zur Statistik für Wirtschafts- und Sozialwissenschaftler. Theorie, Aufgaben und Lösungen. Wiesbaden : Springer.
ISBN 978-3-658-26147-4, 37.99€

The workbook provides a short theoretical recapitulation of all relevant topics of the basic statistics of a bachelor's program, followed by a broad compilation of exercises (MC, comprehension, arithmetic and transfer tasks) as well as the corresponding solution steps. In addition, it is shown how the respective problem can be solved with the help of Microsoft Excel. Finally, the book provides case studies in which the knowledge can be tested on practical examples. The book also contains an overview chapter on the relevant mathematical principles used in statistics, a glossary of the most important technical terms and other supplementary materials.

The book is also supplemented by various digital contents for learners and teachers.



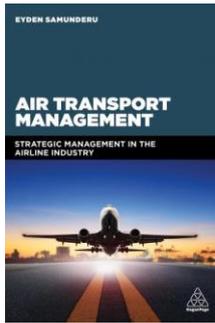
Prange, C.; Kattenbach, R. (Eds.) (2019): Management Practices in Asia. Case Studies on Market Entry, CSR, and Coaching. Cham : Springer.
ISBN 978-3-030-19661-5, 69.54€

Asia is a continent of contradictions and boundaries; it offers exciting business opportunities but is also characterized by unpredictability and conflict. While flexibility and creativity are in the DNA of many startups in China, major players like Xiaomi and Alibaba have also emerged as global giants, challenging established global competitors. The authors of this book show that these companies are crossing various boundaries – between cultures, mindsets, and perspectives. At the same time, Western companies entering Asian markets face challenges that are very different from those on their home turf. This book addresses the needs of current and future managers doing business in Asia, who need to understand the individual, social and business challenges that can arise from crossing boundaries. [...]



Rose, N. (2019): Arbeit besser machen. Positive Psychologie für Personalarbeit und Führung. Freiburg : Haufe.
ISBN 978-3-648-12418-5, 39.95€

Many companies are not doing well, both economically and in human terms. There is too little or too bad management, necessary change is being sat out. Instead, fear and cynicism rule. "Making work better" enables you as a manager or HR manager to take countermeasures here. With the help of Positive Psychology, you learn to make the most of organizations that they can be: Places of meaningful and profitable growth for people and organizations. With numerous tools, graphics and 33 interviews with outstanding researchers and practitioners.



Samunderu, E. (2019): Air Transport Management. Strategic Management in the Airline Industry. London : Kogan Page.
ISBN 978-0-7494-8456-9, 55.00€

The aviation industry is a major driver of world trade. As global markets and economies are constantly evolving, practitioners and academics need more quality information and a broader perspective of aviation management rather than just silo-based knowledge, particularly if they wish to move up the management ladder and progress. Air Transport Management presents the dynamic shifts which have influenced structural changes in the aviation industry, such as the emergence of low cost carriers. These changes have transformed the market, leading to deregulation and consolidation. The author provides a viable road map aimed at giving students and managers in the aviation industry a rigorous understanding on how to manage strategically in complex and turbulent market conditions.

Air Transport Management examines the airline industry structure in terms of entry barriers, competition dynamics and competing business models. With the inclusion of fascinating case studies, this handbook assesses different business models used by international companies and proposes best fit management practices which airlines should follow in order to survive. Online supporting resources include PowerPoints of lesson plans.



Siegfried, P. (Ed.) (2019): Erfolgreiche Startup-Konzepte aus der TV-Gründershow – Band 1-6. München : AVM.

ISBN 978-3-86306-005-3 (Bd. 1), 40.00€

ISBN 978-3-86306-006-0 (Bd. 2), 33.00€

ISBN 978-3-86306-007-7 (Bd. 3), 40.00€

ISBN 978-3-86306-008-4 (Bd. 4), 43.00€

ISBN 978-3-86306-009-1 (Bd. 5), 33.00€

ISBN 978-3-86306-010-7 (Bd. 6), 40.00€

These case studies have been developed in the course of the lecture "Research project" by bachelor students in the trade course at the DHBW Mannheim with companies from the Vox 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

recommendation for action is made to consider the future. Concluding work questions can be used for further processing by students.



Terstiege, M. (2019): Digitales Marketing – Erfolgsmodelle aus der Praxis. Konzepte, Instrumente und Strategien im Kontext der Digitalisierung. Wiesbaden : Springer.
ISBN 978-3-658-26194-8, 44.99€

This practice-oriented book provides a comprehensive and cross-industry overview of the current state of digital marketing and future challenges and opportunities based on best practices. Only companies that take innovative paths in the course of digitalization are in a position to attract or retain existing or new target groups in the long term. In the area of sales and marketing, there is no way around new media and instruments such as social networks, storytelling or thought leadership. For this reason, the authors in this work first clarify fundamental questions such as.: What is digital marketing and how can it be used? [...]



Weber, U.; Gesing, S. (2019): Feelgood-Management. Chancen für etablierte Unternehmen. Wiesbaden : Springer.
ISBN 978-3-658-23976-3, 14.99€

This essential volume describes how the concept of Feelgood Management also offers added value for established companies. Ulrike Weber and Sophia Gesing show in the follow-up volume to "Concept and Job Profile of Feelgood Management" the chances of using Feelgood Management to promote organizational agility. In addition, the authors present similarities in content and differences between Feelgood Management and other management concepts as well as interfaces and synergies with other organizational units. This volume provides a well-founded and practice-oriented outlook on the opportunities of Feelgood Management in established companies.



Wirtz, V.; Schabbing, B.; Crusius, B. (Eds.) (2019): Karriere im Tourismus und in der Eventwirtschaft. Wege zum Traumberuf. Wiesbaden : Springer Gabler.
ISBN 978-3-658-25057-7, 38.00€

Exciting, diverse and eventful - the tourism and event industry is a particularly dynamic industry. This is also reflected in its annual growth. So it is no surprise that many people in this profession want to find their personal happiness. This book offers you a comprehensive insight into different careers in the tourism and event industry. The focus is on 19 individual reports from graduates of the International School of Management (ISM), with which you can follow successful career paths. This will give readers an overview of the tourism and event market. In addition, ISM career consultants will give you expert tips for a successful career entry in the tourism and event industry.