ISM
INTERNATIONAL
SCHOOL OF MANAGEMENT
University of Applied Sciences

ISM Research Report 2018

Imprint:

Böckenholt, Ingo; Rommel, Kai [Eds.]: ISM Research Report 2018, Dortmund

ISSN 2627-6178

ISM - International School of Management gGmbH

Otto-Hahn-Str. 19, 44227 Dortmund

https://en.ism.de/

Phone: 0231 975139 0, Fax: 0231 975139 39

ism.dortmund@ism.de

Contents

Preface

The current research report gives the interested reader an insight into the research activities and research structures of the ISM. These include the presentations of the six institutes of the ISM, numerous reports by our doctoral students as well as the various activities of our professors, such as publications, lectures, and projects. With this wide range of research topics, the ISM was able to sharpen and expand its own research profile in the past year. Of particular importance are milestones such as the commitment to research accreditation and research networks. For example, with the start of the joint project on the "Development of the German Rescue Robotics Centre" [orig.: Aufbau des Deutschen Rettungsrobotik-Zentrums] in Dortmund in October, a groundbreaking nationwide research project with the participation of the ISM was started.

In the following chapters, developments in the research year 2018 will be presented. In an interview with the Director Human Resources and Managing Director of IBM Deutschland GmbH, Mr. Norbert Janzen, current developments in the digitization process are discussed with important research trends and implications for universities being highlighted. This is followed by reports regarding current research activities. Additionally further research projects by professors are presented and current topics are discussed in which promising projects have been established.

At this point, we wish to sincerely thank all professors for their contribution to the current research report.
A special thank you to all employees who were involved in the editorial work of this research report.

Dortmund, December 2018

Prof. Dr. Ingo Böckenholt
President

Prof. Dr. Kai Rommel
Vice President for Research

I Development in the Reporting Year

In the past research year, the research activities and networks of the affiliated and integrated institutes founded between 2014 and 2017 were established and enhanced. The ISM's research infrastructure has also been developed through the appointment of professors with experience in research and publications in peer-reviewed journals and research associates. With this research infrastructure, consisting of six institutes and six departments, permanent research applications can be made, as already implemented in the research year 2018.

An important milestone is the start of the Federal Ministry of Education and Research with almost 12 million euros funded project "Development of the German Rescue Robotics Centre" [orig.: Aufbau des Deutschen Rettungsrobotik-Zentrums] in Dortmund. In this four-year project, the ISM is involved in the development and application of a business and commercial model.

In the reporting year, a further cooperation agreement with Ramon Lull University in Barcelona was concluded for existing doctoral programs with British universities. The doctoral cooperation with the Strathclyde Business School (SBS), which began in 2013 at Strathclyde University in Glasgow, was intensified by four new applications, thus expanding to ten participants in the future. The cooperation with the Northumbria Business School (NBS) at Northumbria University in Newcastle, which started in 2013, is also continued with some interested parties in attendance. In addition, there are ongoing one-to-one co-operations with Gloucestershire University in the United Kingdom.

On the one hand, the regional research network was further expanded in the year under review through activities in third-party funding and research collaborations, such as the Academic Circle of the Economic Development Agency Dortmund, the master plan of the city of Dortmund and the innovation City Ruhr of Bottrop. In this context the TU Dortmund, the Wuppertal Institute for Climate, Environment, Energy, the IfADo - Leibniz Research Centre for Working Environment and Human Factors, the Leibniz Institute for Economic Research (RWI), the Fraunhofer Institute for Material Flow and Logistics, the Institute for Retail Research (IFH) in Cologne, the Economic Development Agency Dortmund and other institutions are important partners. On the other hand, cooperations with international partners in the field of study programs have been extended to possible research collaborations, such as with the Léonard de Vinci University in Paris. The following table gives an overview of the research activities of the ISM in the reporting year.

Table 1: Research activities of the ISM

Research Activities	Period 01.01.2018-31.12.2018
third-party funds raised by the ISM	**approx. 420,000 €**
research associations and projects (applied and current)	**approx. 1.8 Mio. €**
research projects (in total)	**approx. 52**
current publications	**approx. 123**
second appraisal of promotions	**12**

The doctoral supervisions related with the cooperating Strathclyde Business School (SBS) at Strathclyde University, Newcastle Business School (NBS) at Northumbria University (NBS), and Gloucestershire Business School (GBS) are shown in Table 2 below. Here, the ISM provides the co-supervisor. The doctoral studies presented have started at different times and each run for three to four years mostly on a part-time basis.

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

ISM Supervisor	Candidate: Title	Program	Planned End
Prof. Dr. Brickau	**Pergande, J.:** An Extended Multi-Contingency Model for Strategic Out-Sourcing in German Banks	**PhD GBS**	12/2018 successfully completed
Prof. Dr. Büsch	**Husmann, I.:** The Impact of Organizational Identity on Resource Integration and Value Co-Creation in B2B Service Ecosystems	**PhD GBS**	05/2018 successfully completed
	Schumann, R.: Detection and elimination of suppliers' illegal price collusions	**PhD GBS**	09/2020
Prof. Dr. Kutsch	**Tran, T.P.A.:** Social Entrepreneurial Intention: An Empirical Study in Vietnam	**University Koblenz-Landau**	07/2018 successfully completed
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**	09/2020
	Mull, S.: Impacts of digitalization on the energy market: Service differentiation within the transforming energy and utility sector	**PhD SBS**	09/2020
	Saitta, S.: Collaboration between Marketing & Sales and the Implications on Business Performance	**PhD SBS**	07/2021
Prof. Dr. Weber	**Schmidt, D.:** Digital Competencies	**Erasmus University**	06/2021
Prof. Dr. Westermann	**Goebel, S.:** Analyzing Crucial Customer Contact Sequences During The PRE-Purchase Phase In The German Premium Automobile Industry	**PhD SBS**	12/2019
	Forthmann, J.: Big Data-Analysen auf Basis von Social Listeining für das Reputationsmanagement	**PhD SBS**	09/2021

With the research structure shown in Figure 1, the degree programs are thematically assigned and combined with the respective research topics of the professors. In the year under review, various projects were carried out by the members of the Departments and their own networks expanded. As a result, the structure of quality assurance in teaching and research as shown in Figure 1 could be further developed and synergies could be established with the institutes of ISM. This development is described in detail in the following chapters.

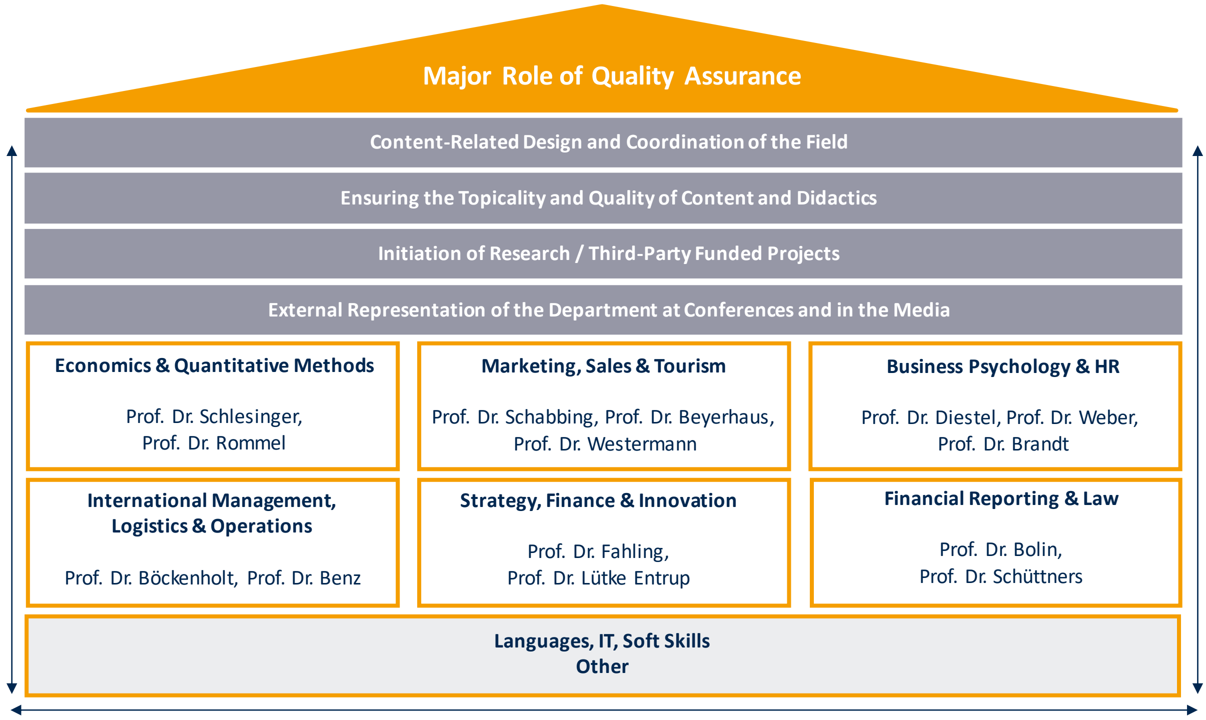


Figure 1: Department structure of the ISM

The ISM's focus lies in application-oriented research. An important bridge to the business world has been formed by the ISM's top-class board of trustees. Therefore a specialist interview has been conducted with a member of the board of trustees in the ISM research report on a selected current topic.

Interview with Norbert Janzen, Member Advisory Board ISM, Managing Director of Human Resources IBM Deutschland GmbH and Director of Human Resources IBM DACH

The following interview with Norbert Janzen, a member of the ISM´s Board of Trustees, Director Human Resources, Managing Director of IBM Germany GmbH and Director of Human Resources IBM DACH, discusses how a global player like IBM actively contributes to the dynamic digitization process and challenges in the area of Big Data and Artificial Intelligence. Prominent practical examples as well as current trends for the training and further education of skilled workers also play a role.

Mr. Janzen, IBM Deutschland GmbH is participating in a very dynamic digitalization process. How can companies conduct and use practical research in such transformation processes?

Basically, it must be said that this dynamic time currently is perfect for the digitalization processes and also for practical research. One can say that practice-oriented research is essential for the development of companies and should, therefore, be part of this change. These practical research projects offer a good framework for companies to develop something together with their customers. As an example, IBM opened the Watson IOT Center in Munich three years ago. Here, the cooperation between the laboratory, the customer and the technical consultant with industry experience has become the basic structure regarding the change in the company. Thus a company can be supported in the transformation - whether in relation to the customer, in the structure in order to build up an internal service, in increasing the efficiency of production or also in the area of 'predictive analytics'. These practical approaches and working methods such as design thinking methods are perfect to combine new and dynamic working environments with different characters. Corresponding 'Minimum Viable Products' should be developed, which form the basic framework for a product or for the final stage of a solution that is finalized together with the customer. Many of these innovations, which form the basis of practical research in the laboratory, result in sustainable elements that change the market. There is, for example, the topic of 'Blockchain', which has been to the forefront. A few years ago this topic was still regarded as a niche product. Today, this is a current topic at the market, for example in the application of transactions with major banks. Also the topic 'Data Analytics' is of importance. In the past, there were many approaches like 'predictive analytics' that had to be researched. 'Predictive analytics' is one of the most important topics on the market of digitalization. So there are many approaches to the development of solutions in the industry, but also in the company. The aim is to effect a change with the research results in a timely manner, which then has a lasting effect on the company and its transformation.

In your opinion, what are current research-relevant trends in the area of Big Data/KI? What challenges do associate with them?

There are indeed some trends. Focusing on data analysis and especially on data analytics with a focus on predictive analytics, it is important to find out how to make predictions that help to shape the future in a variety of industrial applications. In particular, the topic of artificial intelligence (AI) should be mentioned. First of all, there is the collection of data and the use of this data - and at the same time, this is part of the challenge: There is a lot of unstructured data. If you look at the amount of data in a company, only fifteen percent is structured. However, most of the data that a company possesses is unstructured data. In this case, AI can help to combine and analyze different data. On the one hand, there is the challenge that data often exists in different formats (audio, video, text) and on the other hand, the amount of data is a challenge. To get an idea, imagine how much data a transaction generates at a bank on its own. So you can conclude how much data comes together in its entirety that needs to be sorted to get valid results. This challenge has been recognized and is currently being looked at. AI helps to make this data readable and usable in order to draw conclusions. The topic of AI and the necessary computing power is supported by continuous optimizing and fundamentally new developments such as ‘Quantum Computing’. IBM has introduced first commercial solutions to the market for this purpose. The computing power of a quantum computer is far superior to a ‘normal’ computer, especially in special, highly complex processes. The possibilities not only to represent 1 and 0, but multiple states multiply the speed of highly complex computations. This technology in the form of a cloud offers the environment of the future. However, the topics of security and data security provide a further challenge, which is right at the top of companies' agendas due to current events. If you have made a large amount of data, then this data should, of course, be secure. So it is important to secure the data on the one hand within the framework of "Data Security" and on the other hand within the framework of the General Data Protection Regulation (GDPA). The latter is a decisive issue, especially in view of globalization and in global companies, which are processing data.

In this respect, the topic is absolutely relevant but also conjoined with great challenges that need to be solved. These challenges will be the focus, on which the company will deal with in the next few years. This means using even more data, exploiting it, producing results, securing this data and making it available in the right form and in the right places.

Furthermore, the speed of change of companies and their business models and their impact on employees are challenges that have to be overcome as well. Skills must be developed with the employees so that they have the necessary job profile to carry out the work in the company. In order to accompany or guide such changes, the skill profiles of the employees must be individually adapted to the changes of the world outside, so that the company transforms itself.

Can you give an example of a practical project in which the results of your research have had a direct impact?

Projects lead to developments such as ‘chatbots’, which students have developed within the framework of projects. Here there is a very prominent example: the "Cimon". This is a space assistant for Alexander Gerst. The idea is that a chatbot supports the astronaut by providing the astronaut with information when directly addressed as well as having the ability to record information. The operation of a computer on Earth is trivial, but in space, on the ISS it is a complex matter in the context of projects that require parallel actions from the astronaut there. With "Cimon" Alexander Gerst has an assistant at his side, who gives information, records and processes it and meanwhile even recognizes and reflects his emotions and voice. Furthermore, "Cimon’s” capabilities will be further developed over time.

This project was developed together with IBM's partners, including DLR. The project manager is 27 years old and took his approaches from his studies with him as a project manager. Here, a young person assumes responsibility, represents the company in the project, on American television, at NASA, in German aerospace, etc., and is responsible for the project management. This shows that small projects can become relevant and that in the new world of work age is not a decisive factor when it comes to assuming responsibility.

Students are working also on other IBM Deutschland GmbH projects. One idea was to work on a career coach, which has been developed into a rollout for 360,000 employees now. Employees can conduct a career interview with this AI, based on the employee's data, learning status, and skills. The career coach then recommends the appropriate career steps and at the same time offers a learning platform created by the AI that recommends the right learning steps. The employee - and here emotional intelligence is important - can then coordinate this with their manager.

Another project was set up on the topic of 'Business Coaching', taking into account the redefinition of how leadership is carried out and how managers should be empowered. Meanwhile, the trend is more towards coaching; individual old components of leadership can no longer be found in the new definition. IBM already uses the term 'Career Coach' for managers in some areas. The 'Career Coach' is changing from purely technical leadership towards a coach. The typical manager, who "only" leads the employee, combines the role of the manager only with power in the company, can no longer be united with today's working world. So these practice-oriented models, which are developed with students, fit perfectly into a long term strategy.

However, the trend from managers towards career coaches does not mean that traditional management structures will completely disappear; only that parts change. So you separate the professional responsibility for a topic from the development of an employee. This person may be managed by someone else because his or her special skills are used in various projects. The manager should be able to give guidance in the form of a career coach, which projects are relevant, but rather what the employee should focus on in his development, which training, courses are relevant and which certifications are helpful. The Career Coach should, therefore, be a sparring partner on the career path. They may also be a sparring partner in the professional field, no longer holding the same position of power as previously attributed to managers. The manager is no longer regarded as a superior in the classic sense, but rather as a consultant and promoter who recognizes how further training in the company should be designed for employees.

What kind of potential do you see in the current trends for the training and further education of qualified employees?

It is definitely a more individual type of training, i.e. 'One-Size-Fits-All' approaches are no longer helpful in the dynamics of change. The definition of leadership and the definition of an employee profile must be broken down to the industries or even to the individual companies. Here the AI helps us in the company to meet the learning needs of the individual; otherwise, we would not be able to handle this complexity. On the one hand, this is the recording of the person, i.e. the data that is portrayed here for a person, the skill profile from which the AI can recognize with the help of algorithms, which is the best way for this person in the context of training. The AI analyzes what the employee knows in his current position and should also know what he lacks with regard to a role he would like to take on in the near future. I believe that there is a great need in all industries to combine this and many would like to take advantage of an academic offer from a university to acquire knowledge in the context of the changes they are experiencing. The German middle class would be a particularly large beneficiary of these academic offers. Universities should offer more modular offers in the future to help companies and employees to fill their gaps in the development. Here something is lacking, not because this was not desired in the past, but because there were no offers and also because the developments in a company are now progressing so rapidly that the company itself is unable to cope with developments accordingly. Of course, the company must have an interest in ensuring that the employees receive external help so that they can then accompany the transformation within the company. It will certainly continue in this direction and new offers will open up. IBM has developed the so-called ‘New Color Skills’. These have a high added value through independent certification, which employees can also use as lateral entrants into the industry. The keyword here is ‘batches’, which is also used by companies accordingly to present transparency about the qualifications that a person achieves in such a course across the market.

Can IBM Deutschland GmbH contribute to the context of cooperation with universities?

IBM assigns practice-relevant tasks, which IBM, the customer, and the university can work on together. For example, there is a chair at the Karlsruhe Institute of Technology (KIT). Here, prospective Ph.D. students can carry out their customer-oriented research projects in cooperation with IBM. In addition, there is the possibility of a part-time master's degree, as offered by the ISM, which cooperates with universities throughout Germany. The master students are also provided with practical examples. In Munich, for example, there was the development of a ‘chatbot’ in the HR department of a large company, which has now been rolled out to over 100,000 employees. This opportunity to work practically with customers and IBM's internal resources, while at the same time enjoying training at the university, is a perfect cooperation that helps everyone and is profitable for all parties. Furthermore, the provision of expertise by lecturers who visit the universities to give lectures on relevant topics that move the market is a good opportunity to impart knowledge. This should also open doors for the students or steer their interest in learning to deal with new topics. The other advantage is the possibility to use tools and platforms that IBM makes available to universities. For example, there is the "Academic Initiative", in which AI tools are made available via data science, which students can work with. We have also helped design new study programs by bringing our view of current and future requirements for graduates to the table. Companies can work together and contribute in a variety of ways so that cooperation between the companies and the university develops and innovative topics in the regional ecosystem of the university are advanced. In this respect, there is a wide range of possibilities: Programs with lecturers, graduates and young employees who return to the university to pass on what they have learned and the various tools that have been employed in this process. There is a variety of programs where you can see that cooperation between universities and industry makes perfect sense. It is essential to pass on skills that will be needed later and to pass on current knowledge. On the other hand, companies can also learn from university projects and from well-trained students, like those at the ISM. It is noticeable that, in addition to the contents of the curriculum, students also learn elements that are essential for assuming managerial tasks. In this way, graduates can be quickly transferred to positions of responsibility. Together we can make a valuable contribution to training and the economy in Germany.

Mr. Janzen, thank you for the interview!

II Institute Reports

Brand & Retail Management Institute @ ISM

Institute Directors:

Prof. Dr. Ingo Böckenholt (Managing Director)	e-mail phone	ingo.boeckenholt@ism.de +49 231 975139 48
Prof. Dr. Arne Westermann (Academic Director)	e-mail phone	arne.westermann@ism.de +49 231 975139 580

Contacts:

Rebecca Zimmermann M.Sc. (Research Associate)	e-mail phone	rebecca.zimmermann@ism.de +49 231 975139 941
Janina Schürmann M.Sc. (Research Associate)	e-mail phone	janina.schuermann@ism.de +49 231 975139 774

a Description 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 main focus is on combining scientific expertise and insights with the interests and needs of business practice. To this end, the institute carries out applied research projects and publishes the results for a scientific as well as an application-oriented audience in specialist media and industry publications. In addition, it offers companies a portfolio of market research and consulting services tailored to the needs of brand owners and retailers. For this, it relies on the specific expertise of the professors teaching marketing.

In the medium term, the institute wants to become a central center of excellence in German-speaking countries, to co-determine the discourse of applied science and to be the first point of contact for companies with questions in this area. In the long term, this spectrum of impact should also be extended to the international sector. Specifically, the following research areas are initially in the foreground.

	RETAIL & SALES	BRAND MANAGEMENT	MARKETING & COMMUNICATIONS	DIGITAL MARKETING
SCIENTIFIC RESEARCH	• Omnichannel Strategies • E-Commerce • ...	• Brand Identities • Brand Positioning • Brand Value • ...	• Content Marketing • Storytelling • Social Media • ...	• Digital Business Models • E-Commerce... • Mobile Marketing • ...
MARKET RESEARCH	• PoS Analyses • Eye Tracking • Customer Surveys • ...	• Image Analyses • Portfolio Analyses • ...	• Communication Evaluation • Advertising Effect • ...	• Potential Assessment • Usage Data Analyses • ...
CONSULTING AND TRAINING	• Sales Consulting & Optimisation • Sales Concepts • ...	• Brand Consulting • Brand Architecture • International Brand Strategies • ...	• Communications Consultancy • Instrument-Based Trainings • ...	• Strategy Consulting • Digital Competence Trainings • ...

Figure 1: Portfolio Brand & Retail Management Institute @ ISM
Source: own illustration

The current topics and research projects of the institute are to be taken from the following figure:

RESEARCH PROJECTS *(completed in 2018)*	• Omnichannel Excellence • Content Marketing
RESEARCH PROJECTS *(current)*	• Architectural Branding at the Point of Sale • Sports Sponsoring • Consumers as Sellers in Re-Commerce • Collaboration between Corporate Communications & Marketing • Consulting on the development of the German Rescue Robotics Centre
FURTHER PROJECTS *(current)*	• Digital Barometer Germany • Social Listening

Figure 2: Themes and research projects Brand & Retail Management Institute @ ISM
Source: own illustration

b Main Research Projects (completed in 2018)

Omnichannel Excellence

Based on an intensive literature analysis, which incorporated both theoretical works on multichannel distribution and practical case studies, the institute has developed its own **excellence model** for this subject area. It takes into account both strategic aspects as well as the customer perspective, the instrumental implementation and finally the processes associated with omnichannel strategies. The aim is to enter the scientific dialogue with the model, as well as to provide trading companies and brand owners with an evaluation and planning grid for the analysis of their own activities and as a guideline for the strategic development of these activities.

The excellence model provided the theoretical basis for subsequent **quantitative analysis** of the topic on both the enterprise and the consumer side. Using a two-part study design, both perspectives were examined and the current state of implementation of branded companies and retail companies as well as the customer perception and use of cross-channel shopping opportunities in Germany were shown. The focus was on coordinating the content of both surveys in order to relate the results to each other and to identify agreements or discrepancies.

Both Study results and the theoretical information on the current state of research and the excellence model were published in an **anthology** released in May 2018. In addition to the above-mentioned components, the anthology contains numerous case studies from various industries which, from a practical point of view, allow a look at excellent omnichannel concepts in German-speaking countries.

As part of a **symposium** on the subject, the anthology was presented to a wide audience from science and practice. The event also represented the project completion. Figure 3 shows the project structure.

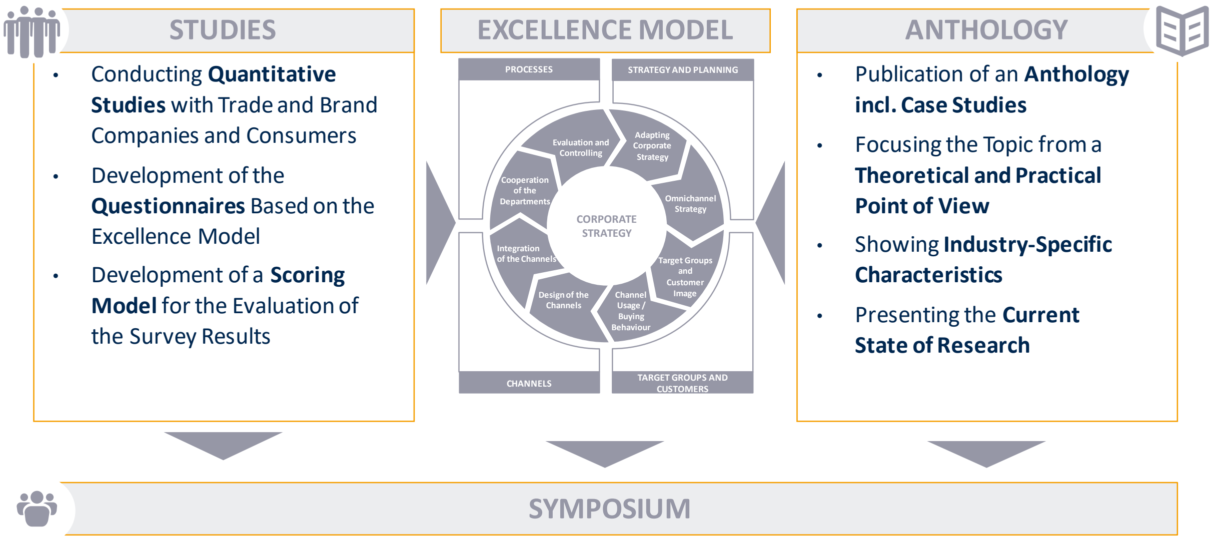


Figure 3: Project overview omnichannel excellence
Source: own illustration

Content Marketing

Due to the increasing importance of content marketing for marketing and corporate communications, the institute has decided to initiate a research project in this area in cooperation with the Content Marketing Forum e.V. (CMF). The basis for this was also a review of the state of research and the theoretical framework. Based on this, a survey of companies was conducted with a view to strategies and implementation of content marketing. The theoretical considerations and the study results were subsequently presented at the EUPRERA Annual Conference and additionally submitted as a journal paper for publication in a special edition of the Journal of Communication. The paper is currently in the review process.

c Main Research Projects (current)

Architectural Branding at the Point of Sale

The point of sale and its design plays a crucial role in the purchase decision as a central point of contact with the consumer. The aim of this research project is to analyze the interior design of the point of sale and its effect on the consumer in the context of a cross-industry analysis. The following central research questions are relevant:

1. How the (interior) architectural design of the brand identity is executed by branded companies and retail companies?
2. How do customers perceive the (interior) architectural aspects of retail stores?

To answer these research questions, a two-part study design has been developed that includes a qualitative and a quantitative methodology. To this end, various companies from different sectors were selected as part of a deliberate selection process. After extensive literature research and preparation, the stores of the selected brands were first subjected to a theory-based, criteria-led analysis to gain insight into research question 1. In addition, an explorative consumer survey on the relevance of the point of sale design and its influence on brand perception was conducted with regard to research question 2. The research results were presented in January 2018 at the Corporate Architecture Conference of Heilbronn University in Künzelsau. The results will be published in the proceedings of the conference and in another editorial work on retail design.

As a further development, a representative online consumer survey was conducted in August 2018 with a view to a selected brand in order to carry out further statistical analyses and draw conclusions about the overall population. The plan is to develop a model for mapping the relationships between point-of-sale design and brand perception and identifying specific influencing factors. The results should be published in the form of an essay in a scientific journal.

Figure 4 finally shows the methodology.

RESEARCH QUESTIONS

1. How is the **(interior) architectural design of the brand identity** carried out by branded companies and retail companies?
2. How do **customers perceive** the (interior) architectural aspects of retail stores?

QUALITATIVE STUDY

STORE CHECK

- Theory-based criteria-driven store analysis
- Answering the first research question

QUANTITATIVE STUDY

- Consumer survey on the relevance of the point of sale design and its influence on brand perception
- Answering the second research question

EXPLORATIVE ONLINE CONSUMER SURVEY | REPRESENTATIVE ONLINE CONSUMER SURVEY

Figure 4: Methodology corporate architecture at the point of sale
Source: own illustration

Sports Sponsoring

Sponsoring concepts are particularly important in the sports sector for companies against the background of an ever more differentiated media landscape and the changing media usage behavior of consumers to remain competitive in the future. At the same time, influencers are playing an increasingly important role in corporate communications, because they enable an authentic and specific approach of target groups. The planned research project deals with the question of how sponsoring and influencer marketing can be linked and what characteristics are to be determined in this regard. The methods initially planned are a quantitative content analysis of social media profiles of athletes as well as expert interviews with athletes and possibly companies.

Consumers as Sellers in Re-Commerce

Sustainable consumption and the desire to conserve natural resources are current social trends that force companies to develop and implement sustainable business models and ideas. These include e.g. the return, reconditioning and sale of used products. In this context, so-called re-commerce platforms play an important role. It concerns the purchase and sale of used products at quality and functionality-dependent fixed prices. For this, a valuation of the article condition by product owner and offerer via the internet takes place (working definition Re-Commerce). The aim of the research project is the analysis of the interaction between consumers as sellers and re-commerce providers as buyers on a consumer psychological and behavioral level. Specifically, the research question is focused on how consumers react to supplier-side price changes according to their own assessment and which influencing factors play a role in the acceptance of these price changes.

Several studies with different emphases and different study designs are planned, which will subsequently be published as part of scientific papers.

Collaboration of Marketing & Corporate Communications

In the past 30 years, corporate communication has become established as a second central communication function in addition to marketing communication, especially in large corporations, due to the growing importance of socio-political influencing factors on companies. The relationship between the two areas is often characterized by in-house rivalry and competitiveness, although it is evident that both functions provide a central role in the economic success and survival of enterprises. The planned research project will investigate the theoretical question of the extent to which the two functions are mutually dependent. In addition, it is to be determined to what extent the current challenges of the permanently changing media landscape, especially in the field of online communication, ensure that the demand for integrated communication, which has been raised for some time now, becomes a mandatory necessity. On the basis of a corresponding theoretical framework, qualitative and quantitative investigations are then carried out, which serve to establish the status quo in companies.

Consulting on the development of the German Rescue Robotics Centre (A-DRZ)

Together with the research dean of the ISM, the institute has successfully participated in a complex tendering process 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.

d Further Projects (current)

Digital Barometer Germany

The project carried out a population-representative online survey of workers on statements related to digitization. The study was conducted in cooperation with an external market research institute - a regular (quarterly) continuation is planned. The survey focused, among other things, on the professional and private handling of digital transformation as well as the opportunities and risks posed by digitization.

Social Listening

In order to gain experience with innovative analysis methods, the Brand & Retail Management Institute @ ISM acts as a science partner within the scope 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 analysis. The results are published successively in the public media (including Wirtschaftswoche, Harvard Business Manager, Capital, Focus). Depending on the experience gained, further publication in a scientific context is conceivable.

e Events

On 17th May 2018, the Brand & Retail Management Institute @ ISM hosted the Symposium Omnichannel Excellence at the ISM in Cologne. One of the reasons for the symposium was the presentation of the anthology “Concepts and strategies for omnichannel excellence” [orig.: Konzepte und

Strategien zur Omnichannel-Exzellenz] published in May 2018. High-ranking practitioners from various sectors as well as scientists discussed current issues in the context of lectures in the omnichannel context. Participants were both students and numerous external visitors from science and practice.

Summit Content Marketing

For April 2019, a summit on content marketing is planned at the ISM in Dortmund. One of the summit's highlights is the presentation of the content marketing study carried out by the institute as well as the discussion of the topic from a scientific and practical point of view through presentations by company and agency representatives. The program is aimed at students as well as external guests from practice and science.

f Organization and Structure

In order to be able to realize the aforementioned projects, the institute's management has created appropriate structures. In the first place, the scientific staff is to be mentioned, since November 2016, there is with Rebecca Zimmermann, M.Sc., a scientifically and methodically experienced labor occupied. Thanks to this post, both the quantitative and the qualitative output of the institute were raised to a high level. In addition, Janine Schürmann has been supporting the institute as a research project assistant since November 2018, especially for the collaborative project in the field of rescue robotics. She is equally assigned to the BRMI and the research deanery.

The institute also uses the professorial competence of the ISM to enter into project-based cooperations. Figure 5 shows an overview of which colleagues (so-called associates) are already involved in institute activities.

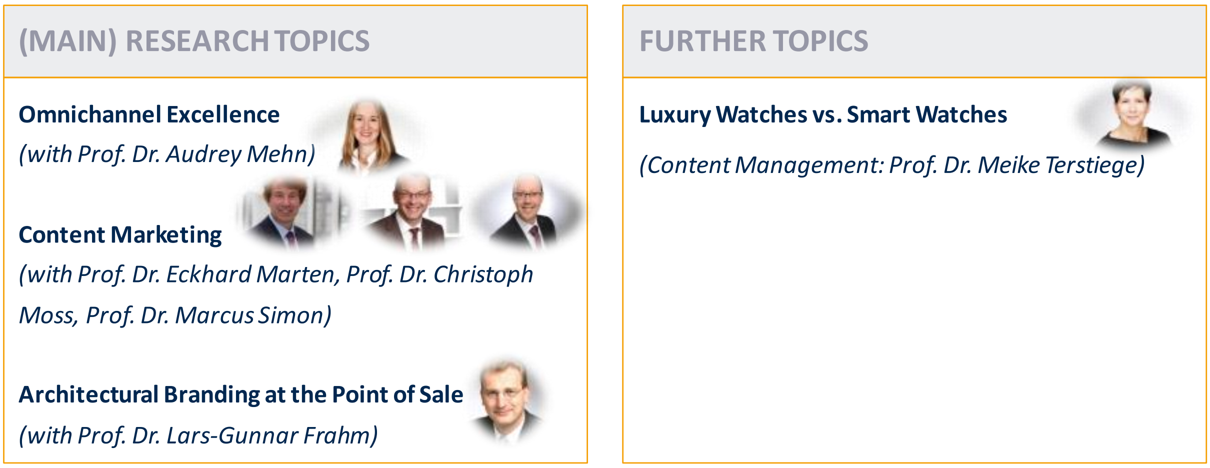


Figure 5: Research projects with associate participation
Source: own illustration

Externally, the institute has entered into a cooperation in the context of the aforementioned social listening studies. In addition, since the middle of the year, there has been cooperation between the institute and the TU Dortmund with the aim of working together on the research project on re-commerce.

Prospectively, the cooperation with external partners should be further expanded. For this purpose, discussions are currently taking place both at the national and international level, which should lead to concrete scientific and practical projects in 2019.

Logistics Institute SCM@ISM

Institute Directors:

Prof. Dr. Ingo Böckenholt (Managing Director)	e-mail phone	ingo.boeckenholt@ism.de +49 231 975139 48
Prof. Dr. Michael Benz (Academic Director)	e-mail phone	michael.benz@scm.ism.de +49 69 66059367 79

a Description of the Institute

The facility "SCM@ISM" is assigned as an integrated institute to the ISM. The facility serves ISM staff that are specialized in logistics, operations, and mobility as an organizational basis for their research work or project work. The focus of the work is application-oriented research. The core product and nucleus of the institute is the English-language study program 'International Logistics & Supply Chain Management' (ILS), which focuses on value chain management in international networks.

The institute was founded in 2015 to channel existing opportunities and opportunities in the project area. SCM@ISM thus represents a research and cooperation platform, which provides the basis for uncomplicated collaboration with external partners in the field of science and practice. The employees of the institute SCM@ISM deal with the topics supply chain, cluster and mobility management on research level respectively in the field of knowledge transfer. The objective is to set up organizational units for all three sections of the institute, which in the long term will also be equipped with the corresponding Master study programs. In order to increase the motivation of the institute employees, doctoral programs for the area 'Supply Chain', 'Cluster' and 'Mobility' are aimed at.

b Research & Projects

Study: Customer Centricity in Municipal Companies

Electricity, gas, water, local transport - municipal utility companies have different business units that all court the same end customer. But instead of speaking with one voice, the individual divisions often communicate independently and isolated from each other.

A study by the International School of Management's SCM@ISM research institute has looked at how well the communication of municipal utility companies is already aligned with the customer needs and whether new, digital offers appeal to the consumer. The focus of the online survey with more than 100 participants was on local businesses and, above all, the citizens as 'users' of the municipal facilities.

In particular, the study highlighted three key issues:

1) Customer behavior of municipal companies: "multiple-stop shop" or "one-stop shop"?
2) New services of the municipal companies: what opportunities arise through digitization?
3) Data protection: To whom do the citizens trust their data?

Local utilities need to rethink - it's easy to summarize the findings of the survey, which surveyed both customers and local utilities. The best example is the customer appearance: Instead of a consistent presence on the internet, the customer often has to click through different websites and log in again. Different portals hamper the uniform view of the customer and, in particular, make the bond with the customer a challenge. There is also some catching up to do in terms of communication channels: While providers use 65% offline channels, the customer prefers to communicate online – after all, he wants a quick and individual response. This would be especially suitable for messenger apps or chats, but these are hardly used by the utilities. Investment in the right digital media is still pending for many municipal utilities.

There are already many digital offers such as smart home, your own app or defect detectors. However, the study shows that so far only a few digital products and services are used. Most of the innovations have not arrived at the customers yet or do not seem interesting enough to them. Above all, additional products in which various business units are involved are not adequately perceived by the market to date.

Utilities must now be careful not to lose touch with the customer. According to the study, the customer would like, among other things, USB charging stations in vehicles, mobile payment of parking fees or Wi-Fi hotspots in public transport. All topics that vendors have not yet defined as a priority.

Support Hypermotion 2018 – Participation on the Start-Up Pitches on the Hypermotion

The Hypermotion as a trade exhibition with accompanying conferences on the topics of logistics, mobility, and digitization was organized and hosted by Messe Frankfurt GmbH for the second time. The mix of events offered not only exhibitions but also a wide range of ‘talks’ and conferences; Topics included the digital transformation of transport, mobility, and logistics.

Under the direction of Prof. Dr. Michael Benz (institute director of SCM@ISM and program director M.Sc. International Logistics & Supply Chain Management, ISM Frankfurt) the SCM@ISM participated in a start-up pitch with several other universities in order to review the results of the research project "Customer Centricity in Municipal Companies" [orig.: Kundenzentrizität bei kommunalen Unternehmen]. The aim was to make clear that the development of a blueprint for a uniform data model for municipal companies would be an ideal starting point for a start-up.

Kienbaum Institute @ ISM

Institute Directors:

Prof. Dr. Ingo Böckenholt (Managing Director)	e-mail phone	ingo.boeckenholt@ism.de +49 231 975139 48
Prof. Dr. Walter Jochmann (Managing Director)	e-mail phone	walter.jochmann@kienbaum.com +49 211 9659 399
Prof. Dr. Stefan Diestel (Academic Director)	e-mail phone	stefan.diesel@kienbauminstitut-ism.de +49 231 975139 588

Contacts:

Lukas Fastenroth M.Sc. (Research Associate)	e-mail phone	lukas.fastenroth@kienbauminstitut-ism.de +49 231 975139 741

a Description of the Institute

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

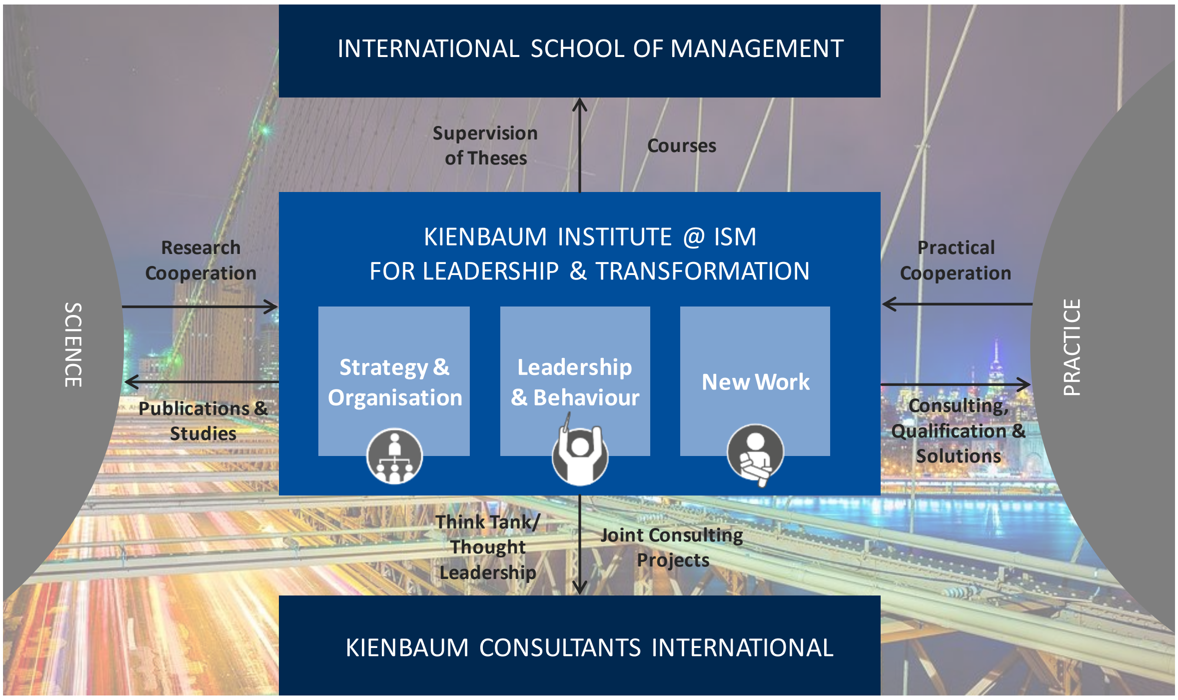


Figure 1: Competence architecture of Kienbaum Institute @ ISM
Source: own illustration

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

1. The institute combines scientific competences with consulting expertise. The declared aim of the institute is to gain insights into the more efficient and effective use of the resources of an organization and to conceive approaches, models, and methods of management. This also includes a review of the effectiveness as well as the formulation of concrete recommendations for action for companies and HR managers.
2. The institute assists companies in developing the skills of their employees and executives. In order to design a truly promising and lasting change, the institute develops individually tailored and practice-relevant qualification solutions for companies. This is done on the basis of proven methods and strategies as well as across all industries and functions. When designing qualification solutions, the institute not only draws on its wealth of experience in the area of competence development for employees and executives but also works closely with its partners from Kienbaum and ISM. Above all, as part of its coaching training, the institute conveys the knowledge and skills relevant to success in order to be able to confidently design and execute consulting and change processes with individuals and teams.
3. In addition to continuous research on future topics of human resource management and the development of individual qualification solutions for companies, the Kienbaum Institute offers selected consulting services. It focuses on such issues and problem areas that build on the results of our studies and research. Currently, the institute offers a screening of the potential hazards and burdens in the company as well as a check of the digital competence of employees and organizations.

Managing Directors of the institute are Prof. Dr. Walter Jochmann, member of the management board of Kienbaum Consultants International, as well as the president of ISM, Prof. Dr. Ingo Böckenholt.
Academic Director is Prof. Dr. Stefan Diestel, Professor of Psychology & Management at the ISM. Lukas Maximilian Fastenroth is a research associate/doctoral student.

b Projects

(1) Study/Studies „Agility and Innovation in Digitized Working Worlds“ [orig.: Agilität und Innovation in Digitalisierten Arbeitswelten] (Cooperation with StepStone and Kienbaum Consultants International GmbH)

In the face of advancing digitization and the changing world of work, agility and the ability to innovate are becoming increasingly important as key competencies for mastering digital transformation. Therefore, the cooperation partners conduct a comprehensive study on the relationships and the status quo of agility and innovativeness. The aim is not only to collect descriptive data on the constructs and their facets, but also to examine their relationships. For example, are agile project management methods really beneficial for innovation?

The sample intended for this survey should include approx. 10,000 specialists and executives. The survey is scheduled for March 2019. The study will be published in two parts as in 2018. The first part is expected in May, the second in November. The questionnaire is currently under development.

(2) Ongoing Research on Self and Emotion Control Processes, Motivation and Protective Resources

In collaboration with the Leibniz Institute for Labor Research at the TU Dortmund (www.ifado.de: Dr. Wladislaw Rivkin), Stefan Diestel has carried out various diary studies on the effect of leadership, self and emotion control requirements as well as personal resources on motivation and exhaustion. Furthermore, together with the University of Applied Sciences for Economics and Management (FOM: Prof. Dr. Kai Externbrink) studies on the effect of double workloads in studies and in the profession on mental stress were realized. Here, the attention is primarily on self-control ability, which acts as a protective resource only in case of stress. Finally, further research projects were completed with students at the ISM whose data bases can be used for publications.

(3) Graduate Study 3.0: Graduates 2018 Scrutinized (cooperation with Kienbaum Communications, ongoing study)

Following the graduate studies of 2015, 2016 and 2017, the objectives, values and career orientation of the so-called Generation Y (birth cohorts 1980 to 1999) are again captured and analyzed in terms of their consistency with the results from the previous year. Other than in previous studies, the Generation Z (birth cohorts from 1995) is included as a target group. The goal is to work out differences in the career motivation of the two generations. Based on this objective, the questionnaire design was adapted. It is a longitudinal section design. After a few months in the job, the subjects are to be interviewed again to gain insights into whether the value system and the career motivation of the two generations are stable. The survey is currently running. The publication is scheduled for 2019.

(4) Kienbaum Leadership Compass (cooperation with Kienbaum Consultants International GmbH)

Based on the results of the Kienbaum and StepStone Leadership Survey ("The Art of Leadership in the Digital Revolution" [orig.: Die Kunst des Führens in der Digitalen Revolution]), the Leadership Compass was developed as a new digital survey solution. The goal of the compass is a self-assessment for executives, similar to the Digital Readiness Check, with regard to individual leadership behavior. The concept of the compass has been completed. The next steps are a pilot study and the technological implementation of the application by the IT department of Kienbaum Consultants International GmbH. Completion is scheduled for early February 2019, the presentation of the tool for March 2019.

(5) Study on Directive Leadership

The results of the Kienbaum and StepStone Leadership Survey provided interesting insights into the interplay of job satisfaction, directional leadership, and individual performance. Thus, directive leadership could be identified as a moderator of the relationship between job satisfaction and achievement, namely, team-based innovation performance, work engagement, dismissal intentions, and affective and organizational commitment. The clear allocation of roles and tasks under direct leadership seems to motivate satisfied employees to innovation and commitment and to lead to increased identification with the organization.

These results are now to be prepared for scientific publication in a scientific journal, e.g. the Journal of Human Resource Management. The submission of the article is scheduled for the end of 2019.

(6) Revision of Coaching Training for Agile Coaching Training

In order to cope with the changing digital environment and to respond to the increasing demand for topics such as digital transformation, change, and agility, the Kienbaum Institute @ ISM has revised the contents of the coaching training. The modules now include content-related and practical aspects of agile project management (e.g. methods as SCRUM, business model CANVAS etc.), innovation techniques such as design thinking and digital transformation and change. Accordingly, the branding of the training was also adjusted. From now on, one can complete the training as Agile Coach or Agile Business Coach.

(7) Practice Projects

The Kienbaum Institute @ ISM participated in various consulting projects in practice with its methodological and conceptual expertise.

n cooperation with Kienbaum Consultants International GmbH, the Kienbaum Institute @ ISM Management Development conducted audits with executives of an industrial group. First, the Kienbaum Institute @ ISM has designed the case studies used during the audits. Prof. Dr. Stefan Diestel and Lukas Maximilian Fastenroth were involved in the execution and appraisal of the audits.

Also in cooperation with Kienbaum Consultants International GmbH, the Kienbaum Institute @ ISM has carried out the Kienbaum Digital Readiness Check in various projects with companies in the chemical and aerospace industries. The tasks of the institute were the creation of the access as well as the analysis, evaluation and graphic processing of the data.

c Research Proposals of Kienbaum Institute @ ISM

(1) Diversity Innovation Support Scheme (DINNOS) (funding proposal in cooperation with Aston University and Bergischen Universität Wuppertal, approx. 50,000 €)

The aim of the cooperation is to develop and validate an innovation support scheme for innovations of small and medium-sized enterprises in Great Britain and Germany. Here, the Kienbaum Institute @ ISM is mainly involved with the support in the following points:

a) Literature Review
b) Concept of the Instrument
c) Data Collection

The application is currently in the second round of the selection procedure.

(2) Study on Future Skills (cooperation with Kienbaum Consultants International GmbH)

The changing digital world of work demands changed the competencies of employees. On the one hand, these competencies comprise new, mostly technological competencies and on the other hand already known competencies whose importance has increased. The Kienbaum Institute @ ISM and the Kienbaum International Consultants GmbH have set themselves the goal of identifying these competencies in a study and, if appropriate, deriving another survey solution based on the results, e.g. the Kienbaum Future Skills Assessment. Conception and planning of the study are planned for early 2019.

d Publications of Kienbaum Institute @ ISM

(1) Kienbaum and StepStone Leadership Survey: "The Art of Leadership in the Digital Revolution" [orig.: Die Kunst des Führens in der Digitalen Revolution] (Cooperation with Kienbaum Consultants International GmbH and StepStone)

The aim of the first part of the study was to provide information on the dissemination and perception of different leadership styles and their interaction with performance indicators from the point of view of specialists and executives. 13,500 specialists and executives were surveyed for this purpose. The key findings were that the perception of others and the self-awareness of management behavior differed between specialists and executives. Professionals experience predominantly directive and negative executives while executives describe themselves as transformational and strategic. Furthermore, it was shown how the interaction of different leadership styles influences organizational performance indicators. Here are the positive effects of transformational, strategic and ethical leadership to emphasize.

(2) Kienbaum and StepStone Leadership Survey: "The Art of Working in the Digital Revolution" (Cooperation with Kienbaum Consultants International GmbH and StepStone)

The aim of the second part of the study was to provide information on the dissemination and perception of Work 4.0 and Organization 4.0 as well as their interaction with performance indicators from the point of view of specialists and executives. 13,500 specialists and executives were surveyed for this purpose. Among the key findings was that flat hierarchies, an innovative strategy, and flexibility have had a positive effect on business performance and individual performance indicators such as the work engagement, the innovation performance and the commitment.

(3) Graduate Study 2018

The third part of the graduate study showed that the values and career motivation of Generation Y are largely stable. Further findings prove the lack of homogeneity of the Generation Y concept. Generation Y can be described as a heterogeneous concept based on four different types along the axes mindset and career motivation: experience-oriented, career-oriented, orientation-seeking, ambitious. This finding was consistent across the 2015, 2016 and 2017 samples.

(4) When do those high on trait self-control suffer from strain? The interplay of trait self-control and multiple stressors (Externbrink, Diestel, & Krings, 2018, Journal of Personnel Psychology)

The study interviewed 163 extra-occupational students and 135 part-time respectively full-time or non-employed students as to how self-regulatory ability impacts on mental stress among academic and work-related self-regulatory requirements. A threefold interaction has been found that shows that only one of the two self-control requirements is self-monitoring capability as a protective resource against psychological distress. If both self-control requirements were high, viz. with both high academic and professional requirements, the relationship was similar for low and high self-control requirements. This means that the high self-control ability no longer offered protection against mental stress.

References

Externbrink, K.; Diestel, S.; Krings, M. (in press): When do those high on trait self-control suffer from strain? The interplay of trait selfcontrol and multiple stressors. In: Journal of Personnel Psychology (2019), No. 1, pp. 23-33.

Maydych, V.; Claus, M.; Dychus, N.; Ebel, M.; Damaschke, J.; Diestel, S.; Wolf, O.; Kleinsorge, T.; Watzl, C. (2017): Impact of chronic and acute academic stress on lymphocyte subsets and monocyte function. In: PLoS ONE 12. (2017), No. 11. doi: 10.1371/journal.pone.0188108

Institute for Real Estate & Location Research REL@ISM

Institute Directors:

Prof. Dr. Ingo Böckenholt (Managing Director)	e-mail phone	ingo.boeckenholt@ism.de +49 231 975139 48
Prof. Dr. Werner Pauen (Academic Director)	e-mail phone	werner.pauen@ism.de +49 89 2000350 80
Prof. Dr. Dieter Schlesinger (Academic Director)	e-mail phone	dieter.schlesinger@ism.de +49 89 2000350 86

Contact:

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

a Description of the Institute

The institute REL@ISM is the organizational base of the ISM professors with a focus on real estate economics and location research as well as economics, trade, and distribution, tourism and destinations, financing and assets for their research work or cooperation with practitioners. The establishment of the institute was confirmed in April 2016 by a Senate resolution as an integrated institute. The concept of the institute can be seen in Figure 1.

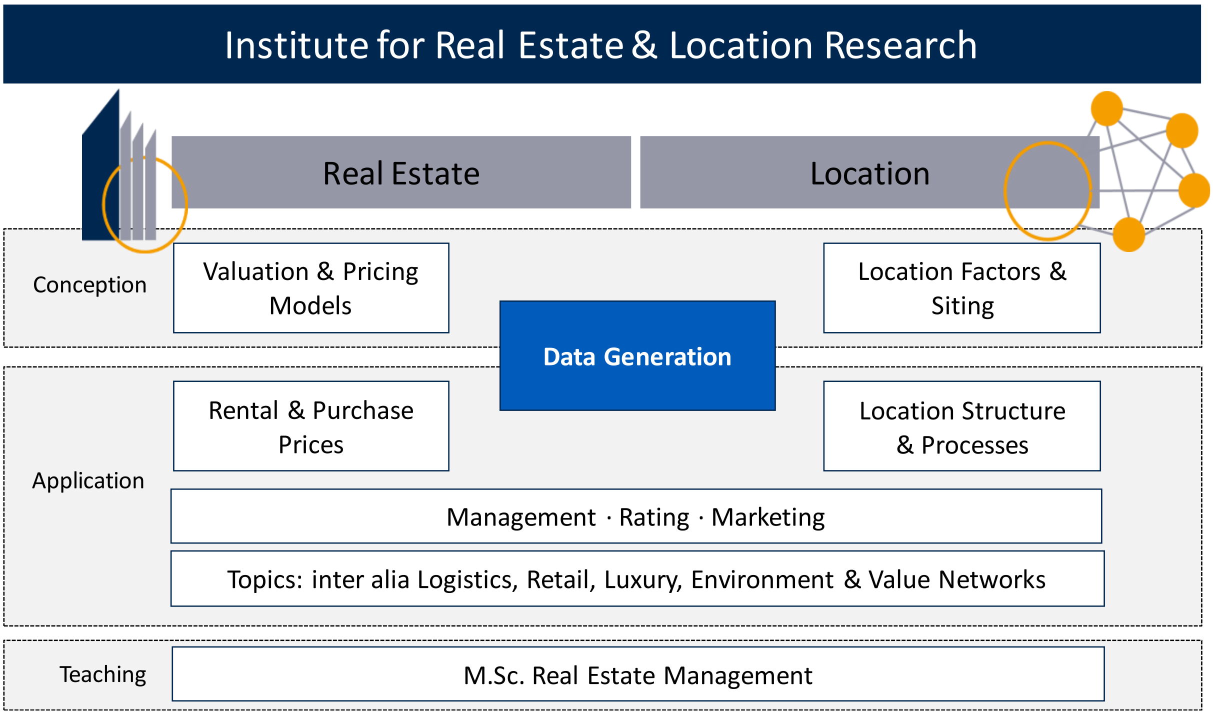


Figure 1: *REL@ISM*
Source: *own illustration after Schlesinger/Pauen 2016*

The institute deals with

- **conceptual issues** (basic research), such as real estate and price models (including evaluation methods of the drivers of price development) as well as the systematization of location factors or the sequence of site selection and
- **Application-related research** that is put into practice. This includes inter alia the development of qualified rental rates for cities and towns or the impact of locations on businesses and companies on locations. In addition, the institute deals with the valuation of specific real estate markets, the development of locations and the creation of marketing concepts.
- It also serves to collect process and provide specific market and location data.

Location of the institute is the campus Munich with direct integration into the M. Sc. Real Estate Management to ensure knowledge transfer of research and teaching. Contributing to this is the membership in the Society of Property Researchers, Germany.

The institute is managed by Prof. Dr. Werner Pauen, director of the study program M. Sc. Real Estate Management and the dean of the ISM, Prof. Dr. Dieter M. Schlesinger, MBR.
Prof. Pauen, as a publicly appointed and sworn expert for the valuation of developed and undeveloped real estate, is in charge of the Real Estate sub-sector, while Prof. Schlesinger is responsible for the sub-region Destinations with his expertise in selecting and valuing sites. The team is complemented by the colleagues Prof. Dr. M. Levasier (Real Estate Management & Financing), Prof. Dr. S. Friedrich (Regional Development) and Prof. Dr. M. Simon (Location Marketing).

b Subject Areas

The **Institute for Real Estate & Location Research** deals with the interdependent research areas "**Real Estate & Locations**", which are closely linked in operational practice. The **real estate research** offers good opportunities to support **practical** projects; the **location research** for the acquisition of **research** projects. Significant developments in real estate markets can only be understood by including the value drivers and factors of locations (destinations, markets).

Therefore, the institute does not limit itself to singular considerations but links the areas of real estate and locations both organizationally and in terms of research orientation.

The **real estate industry** is one of the most important economic sectors in Germany. The GDP contribution ranks third behind the manufacturing sector and ahead of the automotive industry. It has around 3.5 million employees (around 9% of the working population), and the real estate assets amount to approx. 9 trillion euros.

Despite this great importance, there are research gaps in terms of market and forecast data, such as for commercial and housing rents, regional land prices or factors influencing price formation (hedonic price models). This results in potentials for the evaluation and application of real estate data, such as in the creation of qualified rental price levels or the determination of indicators for commercial real estate prices (logistics, retail, offices, hotels, etc.).

Location research is the basis of consecutive decisions in the company and is thus of considerable importance for the management. Due to the interconnectedness of the value-added processes, the importance of knowledge about spatial processes and structures increases (every value creation process is also "located"). Research gaps exist e.g. regarding the importance of "hard" and "soft" location factors for commercial enterprises, industrial companies or tourism businesses (top gastronomy, luxury hotels), analysis and control of global value chains, effects of companies on locations (e.g. savings banks), (digital) location marketing, generation of Location data and application-specific market and site analyses for special properties (hotels, tourism, health, ...).

c Research & Projects

Based on a broad project experience of the institute directors, since its founding in April 2016, the institute has initiated several projects in the areas of teaching, applied research and knowledge transfer.

As a start-up project, a textbook on the subject of 'Tourism Geography' [orig.: Tourismusgeographie] under the authorship of Schlesinger et al. with the publisher De Gruyter Oldenbourg was initiated and implemented, which focuses on the methods and concept of site research. The publication is scheduled for early 2019.

A research project initiated in 2018 deals with the quantitative success factors of real estate and land prices. Empirical data for selected major cities in North Rhine-Westphalia were evaluated over the period 2010-2017. A regression analysis suggests an indirect proportionality of the property value records to those of the land values. The overall model also considers other value-determining factors such as population development or construction activity for a consistently high correlation. The model should help to approximate a forecast of purchase prices on the basis of available land prices.

The empirical research for the project has been completed and the publication is due to be submitted to the Zeitschrift für Immobilienökonomie (ZiÖ) by the end of 2018.

Already submitted to the publisher (Bundesanzeigerverlag) is a paper on the “Project Development of Hotels” [orig.: Projektentwicklung von Hotels]. The authors (Pauen/Piller) described in detail the different stages for the development of the special property ‘hotels’ on the basis of current data. Among other things, a research paper (Pauen/Hurler) on the construction costs of hotel properties of various standards was used as a basis.

Other publications launched in the year under review include the application of the diamond model for the development of a former barrack in the area of site development and an analysis of the standard valuation methods for special properties based on an expert survey in the field of real estate valuation.

Another project in 2018 focused on the transfer of knowledge from and into business practice. Thus, two conference formats were initiated and carried out in 2018. On the one hand, the first HypZert University Day took place on 12th April 2018, in the premises of the ISM Munich. The topic of real estate valuation was discussed by numerous experts from the perspective of the banks, participants were among others Frank Hammer, executive director M-Wert; Franz Muschler, head of department Deutsche Pfandbriefbank; Monika Preithner, executive director LB Immowert and Frank Halling, head of consulting UniCredit Bank. About 35 real estate students (ISM students and external students) were given a deeper insight into real estate valuation from the point of view of the financial sector. A follow-up event focusing on “Real Estate Financing, Valuation and Research from the Point of View of the German Banks” [orig.: Immobilienfinazierung, -bewertung und -forschung aus Sicht der deutschen Banken] is already planned for May 2019. On the other hand, another conference format was created in 2018 in cooperation with Ernst & Young. The first ISM & EY real estate forum concerning the topic "Quo Vadis? Future development of real estate markets" [orig.: Quo Vadis? Zukünftige Entwicklung der Immobilienmärkte] took place on 5th June 2018, in the premises of Ernst & Young's Munich branch. Under the direction of Prof. Pauen and Florian Schwalm, Partner at Ernst & Young, industry experts, such as Hans Christian Zilly, Waterway Investments GmbH; Hartmut Fründ, member of the board of trustees of the ISM and founder of EY Real Estate GmbH; Dr. J. Büllesbach, executive director of Bayerische Hausbau; Dr. K. Lehner, executive director of GBW GmbH and Dr. M. Mattar, city councillor in Munich, discussed in the context of keynote speeches and panel discussions the future of the industry The focus here was on general property market developments in Germany with a view to supply and demand as well as the discrepancy between prices and values, the trends in the real estate investment market and housing market developments in Germany and especially Munich. The event included about 150 participants, consisting of numerous real estate executives, ISM master students, and ISM alumni.

As part of a student project, empirical research on the possibilities of subsequent use of barracks areas, which were also carried out in the year under review, was initiated in 2016/2017.

The cooperation with companies in the real estate industry was also expanded in 2018. For the Thelen Group, project developer based in Essen, an offer for a project with the topic "Influence of Equipment in Connection with Structural Digitization Measures on the Housing Rent" [orig.: Einfluss von Ausstattungen im Zusammenhang mit baulichen Digitalisierungsmaßnahmen auf die Wohnungsmiete] is currently being prepared. Further offers are planned concerning, among other things, the assumption of pre-valuations in the context of due diligence for the Fundamenta Group.

The model-theoretical starting point of the research projects in the area of location development at the REL@ISM is the model "7-Forces of Regional Development" (working title) [orig.: 7-Kräfte der Regionalentwicklung], which is based on the model of the 5-Forces and the diamond model of Porter and adapted for regional development.

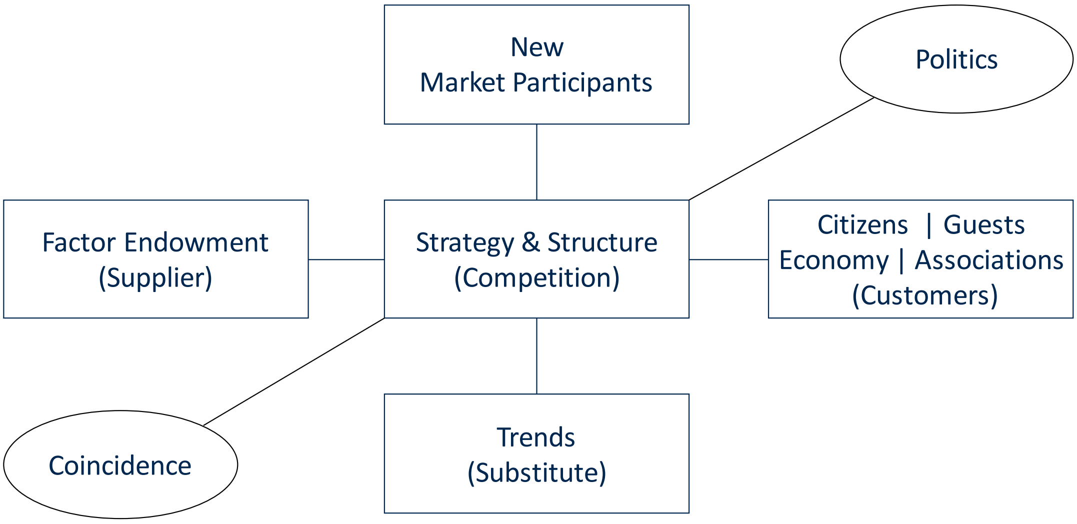


Figure 2: 7-forces of regional development (work status 2016)
Source: own illustration after Schlesinger 2016

The model structures the driving forces of regional development, which is to be collected and evaluated in individual analyses.

At the center of the model is the competition for the scarce resources of a region, coupled with different goals of the actors involved. The expression of this competition is a codified or uncoded development strategy or structure that needs to be developed.

The **factor endowment** describes the existing resources in a region, which on the one hand represent the possibilities, but on the other hand, also limit regional development. An international airport, for example, offers advantages in terms of accessibility and as a job engine, but it can also lead to considerable potential for conflict with the (surrounding) residents, especially in the case of expansion considerations.

In the field **new market participants** developments in competitive destinations are understood, for instance, that can have a positive or negative impact on the region under consideration. For example, an Upper Bavarian tourism community is not only in competition with the neighboring municipality but also with offers from distant destinations. However, crises in these areas can then again have a promoting effect (cocooning) on the region considered.

Trends reflect developments in the global as well as the regional environment. Here, the so-called megatrends, as well as regional or industry-specific trends, are to be recorded and their effects on a region analyzed.

Another driving force is the perception of the considered region from the point of view of the **involved actors** (especially citizens, guests – non-guests as well – the economy, associations, and clubs as well as political actors) and the gathering of goals, wishes and ideas. Using the methods of empirical social research, these aspects can be comprehensively recorded and incorporated into the development.

In addition, the influence of **politics**, above all political decisions on a non-regional level, constitute an important framework for development. Examples include subsidies or requirements from regional planning.

To also consider unexpected effects in the model, the **coincidence** was also included. This includes, for example, a successful television series that represents a region positively and triggers development effects.

d Outlook

For the year 2019, further research projects and publications are already being planned. The main focus is on the research of property-specific location, price and value factors as well as on the expansion of cooperation with the practice. Here are for now to call:

- Follow-up research project "Real Estate and Land Values" [orig.: Immobilien- und Bodenwerte]
- Research project "Influence of Structural Digitization Measures on the Housing Rent" [orig.: Einfluss baulicher Digitalisierungsmaßnahmen auf die Wohnungsmiete]
- Planned conferences:
    - PropTec – Digitization in the Real Estate Industry: SmartCity - Campus Day at the ISM
    - EY/ISM Conference
    - HypZert – Conference at the ISM (It is planned to schedule a research topic and to publish paper/s)

The aim for 2019 is to continue and develop the listed projects as well as the presented model and to develop further fields of research. In addition, teaching and research should be more closely interlinked by awarding more theses from the field of research and offering further project seminars.

Entrepreneurship Institute @ ISM

Institute Directors:

Prof. Dr. Ingo Böckenholt (Managing Director)	e-mail phone	ingo.boeckenholt@ism.de +49 231 975139 48
Prof. Dr. Horst Kutsch (Academic Director)	e-mail phone	horst.kutsch@ism.de +49 221 270995 87
Prof. Dr. Ulrich Lichtenthaler (Academic Director)	e-mail phone	ulrich.lichtenthaler@ism.de +49 221 270995 89

Contact:

Anja König M.A. (Research Associate)	e-mail phone	anja.koenig@ism.de +49 221 270995 71

a Description of the Institute

Short Description of the Alignment

The Entrepreneurship Institute EPR @ ISM bundles know-how, research results and current developments and trends in the field of entrepreneurship in a competence center. Scientific knowledge is transferred from research projects to science and business practice. Current research topics flow into teaching, especially in M.A. Entrepreneurship at the ISM. Location of the institute is the ISM Campus Cologne at Mediapark 5c. This location ensures a good connection to the start-ups established in the Mediapark and the orientation of start-up events and company training in a central location.

The areas of research, education and consulting are the three central pillars of the institute (see Figure 1). The research encompasses both in-house research projects and thought leadership as well as cooperation projects and contract research. In Entrepreneurship Education, a distinction can be made between ISM courses, in particular as part of the master's program M.A. Entrepreneurship, and corporate trainings. The third area, consulting, is aimed at students interested in start-ups as well as founders and established companies.

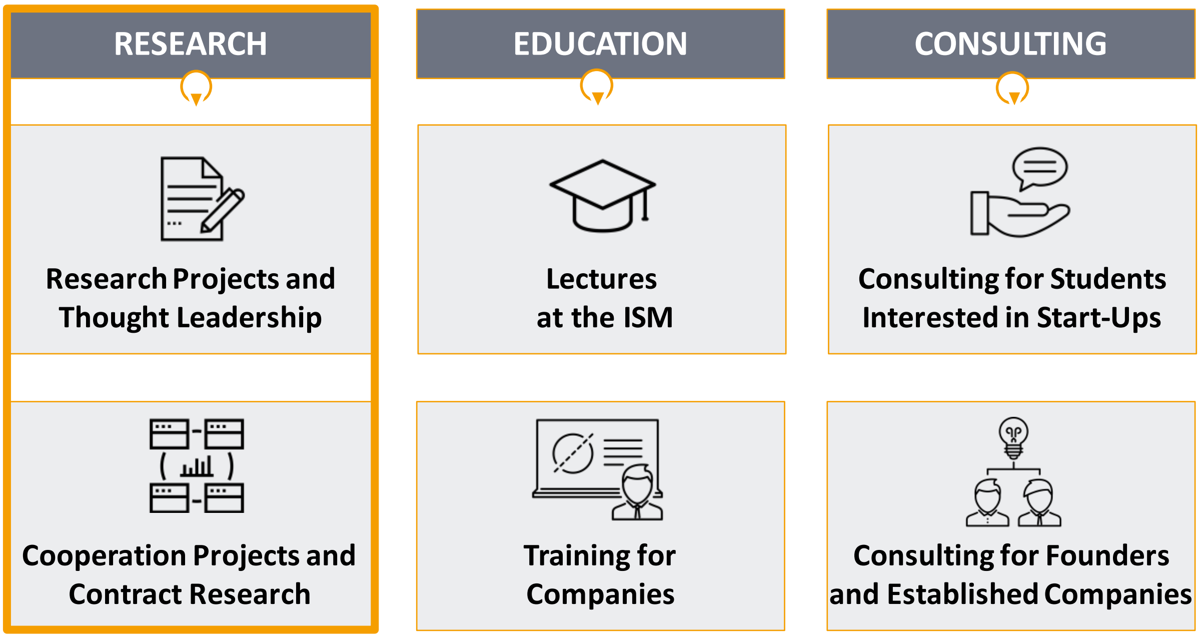


Figure 1: *Overview of the activities of the institute*
Source: *own illustration*

This report focuses on the research activities of the institute. In particular, the following five research areas are addressed:

- Lean-Start-up / Agility: Concentration on success factors of the founding with little capital, optimizing customer value with minimum viable products, and using Business Model Canvas.

- Digital Entrepreneurship: The impact of digitization on corporate success, digital strategies and business models, as well as the relevance of artificial intelligence for future competitive advantages, are in focus.

- Corporate Entrepreneurship: In particular concentration on the creation of new business fields in existing companies, the permanent strategic renewal as well as the management of changed framework conditions.

- Entrepreneurial Finance: The focus is on the importance of funding for start-ups, start-up financing through blockchain / ICO and the combination of various forms of financing.

- Family Firms: The influence of governance, structure, and values, generational conflicts and differences between old and young companies as well as sustainable value creation are the components of this field.

Institute Staff

The team of the Entrepreneurship Insititute @ ISM consists of the institute management, represented by Prof. Dr. Ulrich Lichtenthaler and Prof. Dr. Horst Kutsch, as well as the research associate Anja Carina König.

Prof. Dr. Lichtenthaler is Professor of Management and Entrepreneurship at the ISM International School of Management in Cologne. He is also a speaker, executive coach, and freelance consultant, providing training on digital transformation, artificial intelligence, innovation and new business models. He did his doctorate at the WHU - Otto Beisheim School of Management and also taught at the University of Mannheim. Prior to joining ISM, he spent several years as a top management consultant.

Prof. Dr. Kutsch is Professor of Entrepreneurship and Statistics at the ISM Cologne and program director of the M.A. Entrepreneurship. He has also been a consultant for Entrepreneurship, Statistical Methods, and Data Analysis for many years. As a member of the business research group Innovative Technologies at the University of Cologne, he earned his doctorate in the subject of representativeness in online market research. He then spent several years as a scientific project manager at the University Koblenz-Landau, where he was, among other things, the founding partner and CEO of Scienovation, a consulting company for business start-ups from and in science that originated from a research project.

Ms. König is an ISM alumna and completed her master's degree in business psychology at the Hamburg campus and at the University of California, Irvine. She gained her first professional experience in the field of business consulting as well as training as a bank clerk as part of her dual bachelor degree in Hameln and London.

b Research

In the context of the above-mentioned area of research, the Entrepreneurship Institute carries out various projects. The institute conducts a research project in cooperation with the Institute for Business Innovation & Evolution of the ISM Stuttgart with the study **Business Transformation Readiness Monitor**, in which all employees of the institute, i.e. Prof. Kutsch, Prof. Lichtenthaler and Mrs. König, are involved. The study is dedicated to the current challenges of transformation, corporate entrepreneurship, artificial intelligence as well as blockchain and generates the latest research findings in this field. For this purpose, a standardized online questionnaire collects quantitative data, which are then analyzed in a variety of ways. In addition to scientific findings and academic publications, a best practice summary of the results will be made available to all participants and result workshops will be conducted.

Another research project of the institute deals with the comparison of support, consulting and promotion offers for start-ups on the one hand and the support needs of start-ups and founders on the other. The research design follows a multilevel mixed method approach. Based on a literature review, a qualitative study was first conducted on the basis of guideline-based interviews with founders and providers of start-up consulting and support. The results of the study were submitted and adopted in the form of three peer-reviewed full-paper submissions at the 22nd Interdisciplinary Annual Conference on Entrepreneurship, Innovation and SMEs (G-Forum 2018). Prof. Kutsch presented the results of the study at the conference on 11. and 12.10.2018 in Stuttgart in two scientific lectures and as part of a poster session. Based on the results of the qualitative study, a large-scale quantitative survey on the empirical testing of observed phenomena and verification of the qualitatively derived hypotheses is in preparation.

Furthermore, the consortium project **Local Loyalty Cologne** is to be mentioned, which is carried out in cooperation with the Cologne Institute for Trade Research and the Chamber of Commerce and Industry in Cologne. All employees of the institute, that is Prof. Kutsch, Prof. Lichtenthaler and Mrs. König, are involved. The project is funded by the Ministry of Economics, Innovation, Digitisation, and Energy of the State of North Rhine-Westphalia, the Ministry of Homeland, Municipalities, Construction and Equality and the Ministry of Environment, Agriculture, Nature, and Consumer Protection. In times of e-commerce and internet pure players, the stationary retail business is experiencing a general decline in sales, which consequently has a significant impact on the vitality of the inner cities. The purchasing power threatened by online and mail-order, border-border trading and other locations are to be maintained in the city. For this purpose, effective approaches should be developed within the project Local Loyalty Cologne. Using the example of selected neighborhoods in Cologne, it is important to develop business models that contribute to maintaining or increasing the area productivity of the trade. Specifically, the number of visitors, the conversion rate in purchases and the sales per purchase are to be improved by means of up-to-date cross and omnichannel business models as well as local loyalty programs.

Another project deals with **digital transformation and new business models**. The digital transformation is leading to a struggle for survival for many large and medium-sized companies. Nevertheless, or perhaps because of this, many companies are focusing on increasing their efficiency through new digital technologies. In a research project, Prof. Lichtenthaler examines how companies can not only gear their digitization to efficiency and optimization but also systematically achieve innovation and growth. In fact, most large companies have launched digital transformation initiatives. But are these initiatives really worthwhile? Especially when the focus is on new business models and not on pure efficiency, a short-term answer is difficult. The combination of different findings, however, makes it clear that digital transformation pays off - provided that not only the implementation but also the communication is strengthened within the own company and towards external stakeholders.

Furthermore, a project is dedicated to the topic of **artificial intelligence and future competitive advantages**. The second wave of digitization is currently underway, in which many companies want to use the latest artificial intelligence applications and at the same time want to eliminate typical errors from the beginning of their digital transformation. In a research project, Prof. Lichtenthaler examines how companies can not only replace human work with the increasing use of artificial intelligence but also develop completely new solutions in order to be able to exploit growth opportunities through the combination of human and artificial intelligence. Numerous findings suggest that future competitive advantages of companies will strongly affect the interface of human and artificial intelligence, whereas a mere focus on the replacement of human labor by artificial intelligence will only temporarily lead to competitive advantages. Therefore, typical strategic errors in the use of artificial intelligence are identified, along with recommendations for action and how to avoid them.

In addition, research is conducted on **innovation rankings and top innovators**. In many countries, there are rankings of the most innovative companies, and annually rankings of the most innovative companies are published worldwide. However, there are clear differences in the results of these rankings, which are often published by magazines, newspapers or even business consultancies. Prof.

Lichtenthaler, therefore, develops a meta-ranking of the most innovative companies worldwide on the theoretical basis of the 'Innovation-Based View' in a research project. The meta-ranking integrates the results of leading innovation rankings and highlights the relevance of different types of innovation, e.g. product innovation, process innovation, service innovation, and business model innovation. In addition, the meta-ranking allows an assessment of which companies from different sectors are actually considered by public perception to be top innovators.

In addition to these ongoing projects, further projects are currently in preparation.

c Education & Consulting

As part of the doctoral project of Mrs. Thi Phuong Anh Tran at the University of Koblenz-Landau, Prof. Kutsch has taken on the second supervision of her dissertation on "Social Entrepreneurial Intention: An Empirical Study in Vietnam". The scientific debate took place on 13.07.2018. Furthermore, numerous ISM theses (Bachelor and Master) in Entrepreneurship are regularly supervised by the Institute's staff as first or second reviewers. In addition, Prof. Lichtenthaler and his students, in particular from the M.A. Entrepreneurship, made excursions in 2018 to the Digital Future Congress in Essen and to the XR Lab of the Digital Hub Cologne.

Start-up Consulting and EXIST Start-up Network

The Entrepreneurship Institute EPR @ ISM as the central point of contact for start-ups, founders and start-up interested parties at ISM was included in the list of EXIST start-up networks by the Federal Ministry for Economic Affairs and Energy (BMWi) this year. As an EXIST partner, ISM is now able to apply for EXIST start-up grants, run EXIST funding projects, consult and support start-up teams in their founding via the EPR @ ISM and accompany them during the start-up process. Students and researchers interested in start-ups will find consultancy and support here. The consultancy service of the Institute for founders will be continuously developed and successively expanded through future cooperation with external partners.

Networks and Cooperations

In addition to the cooperations and partnerships already mentioned, the institute is involved in a broad network of different cooperation partners, companies, organizations and institutions, which is being continuously expanded. Here is, for example, the university founding networks Cologne e.V. (hgnc), the Chamber of Industry and Commerce Cologne or the Entrepreneurs Club Cologne (ECC) to call. Together with the hgnc e.V., the focus is on the support of start-up interested parties in the context of seminars and workshops as well as individual consultations and coaching. The ECC is a student initiative that supports start-up interested and founders and provides an interface between start-ups and studies. As part of various projects, the EPR @ISM works together with the Institute for Trade Research Cologne, the Chamber of Industry and Commerce and the Institute for Business Innovation & Evolution of ISM Stuttgart. Further cooperations, among others with a start-up consulting company, which supports interested parties through an online tool, are in preparation.

d Meetings, Events, and Further Activities

In addition, the Entrepreneurship Institute actively promotes knowledge transfer and lively exchange between science and practice through regular events and other activities. In this context, the following events and activities of the institute can be mentioned, among others:

ISM Startup Competition

The competition was initiated by the Entrepreneurship Institute @ ISM and aims to discover new innovative start-up ideas, to reward successful founders, to consolidate the founding culture at the ISM and to promote the Entrepreneurial Spirit at the ISM. Students are given the opportunity to submit their ideas and business plans, and to face an ISM-internal competition. Beyond possible endowments, participants will be offered further incentives. The competition prize is to be established in the long term as an award and 'seal of quality' and thus give the award winners a reputation and attract attention and interest among potential investors and cooperation partners.

Entrepreneurship Summit

The event is intended to provide start-up personalities and those who want to become one of them with impulses for the successful establishment of their own start-up. In addition to ISM students and members, the target group includes students and members of other universities as well as other interested parties from science and practice. The Summit took place on 20.11.2018 and will be continued annually. Dr. h.c. Carsten Maschmeyer, Managing Director of the Maschmeyer Group and well-known in the hit series "Die Höhle der Löwen" (German version of the TV show "Dragon's Den"), Daniel Tykesson, CEO & CFO, Kumpan electric (e-bility GmbH) and Oliver Bludau, Serial Entrepreneur & CEO Innovators Institute, were selected as speakers this year.

ECC Founders' Eve

Once a month Entrepreneurs Club Cologne e.V. organizes a start-up evening, bringing together people who are interested in founding and start-ups, entrepreneurs and those who want to become one. The aim of the event is to show many young people the career option start-up and what possibilities this path offers. At the Founders' Eve, two successful founders and entrepreneurs talk about their experiences, their career, their current projects and give one or two tips in the form of keynote speeches. In co-operation with the ECC, a Founder's Eve was held in September 2018 at the ISM Cologne, where the two ISM alumni Torben Antretter, co-founder of Geld-for-Flug, and Friedrich Kalthoff, co-founder of Kraftling, participated as keynote speaker. After these keynotes, a Speakers Corner provided space for an idea pitch of the participants and event announcements from the start-up scene. Until late in the evening, approximately 80 guests exchanged their experiences and established contacts.

The EPR@ISM regularly conducts such and similar events in which founders report on their experiences for example on 23.04.18 with mymuesli at the ISM Campus Cologne or actively participates in organizing such events, such as the Campus StartUp-Day 2018 on 08.06.2018 at the University of Cologne.

e Scientific and Practical Contributions, Conference Participations and Lectures

In a lively exchange between science and practice, research results are continuously and sustainably transferred to teaching and counseling as well as to the public via publications and events. Current start-up trends are identified, research-led processed and existing cooperation with the practice strengthened. The institute thus provides an important basis for the creation of independent publications. The results and achievements of the ISM on the subject of start-ups are made visible and the institute offers the ISM staff a platform for their research work in the field of entrepreneurship. In particular, the following scientific and practical contributions were published and the following lectures at conferences and congresses were given.

Scientific Contributions:

Lichtenthaler, U. (2018): Substitute or synthesis? The interplay between human and artificial intelligence. In: Research-Technology Management, 61. (2018), No. 5, pp. 12-14.

Lichtenthaler, U. (2018): Business Model Innovation Towards Services: Insights From Dubai's Economic Development. In: Journal of Creativity and Business Innovation, 4. (2018), No. 1, pp. 28-41.

Practical Contributions:

Lichtenthaler, U. (2018): Digital Transformation and Artificial Intelligence: New Opportunities for Marketing [orig.: Digitale Transformation und Künstliche Intelligenz: Neue Chancen für das Marketing]. In: absatzwirtschaft online.

Lichtenthaler, U. (2018): Wer nicht über die eigene Transformation spricht, verliert. In: XING Klartext.

Conference Lectures:

Kutsch, H. (2018): Start-up-Finanzierung durch Banken – Ergebnisse einer qualitativen Studie zur Vergabe von Bankkrediten an Start-ups und junge Unternehmen. G-Forum, Stuttgart, 10.-12.10.2018.

Kutsch, H. (2018): Öffentliche Fördermittel als Instrument der Gründungsfinanzierung – Ergebnisse einer empirischen Studie zur Bewertung des öffentlichen Fördermittelangebots in Deutschland aus Sicht der Gründer. G-Forum, Stuttgart, 10.-12.10.2018.

Kutsch, H. (2018): Wahrnehmung, Rezeption und Bewertung des öffentlichen Gründungsberatungsangebots durch die Gründer – eine qualitative empirische Analyse. G-Forum, Stuttgart, 10.-12.10.2018.

Lichtenthaler, U. (2018): Mehr als Effizienzsteigerung: Digitalisierung für Innovation und Wachstum. Campus Symposium, Iserlohn, 06.09.2018.

Lichtenthaler, U. (2018): Künstliche Intelligenz: Wie Sie fünf strategische Fehler vermeiden. Digital Future Congress, Essen, 08.11.2018.

Lichtenthaler, U. (2018): Zwischen neuen Chancen und möglichen Barrieren bei der Umsetzung von Kooperationen und M&A. Handelsblatt Konferenz Rethinking Automotive, Stuttgart, 30.11.2018.

f Outlook

As shown above, further research projects and publications are already being implemented, prepared or planned for the year 2019. For example, another project in the area of promoting the innovative thinking of students is already being planned. In addition, further research projects are in discussion. The goal for 2019 is to continue or rather develop the listed projects as well as the presented model and to exploit further fields of research. Furthermore, teaching and research should be more closely interlinked by awarding theses from the field of research as well as offering more project seminars.

Institute for Business Innovation & Evolution @ ISM

Institute Directors:

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

a Description of the Institute

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

In addition, the institute experts use these findings to derive company-specific solutions for successful **business evolution**.

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

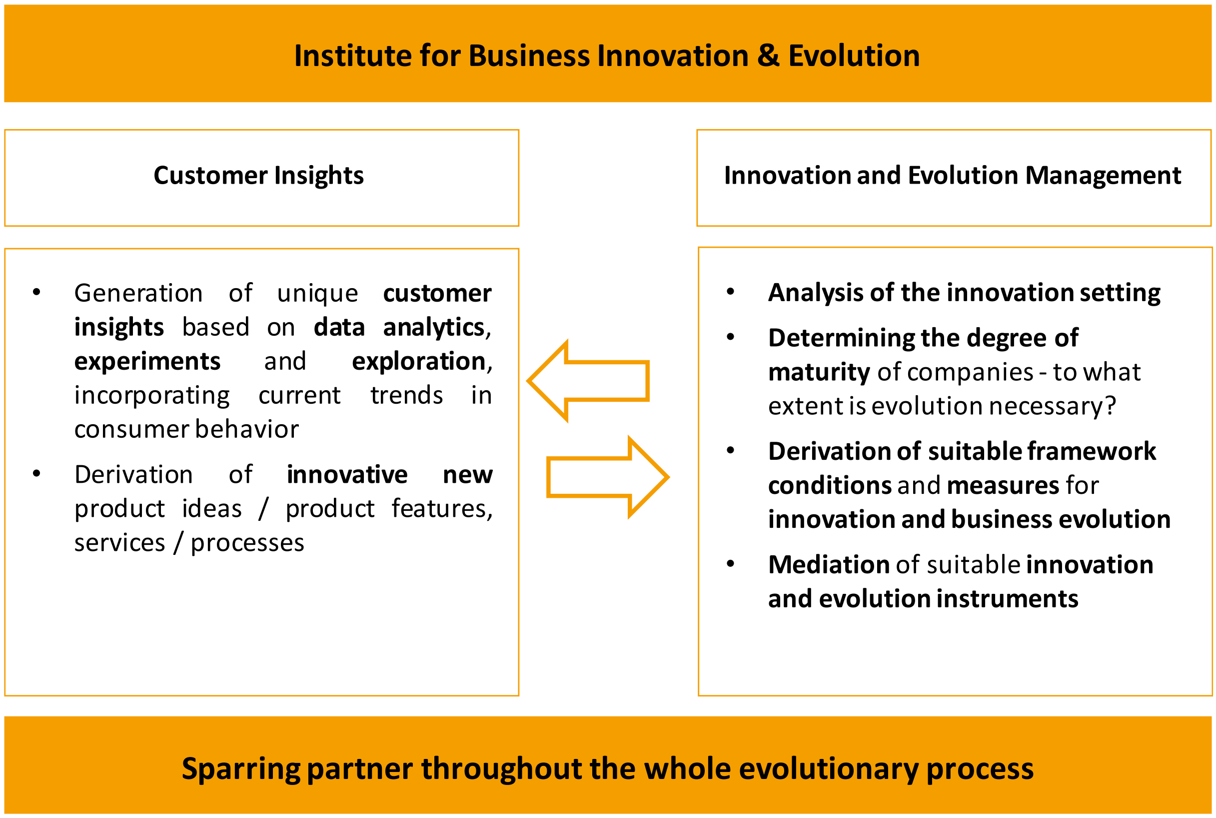


Figure 1: Institute for Business Innovation & Evolution @ ISM
Source: own illustration

The institute deals with:

- the generation of unique consumer insights to derive innovative new product ideas;
- the application-oriented research of innovation and evolution management of companies;
- it also serves to collect, process and provide specific success factors for innovation and evolution management.

Location of the institute is the Campus Stuttgart with the integration into the local teaching and research landscape to ensure knowledge transfer for research and teaching.

The institute is headed by Prof. Dr. Cornelia Hattula, campus director of ISM Stuttgart, as well as Dr. Anna Quitt, professor for international management at Campus Stuttgart. Both colleagues have strong research interests in innovation management, transformation, and change topics. The team is complemented by the colleagues Prof. Dr. Johannes Moskaliuk (organizational and learning psychology), Prof. Dr. Dirk Steffens (human resources and business organization) and Prof. Dr. André Reichel (post-growth research).

b Range of Services

Contract Research, Workshops, Events, Studies

Customer Insights

- Uncovering customer needs while incorporating current trends
- Derivation of suitable new product ideas
- Evaluation of the acceptance of prototypes
- …

Framework for Innovation & Evolution

- Analysis of the innovation setting of companies
- Determination of the degree of maturity
- Creating suitable framework conditions for innovation & evolution
- …

Instruments in Innovation & Evolution Process

- Business Model Canvas
- Design Thinking
- Rapid Prototyping
- Minimum Viable Product
- Scrum
- Paradigm Analysis
- …

Figure 2: Services offered by the institute
Source: own illustration

c Status Quo

2018 initially focused on the announcement of the institute. For this purpose, on the one hand, the series of events called "Breakfast-Talks" was launched, which shall lead university and business practice into a stronger dialogue, using thematic keynote speeches suitable for the institute.

On the other hand, with the study "Business R-Evolution Radar" a first research project was launched. This is done in cooperation with the Entrepreneurship Institute @ ISM. The data acquisition phase is still ongoing.

d Outlook

The goal for 2018 is to acquire and carry out the first research and consulting projects after the founding of the institute. In addition, teaching and research should be dovetailed accordingly by awarding theses from the field of research as well as by offering project seminars.

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

Demographic change is a challenge not only for politics, economy, and businesses but also for social institutions that need to reorient themselves. The project DeWaK faces the challenge and explores the question of how social institutions can be organized and financed in the future. The aim of the project team, which consists of scientists and two model municipalities, is to develop new organizational and financing models for municipality-based social institutions. The project is funded by the Federal Ministry of Education and Research (BMBF) within the framework of the funding measure "Municipalities Innovative" [orig.: Kommunen Innovativ]. As part of the project, two concrete project ideas for social institutions in the city of Herten and in the Ennepe-Ruhr district, more specifically in the city of Wetter (Ruhr), are being developed and applied. The two-year research project is being carried out under the direction of the Chair and Institute for Urban Development and Design of the RWTH Aachen University together with the ISM Dortmund and the RWI - Leibniz Institute for Economic Research from Essen as well as the practice partners.

The two model municipalities, Herten, and Wetter (Ruhr), are facing similar challenges such as population decline and its consequences for local actors. Social facilities and their services for seniors, families, children, and adolescents are becoming increasingly important for local people. At the same time, social providers need to adapt or expand their services and re-position themselves financially. With the integrated city development concept for the city center, the city of Herten aims to create and support a point of contact for people in difficult life situations in the southern city center. In 2016, the Ennepe-Ruhr district initiated the “Community Centre Wetter / Grundschöttel” [orig.: Bürgertreff Wetter / Grundschöttel] in a residential district on the outskirts of the city, with the aim of creating new social offers for the people and making the district more attractive and liveable. Since mid-August 2017, a neighborhood manager has been working here as a contact person for the residents, whereby he is also available for the local social institutions and as an interface to the research project.

Figure 1: *Project meeting in Herten*
Source: *own photograph*

The project is divided into four work phases.

I	**ANALYSIS**
II	**MODEL DEVELOPMENT**
III	**PRACTICE TEST**
IV	**RESULTS TRANSFER**

Figure 2: *Work phases of the Project*
Source: *own illustration*

The analysis phase has been completed, with the financial situation of the municipalities being examined by the RWI. The RWTH researched the settlement structure of the model municipalities with a spatial analysis. The ISM has identified the competencies, preferences, and capacities of the stakeholders with a stakeholder analysis.
In the period from December 2017 to March 2018, the ISM interviewed managers of social institutions as well as local residents on the current challenges, positive developments, needs and proposed solutions in the two model municipalities. The completed surveys and stakeholder analyses show that a new social institution in the city of Herten adds value to both local institutions and businesses as well as to local residents. However, it is important that the new social institution is strategically aligned and sustainable, taking into account the different needs of the actors. In the Ennepe-Ruhr district, especially in Wetter (Ruhr) in the district of Grundschöttel, there is already a community center with the aim of activating the local people through various offers. These are good, according to surveys by the ISM, but should be further expanded. Furthermore, other concepts of spatial use of the community center were to be developed as well as the development of district management promoted.

On April 11, 2018, the International School of Management presented the most important results and findings of the interviews conducted in Herten at an expert workshop in the town hall of the city of Herten. Afterward, the findings were discussed with the participants. The event was moderated by the ISM. Another workshop under the direction of the ISM took place on 29th October 2018, in the city of Wetter (Ruhr), in the Community Centre Wetter / Grundschöttel. The aim of the event was to discuss with heads of social institutions and volunteers about the future of the community center and its financing.

Figure 3: Workshop in Herten
Source: own photograph

The roundtables will be continued in both Herten and Wetter (Ruhr) in order to develop practical solutions together. In the current phase of the project, together with all project partners, viable organizational and financing concepts will be developed to cope with the challenges of demographic change and to make the region or city more livable, attractive and sustainable for all actors.

b Report on the Status of Submitted Grant Applications and Applications in Progress

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

Prof. Dr. Horst Kutsch
Institute Director Entrepreneurship Institute @ ISM
Program Director M.A. Entrepreneurship

Prof. Dr. Ulrich Lichtenthaler
Institute Director Entrepreneurship Institute @ ISM

Ron Jäger
Research Associate

The ISM is an associated partner of the Business Metropole Ruhr GmbH in the call for tenders Regio. NRW Innovation and Transfer. The tender is funded by the European Regional Development Fund (ERDF). The objectives of the proposal are Development of technology and start-up centers, development of innovative strengths, new quality for founders and SMEs through specialization, profiling and supraregional visibility of the Ruhr innovation and transfer landscape. The ISM and the Entrepreneurship Institute@ISM will undertake research and transfer relevant specialization and networking activities as well as support in the identification of key persons in science. The application was submitted by Business Metropole Ruhr GmbH on September 28, 2018, to the Ministry of Economic Affairs, Innovation, Digitization and Energy of the state of North Rhine-Westphalia. The duration of the project is three years.

The ISM and the Entrepreneurship Institute @ ISM are currently preparing an application for the "StartUpLab@FH" funding program, which is funded by the German Federal Ministry of Education and Research (BMBF) with the aim of improving start-up promotion, founding culture, start-up training and support at the universities of applied sciences (UAS). Through this program, members of the UAS family should be able to test their own ideas for founding a company in a creative environment and be professionally supported in the pre-start-up phase by a whole-unit concept. It is planned to submit this application by 15 March 2019.

c 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 to make operations in hostile environments such as fire, collapse and burial, and detection of hazardous materials and floods safer to protect and facilitate the work of numerous emergency personnel?

With advancing technological developments, it is foreseeable that mobile robot systems will take on tasks to make the deployment process more efficient and, above all, safer.

Over the next four years, the Federal Ministry of Education and Research will support the establishment of a new competence center for robotic systems in misanthropic environments with almost twelve million euros. This is supported by the project "Civil Security - Innovation Laboratories / Competence Centres for Robotic Systems in Hostile Environments" [orig.: Zivile Sicherheit – Innovationslabore/Kompetenzzentren für Robotersysteme in menschenfeindlichen Umgebungen] within the scope of the program "Research for Civil Security 2012 to 2017" [orig.: Forschung für die zivile Sicherheit 2012 bis 2017] of the Federal Government and is implemented by the interdisciplinary and well-known network consisting of users, industry, universities and research institutions. More than 30 partners from emergency response, research and industry will be involved in the development of the German Rescue Robotics Centre (A-DRZ) with headquarters in Dortmund by September 2022. Over the next few years, a competence center will be set up on the former industrial site Phönix-West in Dortmund, where mobile robot systems for civil security in a so-called 'living lab' will be researched and developed. On the connected indoor and outdoor test areas, the systems can be tested for their suitability for use in various scenarios.

The starting point for the competence center is the increased complexity of the challenges faced by authorities and organizations with security tasks. Despite good training, sophisticated tactical concepts, and safety equipment, many emergency responders are injured or even killed each year. This is now to be prevented by mobile robot systems to protect the emergency services and to facilitate the daily work. In addition to this initiation and funding phase, the long-term goal is to establish a scientifically oriented competence center, which, together with its partners, promotes innovative developments. In this way, more and more powerful robotics technologies for rescue teams will become available on the market.

Figure 1: Fire brigade Dortmund at Phoenix West
Source: fire brigade Dortmund

The requirements from field practice will characterize the rescue robots to be developed. For this reason, the research network is coordinated by the Fire Brigade and Rescue Technology Institute of the Dortmund fire brigade. The special feature of the project lies in its structure and sustainable orientation. The competence center is to be set up and operated by the association "German Rescue Robotics Center e.V." (DRZ e.V.), which was already founded by the project partners as sponsoring organization and will continue to exist in the long term after a possible further funding phase and be continuously expanded.

In this project, ISM Dortmund has been subcontracted to DRZ e.V. and is responsible for the business model, the marketing and communication concept as well as user surveys. For this purpose, the ISM is also represented in the committee of the DRZ e.V. In the first year of the project, ISM is working with some partners to develop a concept for the establishment and operation of the competence center. For this, target group and demand analyses for the use of robotics systems by the users are created. The development and testing of a communication concept for public relations as well as target group and needs analyses for marketing and public relations are also part of the tasks of ISM Dortmund for the first year of the project.

d Importance and Effect of Blockchain Technology for the Logistics Service Provider Industry in NRW (BLOCKLOG)

Prof. Dr. Otto Jockel
Project Management
Program Director B.A./B.Sc. Betriebswirtschaft

Prof. Dr. Horst Kutsch
Institute Director Entrepreneurship Institute @ ISM
Program Director M.A. Entrepreneurship

North Rhine-Westphalia has been Germany's leading logistics location for many years and, thanks to its location, is also an internationally recognized logistics location. The logistics industry is one of the leading growth sectors in North Rhine-Westphalia. In order to maintain or even expand its economic status quo, the logistics services industry needs to further develop its innovative capacity, especially with regard to its digital capabilities. One approach to the further digital development of logistics and the associated services is the use of process-specific blockchain apps, which can be accessed via an open platform. These apps are designed to enable users to automate and autonomize, in particular, cross-company processes, making them faster, more efficient and safer. Unlike the use of in-house or licensed business software, the user only has to pay a transaction-based fee, which is paid through specially issued tokens (utility tokens). The benefit of the proposed project lies firstly in counteracting the investment backlog with regard to digitization by means of non-proprietary solutions and thus keeping the associated costs variable for the user. Secondly, the platform should be designed so that independent software developers can make their apps available through them. This is to achieve the fastest possible penetration of the market. A similar project approach was recently announced by Chinese e-commerce provider JD.com (China).

Methodology

As these are two novel technological components, it is difficult to predict at this stage how high the acceptance will be to use such an offer. Economic efficiency potentials may not be tapped because of the lack of use acceptance. Against this background, the technology acceptance model (TAM) by Davies is used in this study. The TAM makes it possible to assess whether new technology can be successfully launched on the market. Furthermore, empirically validated statements can be made about the critical factors identified in the concept of the TAM, which both have an influence on the perceived usefulness and the perceived ease of use.

e Report on the Project "Cognitive Biases and Heuristics in the Perception of Job Advertisements" [orig.: Kognitive Verzerrungen und Heuristiken bei der Wahrnehmung von Stellenanzeigen]

Prof. Dr. Ute Rademacher
Project Mentor

Laura Riebel
Student Project Leader

Systematic errors and irrationality in economic decisions have been extensively studied by Kahneman and Tversky (1979, 1981) in their extensive research since the establishment of the prospect theory. The effects of cognitive biases and heuristics were proven in practice-oriented research, especially in the marketing context (Erkel 2007; Hankuk & Aggarwal 2003; Monroe & Adaval 2002). Here, previous research mainly analyzed how heuristics such as anchor heuristics and framing effects affect consumers' willingness to buy. In the field of HR management, the importance of heuristics and cognitive biases has rarely been explored, although the underlying cognitive processes could also impact judgments such as the evaluation of job candidates in recruiting, employee appraisal or job satisfaction. The aim of this research project is, therefore, to empirically investigate the influence of anchor and framing effects in the HR context. Due to the high relevance of companies in the 'war for talents', to draw the attention of young professionals to current vacancies and to their company as an attractive employer by means of suitable job advertisements, the effect of heuristics in the perception of job advertisements was examined.

In an online experiment with 109 participants, two different fictitious job advertisements for a trainee position were presented. The framing was operationalized with the help of the sender of the job advertisement. A randomly selected half of the participants received a job advertisement from the fictitious recruitment agency f.i.e.t.e Consulting, from which the company was not identifiable. The other half of the participants was presented a job advertisement of the company Otto in Hamburg. As an anchor, the alleged average salary for trainees was set by means of a quiz question in the online questionnaire. This was manipulated in such a way that in half of the participants the salary offered in the job advertisement turned out to be above average, in the other half relatively below average. In absolute terms, the salary was the same for all participants, as were the contents and requirements of the occupation listed in the job advertisement. The attractiveness of the job advertisement was raised by three different questions concerning the interest in the application and the job.

Contrary to expectations, the variance analytical analysis did not show any significant effects. Neither the main effects of framing and the set anchor nor the interaction between these two factors was statistically significant. The results indicate that heuristic information processing is not present when evaluating job advertisements. Unlike buyers, job seekers are more involved and motivated to systematically and deeply process complex information so anchor and framing effects do not materialize. For companies and personnel consultants, this means that they can convince in the 'war for talents' more through substantive arguments and advantages of the advertised positions.

The study was carried out in the winter semester 2018/19 as part of the research project of Bachelor students in the 5th semester in the course 'Psychology & Management' at the ISM Hamburg supported by Prof. Ute Rademacher and Laura Riebel as a student team leader.

IV Bachelor/Master Theses

At the ISM locations, a total of 577 final theses were successfully completed in 2018. The following overview shows the distribution to the locations of the ISM.

Table 1: Appraisals of bachelor and master theses

Location	Program	Amount
Dortmund	Bachelor	69
	Master	43
Frankfurt	Bachelor	69
	Master	60
Hamburg	Bachelor	53
	Master	57
Cologne	Bachelor	33
	Master	32
Munich	Bachelor	78
	Master	57
Stuttgart	Bachelor	16
	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	3
	Bachelor of Arts Communications & Marketing	4
	Bachelor of Arts Corporate Finance	2
	Bachelor of Arts Global Brand & Fashion Management	7
	Bachelor of Arts International Management	10
	Bachelor of Arts International Management (Global Track)	1
	Bachelor of Arts Psychology & Management	2
	Bachelor of Arts Tourism & Event Management	11
	Bachelor of Science Finance & Management	2
	Bachelor of Science International Management	20
	Bachelor of Science International Management (English Trail)	4
	Bachelor of Science Psychology & Management	3
		∑ 69

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

Bachelor Programs	Study Course	Amount
Frankfurt	Bachelor of Arts Business Administration	5
	Bachelor of Arts Communications & Marketing	4
	Bachelor of Arts Communications & Marketing Global Track	1
	Bachelor of Arts Corporate Finance	1
	Bachelor of Arts Global Brand & Fashion Management	9
	Bachelor of Arts International Management	11
	Bachelor of Arts Psychology & Management	1
	Bachelor of Arts Tourism & Event Management	2
	Bachelor of Science International Management	21
	Bachelor of Science International Management (English Trail)	1
	Bachelor of Science Psychology & Management	12
	Bachelor of Science Psychology & Management Global Track	1
		∑ 69

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

Bachelor Programs	Study Course	Amount
Hamburg	Bachelor of Arts Business Administration	6
	Bachelor of Arts Communications & Marketing	7
	Bachelor of Arts Global Brand & Fashion Management	6
	Bachelor of Arts International Management	3
	Bachelor of Arts International Management (English Trail)	2
	Bachelor of Arts Tourism & Event Management	2
	Bachelor of Science Finance & Management	1
	Bachelor of Science International Management	10
	Bachelor of Science International Management (English Trail)	11
	Bachelor of Science Psychology & Management	5
		∑ 53

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

Bachelor Programs	Study Course	Amount
Cologne	Bachelor of Arts Business Administration	2
	Bachelor of Arts Global Brand & Fashion Management	10
	Bachelor of Arts International Management	1
	Bachelor of Arts International Management (Global Track)	1
	Bachelor of Arts Tourism & Event Management	6
	Bachelor of Science International Management	5
	Bachelor of Science Psychology & Management	8
		∑ 33

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

Bachelor Programs	Study Course	Amount
Munich	Bachelor of Arts Communications & Marketing	8
	Bachelor of Arts Corporate Finance	1
	Bachelor of Arts Global Brand & Fashion Management	11
	Bachelor of Arts Global Brand & Fashion Management Global Track	1
	Bachelor of Arts International Management	10
	Bachelor of Arts International Management (English Trail)	7
	Bachelor of Arts International Management (Global Track)	2
	Bachelor of Arts Marketing & Communications Management	1
	Bachelor of Arts Psychology & Management	1
	Bachelor of Arts Tourism & Event Management	2
	Bachelor of Science Finance & Management	6
	Bachelor of Science International Management	13
	Bachelor of Science International Management (English Trail)	4
	Bachelor of Science Psychology & Management	10
	Bachelor of Science Psychology & Management Global Track	1
		∑ 78

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

Bachelor Programs	Study Course	Amount
Stuttgart	Bachelor of Arts International Management	4
	Bachelor of Science International Management	9
	Bachelor of Science Psychology & Management	3
		∑ 16

In total, 318 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

Master Programs	Study Course	Amount
Dortmund	Master of Arts International Business	1
	Master of Arts International Management	1
	Master of Arts Luxury, Fashion & Sales Management	1
	Master of Arts Management	10
	Master of Arts Psychology & Management	8
	Master of Arts Strategic Marketing Management	7
	Master of Science Finance	5
	Master of Science International Management	3
	MBA General Management	7
		∑ 43
Frankfurt	Master of Arts International Business	3
	Master of Arts International Management	1
	Master of Arts Management	13
	Master of Arts Psychology & Management	7
	Master of Science Finance	11
	Master of Science International Logistics & Supply Chain	9
	Master of Science International Management	14
	Master of Science International Transport & Logistics	1
	Master of Science Psychology & Management	1
		∑ 60
Hamburg	Master of Arts International Management	5
	Master of Arts Luxury, Fashion & Sales Management	5
	Master of Arts Management	14
	Master of Arts Psychology & Management	9
	Master of Science International Management	24
		∑ 57
Cologne	Master of Arts Luxury, Fashion & Sales Management	11
	Master of Arts Management	5
	Master of Science International Management	16
		∑ 32
Munich	Master of Arts Luxury, Fashion & Sales Management	4
	Master of Arts Management	8
	Master of Arts Psychology & Management	5
	Master of Arts Strategic Marketing Management	8
	Master of Science Finance	3
	Master of Science International Management	14
	Master of Science Real Estate Management	15
		∑ 57
Stuttgart	Master of Arts Digital Marketing	2
	Master of Science International Management	8
		∑ 10
Total Amount		**259**

V Reports on Promotions

This is where ongoing doctorates are being 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

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.

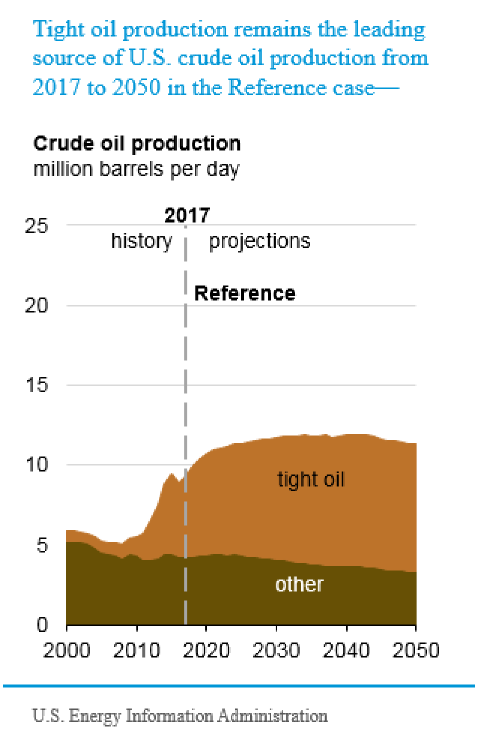
Fracking is especially conducive to LBD due to the fact that the production is repetitive— several consecutive wells have to be drilled in order to keep build the reserve base of an oil & gas company. Fracking in the United States has revolutionized the way we think of exploration and production. However, 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 of example of the complex world. The conclusion part of the thesis will combine the results from neoclassical and neoinstitutional 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.

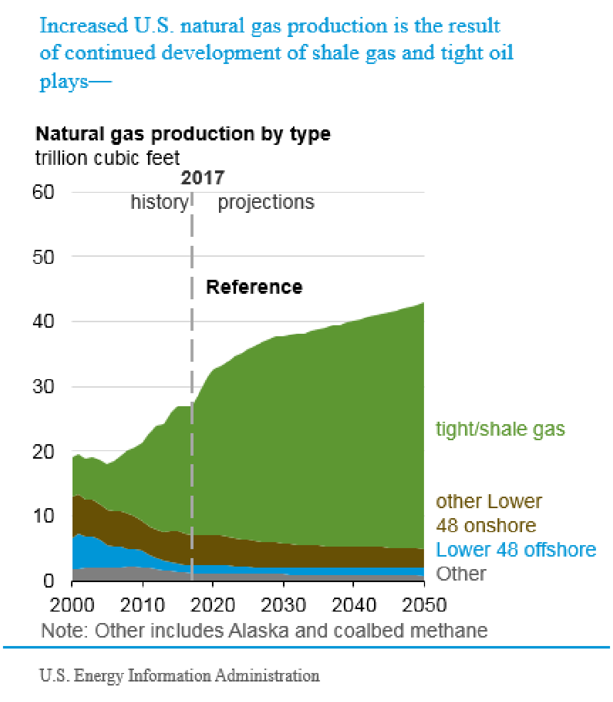
"Can the US Fracking Model Maximize Shareholder Value?"

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.



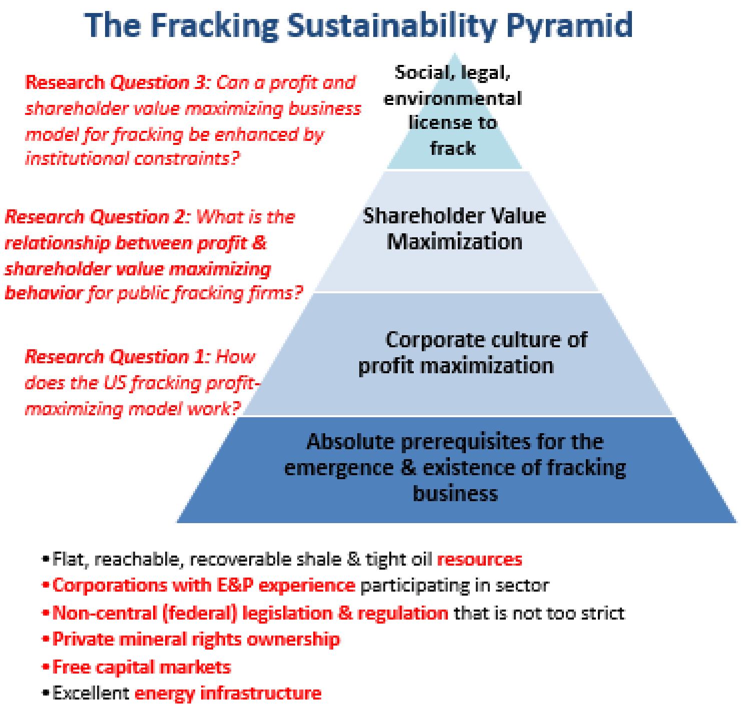


However, while the industry seems to stand strong today, it had to recover from a major crash that started in late 2014 as commodity prices plummeted. As a result, many companies could not survive. It is those recent financial failures within the fracking niche of E&P that prompted the overarching research 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 which 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:

1. How does the US fracking profit-maximizing model work?
2. What is the relationship between profit and shareholder value maximizing behavior within the context of fracking?
3. 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. Second, 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 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 which involves various financial actors (shareholders, debtors, financial intermediaries).

As the last 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 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." (What is the essence of institutional economics?, 2000, S. 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, S. 596)

The conclusion part 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 that 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, S. 3) due to the age of technology.

References

Covert, T. R. (2014). "Experiential and social learning in firms: The case of hydraulic fracturing in the Bakken Shale". http://home.uchicago.edu/~tcovert/webfiles/fracking.pdfAccessed December 31, 2018.

EIA, 2018. Annual Energy Outlook 2018. [Online] Available at: https://www.eia.gov/outlooks/aeo/pdf/AEO2018.pdf

Gevorkian, A. & Semmler, W., 2016. Oil price, overleveraging and shakeout in the shale energy sector: Game changers in the oil industry. Economic Modelling, 54(April), pp. 244-259.

Gold, R., 2014. The boom: How fracking ignited the American energy revolution and changed the world. New York, NY: Simon & Schuster.

Gold, R., 2014. Why peak-oil predictions haven't come true: More experts now believe technology will continue to unlock new sources, s.l.: Available at: http://www.wsj.com/articles/why-peak-oil-predictions-haven-t-come-true-1411937788 (Accessed: September 25 2016).

Hodgson, G. M., 2000. What is the essence of institutional economics?. Journal of Economic Issues, XXXIV(2), pp. 317-329.

Jensen, M. C., 2002. Value Maximization, Stakeholder Theory, and the Corporate Objective Function. Business Ethics Quarterly, 12(2), pp. 235-256.

Kellogg, R., 2011. Learning by Drilling: Interfirm Learning and relationship Persistence in the Texas Oilpatch. The Quarterly Journal of Economics. Vol. 126, No. 4 (November 2011), pp. 1961-2004

Ostrom, E., 2017. Beyond Markets and States: Polycentric Governance of Complex Economic Systems (Nobel Prize Lecture). [Online]

Available at: https://www.nobelprize.org/nobel_prizes/economic-sciences/laureates/2009/ostrom-lecture-slides.pdf [Accessed 29 December 2017].

Redlinger, M., 2015. Drilling down the Bakken Learning Curve. Colorado School of Mines Working Paper Series. Available at: http://econbus.mines.edu/working-papers/wp201504.pdf. (Accessed:20 March, 2018).

Sernovitz, G., 2016. The Green and the Black: The Complete Story of the Shale Revolution, the Fight over Fracking, and the Future of Energy 1. ed. New York: McMillan.

Williamson, O., 2000. The New Institutional Economics: Taking Stock, Looking Ahead. Journal of Economic Literature, XXXVIII(September), pp. 595-613.

Candidate:	**Jörg Forthmann**
Topic:	Big Data Analyses on the Basis of Social Listening for Reputation Management
Partner University:	Strathclyde Business School
Supervisor:	Professor Alan Wilson PhD
ISM-Supervisor:	Prof. Dr. Arne Westermann
Start:	October 2018

Abstract

The respective reputation of a company lies in the hands of an abundance of third parties. In literature some authors even go so far as to see reputation in the hands of millions of people. In the enormous universe of the Internet every contact between companies and any of their stakeholders can result in the enhancement or weakening of a reputation. The aim of the dissertation is to develop and examine analytical approaches that are based on social listening data and support decision makers when it comes to reputation management. Social listening is effected by crawling websites in order to find statements about defined companies on the Internet with the aid of search strings and to store them in a database. Artificial intelligence (AI) analyses the statements found in linguistic terms and prepares them for reputation analysis. The challenge of the dissertation is to combine these technical possibilities with a reputation model that delivers valid results on the reputation of companies. The aim of the dissertation is to develop and examine two analytical approaches that are based on social listening data and support decision makers when it comes to reputation management. The derived theses are: (1) A statistically valid "optimum reputation architecture" can be determined from different reputation factors that can be used as a benchmark for other companies. (2) Companies with exceptionally high acceptance values in individual reputation dimensions exhibit a special linguistic profile: wording and the contents addressed to the target audiences differ.

> "Listening is the new asking." (Poynter, 2010, p. 34)

Research Question

According to Fombrun (1996, p. 37 and 72), corporate reputation is "the overall estimation in which a company is held by its constituents". It "is a perceptual representation of a company's past actions and future prospects that describes the firm's overall appeal to all of its key constituents when compared with other leading rivals". From a psychological perspective, Bromley (1993, p. 12) defines reputation as a collection of subjective beliefs about a subject, distributed or shared within a social group. Aula/Materre underline the subjective character of reputation (2008): "Reputation [...] is founded on, and mediated by, the concepts of trust, respect, and social capital."

Reputation consists of a "sum of stories told about an organization." (Smythe/Dorward/Reback, 1992, p. 19).

> "Reputational stories cannot be controlled or managed. Organizations can never be sure if the story world created by people about companies conforms to the story intended by the companies themselves. Good companies can use constructed corporate stories to try and influence their reputation, but ultimately reputation is formed in the heads of the audience. People interpret things

> in their own way and give them their own meanings. [...] A good company's reputation is built from stories. A good company tells its story, which is reliable and true." (Pekka Aula/Saku Mantere, 2008, p. 55)

Thus within the meaning of negative stories reputation crises are very important for companies; they affect their "license to operate". According to a survey by The Economist Intelligence Unit (2005, p. 9), a total of 28 percent of the top managers surveyed reported that the loss of reputation had very serious financial effects; another 36 percent reported on experiences with rather minimal financial effects. In spite of this great importance, the focus on reputation crises is nevertheless too narrow. Aula/Mantere (2008, p. xi) determined that what is basically involved is the fact that a company is "good" within the meaning of a "good reputation, doing good, communicating the good, and making good relations". Only then is a company able to develop a positive reputation and effectively prevent reputation crises.

Aula/Mantere (2008, p. 11) describes "old school" strategic management as "psychopathic": it pursues its own aims without consideration for the welfare of others, and it uses people in order to maximize its own advantage. However, strategic reputation management must aim at being "a good company and not a psychopath" (p. 13). According to Aula/Mantere reputation develops in a triad of good deeds, good communication and good relations with others. Reputation is intangible and subjective and is communicated through networks within and outside of the company. A reputation strategy may be developed on the basis of an analysis of these networks and the opinions that develop within them.

Since a good reputation is based on "good deeds", it is the good conduct of the company that is concerned – and thus the good conduct of management personnel and employees. This understanding is matched by a survey conducted by news aktuell, a subsidiary of the largest German press agency, dpa, and the communications consulting company Faktenkontor, in accordance with which in 47 percent of companies the initiative aimed at enhancing the respective reputation could be ascribed to the executive board and/or management that bears responsibility for good conduct on the part of all management personnel and employees (news aktuell/Faktenkontor 2015: p. 13).

In the same survey, however, there is also a disparity between the strategic claim and operative implementation of reputation management: A total of 99 percent of the communicators surveyed confirm that a good reputation is very important or important for entrepreneurial success (p. 3). Yet a strategy for reputation development exists in only 58 percent of the respective companies (p. 8). The executive board and/or management in only 45 percent of the companies receive regular reporting on progress in reputation management (p. 23). And only a modest 24 percent of those surveyed reported that there is reputation measurement on a regular basis (p. 28). A cause for this may be that reputation measurement in many companies is based on market research, which is complex and entails considerable costs.

The considerations of Aula/Mantere (2008, pp. 179) are interesting in this regard: They ascertain that the company's own reputation does not really lie in the hands of the company itself, since it results from communication in networks within and outside of the company – and thus to a large extent outside of the company's own direct sphere of influence. The respective reputation thus lies in the hands of an abundance of third parties. Aula and Mantere (2008, p. 210) even go so far as to see reputation in the in the hands of millions of people: "To a great extent, it is the publics that build reputation, not organizations themselves." In the enormous universe of the internet, every contact between companies and any of their stakeholders can result in the enhancement or weakening of a reputation.

Venkataraman/Das (2014, pp. 33) elaborate on these thoughts even further and show that social media involvement influences the strategy process of companies on account of the enormous dissemination of digital media among the population. The ability of company decision makers and strategists to collect, filter and interpret data from social media is critical to the success of the strategic orientation of companies – in particular also with regard to the company's reputation.

According to an international study by Reuters Institute for the Study of Journalism (2016, p. 9) online media and social media – that is, Web 1.0 and Web 2.0 – are the most important news sources for 65 percent of persons between the ages of 18 and 24. This share drops to 25 percent among those older than 55 years of age. The share of persons who use social media in Germany is 76 percent (IMWF Institute for Management and Economic Research et al 2017: p. 15). Communication in the real world thus finds its mirror image in the virtual world: print media correspond to online media. One communicates with personal reference groups on Facebook, Google+ and Twitter. Forums and blogs function as guides and technical information sources.

At the same time, O'Connell (2010, pp. 2 ff.) reports that traditional surveying methods no longer function. In the case of policy surveys, traditional telephone surveys are already diminishing in their importance. As a cause O'Connell assumes that people are becoming less and less accessible via landline numbers. The interviewers hardly succeeded in realizing a good random sample. The increase in the importance of social media could be the key to cheaper and more precise results, O'Connell cites political scientist Douglas Rivers from Stanford University. It may be assumed that this statement holds true beyond the communication of policy.

> "The current way market research happens is brittle. It reflects one point in time. It is a sampling of chosen people or groups. It is biased by the researcher's interests. We're not just talking about customer satisfaction research, either. Whether you're looking at competitor share of voice metrics, industry ratings or market confidence opinion polls, they are static, selective and skewed. Social listening is changing this. It provides more accurate feedback because the underlying data is alive, unprompted and continuous. You are learning about your market through external data, not distorted by your questions or by what, for example, the customer want you to know." (Rao, 2015: 1)

In fact, there already are a number of cases in point in the scientific literature with content analyses on the basis of Internet communication. For example:

- Identification of trends in the U.S. automobile industry (Du et al. 2015, pp. 29 ff.),
- The influence of user and marketer-generated content on consumer behavior (Goh et al. 2013, pp. 88 ff.),
- Development of a competitive market strategy (Harrysson et al. 2012, pp. 1ff.),
- Social media analyses for political communication (Grubmüller et al. 2013, pp. 1ff.).

In general, McKinsey observes that Internet-based communication analyses are used in particular in market research and in order to obtain customer insights (Chui et al. 2012, pp. 38-39).

With regard to the importance of social media analytics for reputation management, Aula (2010, pp. 45-47) explains that social media play a crucial role in the reputation of companies.

Here it should be noted that in the discourse among experts social listening, social media analytics, social analytics or social media intelligence are often used as synonyms (Holsapple et al. 2010, p. 2). As the basis for reputation management both the evaluation of online media and social media are relevant. Thus the terms “social media analytics” and “social media intelligence” focus too much on social media in this regard. Insofar as journalistic reporting in online media is also understood as social interaction within a society, “social listening” and “social analytics” appear much more suitable. However, these terms describe two successive steps required for information processing for reputation management: Statements on the Internet are collected – the listening – and then the analytic consolidation takes place: analytics.

Objectives

Social listening is effected by crawling websites in order to find statements about defined companies on the Internet with the aid of search strings and to store them in a database. In principle, this technology is very advanced; every search engine today supplies a variety of sources on the Internet which then only have to be read out.

Substantially more challenging is the analysis of these collections of big data. In some cases, there are several thousand or tens of thousands of statements about individual companies that cannot be manually evaluated in an economic and efficient manner. Above all, not if the big advantage of social listening – timely listening to communication about the company in the virtual sphere – is to be used in the form of prompt analyses.

Artificial intelligence (AI) that analyses the statements found in linguistic terms and prepares them for reputation analysis can be used for such an analysis. “Artificial intelligence has taken a great step forward in the past five years,” reports *Frankfurter Allgemeine Sonntagszeitung* (Budras 2016, p. 29). Microsoft, IBM, Apple, Facebook, Amazon, and Google are working intensively in this sphere. Artificial intelligence is already used in several Google applications. Amazon even rents its artificial intelligence solutions; for example, Alexa for speech recognition or image recognition (Handelsblatt Live 2017). “We are at the beginning of a completely new era that is just as sweeping as the development of the Internet,” says Emmanuel Mogenet, head of Google’s research team in Europe (Budras 2016, p. 29). Recent progress in machine comprehension of language is crucial with regard to big data analyses for reputation management. In this regard, McKinsey ascertains: “Data scientists have recently made breakthroughs using deep learning [...] to understand and generate language.” (Bughin et al. 2016, p. 11).

Scientific Contribution

In the work Hype Cycle for Digital Marketing and Advertising by Gartner (2016), social analytics for which AI is used finds itself in the valley of disillusionment and has thus left the phases of “innovation trigger” and “peak of inflated disillusionment” behind it. Gartner expects establishment in the companies within the next two to five years.

According to a survey by McKinsey among C-level executives big data and analytics have the top corporate priority in nine percent of the companies, and in a further sixteen percent they belong to the top three corporate priorities, while in another 26 percent they rank among the top ten corporate priorities (Brown/Sikes 2012, p. 2). Thus the importance is very high in the view of C-level executives. When asked about the areas within which big data and analytics should be forced, customer-oriented applications dominate; followed by support in corporate management as well as research and development; reputation analyses are not mentioned.

Accordingly, there have not been any considerable developments of big data analyses on the basis of social listening for reputation management, although according to Holsapple et al. (2014, p. 5) social media analytics can also be used to observe and maintain the internal and external reputation of companies. Thus there is essentially nothing to be said against using big data analyses on the basis of social listening for reputation management.

On the basis of the current scientific discussion on reputation management, which will be presented in detail, the dissertation deals with solutions in order to develop big data analyses on the basis of social listening for reputation management. Furthermore, the limits to the usefulness of the instruments will be examined as well as the extent to which there are restrictions in the validity of the generated statements in order – as far as possible – to find solutions for these problems.

The aim of the dissertation is to develop and examine two analytical approaches that are based on social listening data and support decision makers when it comes to reputation management. The derived theses are:

Thesis 1: A statistically valid "optimum reputation architecture" can be determined from different reputation factors that can be used as a benchmark for other companies.

The starting point of this investigation is the reputation research of the American management consulting company Harris Interactive. The reputation analysis of Harris Interactive (Fombrum/van Riel 2004, pp. 52 ff.) – which is based on conventional market research – distinguishes between six different reputation dimensions:

1. Social responsibility
2. Vision & leadership
3. Financial performance
4. Workplace environment
5. Products & services
6. Emotional appeal

Since, in contrast to conventional market research, emotional sentiments with regard to a company can be collected and evaluated through social listening in direct relation to the reputation dimensions 1–5, analysis of the "optimum reputation architecture" will take place with the five dimensions mentioned first. "Emotional appeal" will be integrated into the other analysis factors.

The working assumption is that the reputation factors do not work in a monolithic manner, but rather are interconnected and mutually support one another. For example, it will be examined whether management personnel enhance the company's attractiveness as an employer ("workplace environment" dimension) with pioneering visions for the company ("vision and leadership" dimension) and good economic performance ("financial performance" dimension).

If it should turn out to be the case that the individual reputation dimensions support themselves to varying degrees, then this may be used on the basis of the companies with the best reputation values of a specified group in order to examine the presence of the "optimum reputation architecture."

Thesis 2: Companies with exceptionally high acceptance values in individual reputation dimensions exhibit a special linguistic profile: wording and the contents addressed to the target audiences differ.

Companies with exceptionally high acceptance values will be defined by a still determinable limitation to the best companies within an overall quantity of companies examined with regard to their reputation.

Whether there are pronounced linguistic and content profiles in the five reputation dimensions that respectively lead to high acceptance values will be examined using personnel diagnostics tools.

If the two examined analytical approaches prove to be reliable, then it is possible for companies to examine their reputation architecture as well as their linguistic and content profile with social listening and to gear their internal and external communication in such a way that they are able to place themselves in an optimum position – from perspective of the interested target groups – and thus support an increase in reputation. Since social listening can be carried out on a constant basis, continual examination and control through reputation management would be possible.

Methodology

Since 1st January 2016, there is a database of statements in the German-speaking Internet for the 5,000 companies in Germany with the highest number of employees. The database includes more than ten million individual statements and is growing daily since the crawler adds new statements about the companies each day.

These social listening data are analyzed with the aid of artificial intelligence. The analysis algorithm employed by AI is derived beforehand from the theory of reputation measurement. In order to examine Thesis 1 artificial intelligence is calibrated in such a way that it identifies statements about the five reputation dimensions and evaluates them with regard to tonality. The artificial intelligence system starts with a weak ratio of correct allocations and is increasingly optimized with updates of the underlying set of rules on the basis of preceding false evaluations.

The database enriched with the aid of artificial intelligence will be checked using a random testing method. Methods of analysis that are still to be defined are used in order to be able to identify and check conspicuous frequencies in the total statements.

After the database is adjusted in qualitative terms, statistic evaluations follow to determine whether there is"optimum reputation architecture" with sufficiently high significance in the case of companies with an above-average reputation.

The investigations with regard to Thesis 2 rely on the same adjusted data record. There are various approaches using personnel diagnostics in order to examine a "person" with regard to the respective profile; among other things, linguistic inquiry and word count (LIWC). This approach is applied to "corporate personalities." Different approaches are tested in order to find out whether significant profiles can be verified in the five dimensions of reputation and whether these profiles can be used in practical terms in reputation management.

References

Aula, P.; Mantere, S. (2008): Strategic reputation management: towards a good company. New York.

Aula, P. (2010): Social media, reputation risk and ambient publicity management. In: Strategy & Leadership, 38. (2010), No. 6, pp. 43-49.

Bromley, D. P. (1993): Reputation, Image and Impression Management, John Wiley, Chichester.

Brown, B.; Sikes, J. (2012): Minding your digital business, McKinsey.

Budras, C. (2016): Google arbeitet am künstlichen Gehirn. In: Frankfurter Allgemeine Sonntagszeitung, 26.6.2016, No. 25, p. 29.

Bughin, J.; Manyika, J.; Woetzel, J. (2016): The Age of Analytics: Competing in a Data-Driven World, McKinsey.

Chui, M.; Manyika, J.; Bughin, J.; Dobbs, R.; Roxburgh, C.; Sarrazin, H.; Sands, G.; Westergren, M. (2012): The social economy: Unlocking value and productivity through social technologies, McKinsey.

Du, R.; Hu, Y.; Damangir, S. (2015): Leveraging Trends in Online Searches for Product Features in Market Response Modeling. In: Journal of Marketing, 79. (2015), pp. 29-43.

Fombrun, C. (1996): Reputation: Realizing Value from the Corporate Image. Boston.

Fombrun, C. J.; van Riel, C. B. M. (2004): Fame & Fortune, How Successful Companies Build Winning Reputations. New Jersey.

Gartner (2016): Hype Cycle for Digital Marketing and Advertising.

Goh, K.-Y.; Heng, C.-S.; Lin, Z. (2013): Social Media Brand Community and Consumer Behavior: Quantifying the Relative Impact of User- and Marketer-Generated Content. In: Information Systems Research, 24. (2013), No. 1, pp. 88-107.

Grubmüller, V.; Götsch K.; Krieger, B. (2013): Social media analysis for future oriented policy making. In: European Journal of Futures Research (2013), published online 26.9.2013, pp. 1-9.

Handelsblatt Live (2017): Künstliche Intelligenz für alle. In: Handelsblatt Live, 16.01.2017.

Harrysson, M.; Metayer, E.; Sarrazin, H. (2012): How “social intelligence” can guide decisions. In: McKinsey Quaterly (2012), November 2012, pp. 1-10.

Holsapple, C.; Pakath, R.; Hsiao, S.-H. (2014): Business Social Media Analytics: Definition, Benefits and Challenges, Completed Research Paper for the Twentieth Americas Conference on Information Systems, Savannah.

IMWF Institut für Management- und Wirtschaftsforschung; Toluna; Faktenkontor (2017): Social-Media-Atlas 2017. Hamburg.

news aktuell; Faktenkontor (2015): PR-Trendmonitor Reputationsmanagement. Hamburg.

O’Connell, A. (2010): Digitale Spurensuche. In: Special Print of Harvard Business Manager, December 2010, pp. 2ff.

Poynter, R. (2010): The Handbook of Online and Social Media Research: Tools and Techniques for Market Researchers. Chichester. Cited from: Lütters, H.; Egger, M. (2013): “Listening is the new asking": Social Media-Analyse in der Marktforschung. In: transfer Werbeforschung & Praxis, 59. (2010), No. 4, pp. 34-41.

Rao, A. (2015): Social listening: How market sensing trumps market research. Resilience Journal of PwC (http://www.pwc.com/gx/en/services/advisory/consulting/risk/resilience/publications/social-listening-how-market-sensing-trumps-market-research.html). Accessed on 21.10.2016.

Reuters Institute for the Study of Journalism (2016): Reuters Institute Digital News Report. Oxford.

Smythe, J.; Dorward, C.; Rebach, J. (1992): Corporate Reputation: Managing the New Strategic Asset, Century Business, London.

The Economist Intelligence Unit (2005): Reputation: Risk of risks. London.

Venkataraman, S.; Das, R. (2014): Influence of Corporate Social Media in Strategic Decision Processes. In: Lee, I. (ed.): Integrating Social Media into Business Practice, Applications, Management, and Models, pp. 33-55.

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

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.

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

Introduction

The research area ‘customer contact sequences’ (CCS) provides fundamental insights for consumer behavior theory and especially for purchase behavior. CCS is 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 analysed complex sequences in both the Consumer Electronics and Tourism industry. As these two industries are so divergent from each other, the 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 to 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 the 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 which concentrate on CCS. There are several other authors who have completed research in this field but they have not analyzed customer contacts as sequences which clearly identifies 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 analyse 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. Catalogues, 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 catalogue->sales force, sales force->catalogue and catalogue->travel documents. Beyond the study of Steinmann (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**, findings of the literature review are not favoring a precise development of a theoretical framework because of an extensive amount of important variables which 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 insights 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 the 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 from a research panel. 558 participants qualified for the study (car purchase within the next six month). Three interview points are selected 1) start of the 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 the literature review and the qualitative pre-study (see figure 1). Validated scales were used to operationalize the variables.

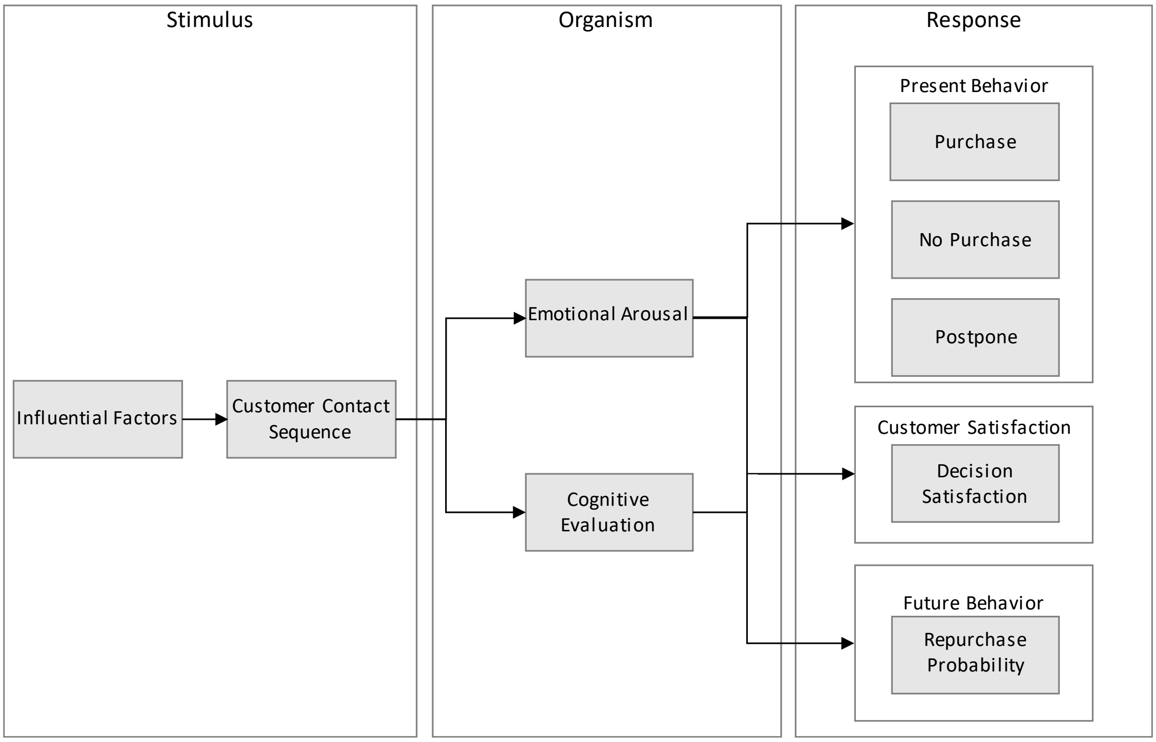


Figure 1: Conceptual Framework Customer Contact Sequences (CCS)
Source: own illustration

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 exists 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 exist which are constantly used even when no purchase is planned e.g. car test reports, trade shows or dealer. 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. Most important contact points by the 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 of clear explanations/expert opinions, confirm/challenge own decision and gather neutral opinions. Expectations which 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 a *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 which 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 - had 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 a 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 two times 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.

Hand in date for the dissertation is planned for December 2019. Until then final findings for the quantitative study are generated and described within the findings sections of the dissertation.

References

Abbott, A. (1995): Sequence Analysis: New Methods for Old Ideas. In: Annual Review of Sociology, 21. (1995), pp. 93-113.

Balasubramanian, S.; Raghunathan, R.; Mahajan, V. (2005): Consumers in a multichannel environment: Product utility, process utility, and channel choice. In: Journal of Interactive Marketing, 19. (2005), No. 2, pp. 12-30.

Brüderl, J.; Scherer, S. (2006): Methode für Analysen von Sequenzdaten. In: Kölner Zeitschrift für Soziologie und Sozialpsychologe, No. 44 (Special Issue), pp. 330-347. (in German).

Court, D.; Elzinga, D.; Mulder, S.; Vetvik, O. J. (June 2009): The consumer decision journey. Retrieved from https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/the-consumer-decision-journey. (Last accessed: November 19, 2017).

DAT (April 2012): DAT Report Kfz-Betrieb. Retrieved from https://www.dat.de/fileadmin/user_upload/DAT-Report_2012_Kfz-Betrieb.pdf. (Last accessed: November 19, 2017). (in German).

Fitzsimons, G. J. (2000): Consumer Response to Stockouts. In: Journal of Consumer Research, 27. (2000), No. 2, pp. 249-266.

Harrison, S. H.; Rouse E. D. (2014): Let's Dance! Elastic Coordination in Creative Group Work: A Qualitative Study of Modern Dancers. In: Academy of Management Journal, 57. (2014), No. 5, pp. 1256-1283.

Hauser, J. R.; Urban, G. L.; Weinberg, B. D. (1993): How Consumers Allocate Their Time When Searching for Information. In: Journal of Marketing Research, 30. (1993), No. 4, pp. 452-466.

Kelle, U. (1994): Empirisch begründete Theoriebildung. Zur Logik und Methodologie interpretativer Sozialforschung, Weinheim: Deutscher Studien Verlag. (in German).

Klein, L. R.; Ford, G. T. (2003): Consumer search for information in the digital age: An empirical study of prepurchase search for automobiles. In: Journal of Interactive Marketing, 17. (2003), No. 3, pp. 29-49.

Kulkarni, G.; Ratchford, B. T.; Kannan, P. K. (2012): The Impact of Online and Offline Information Sources on Automobile Choice Behavior. In: Journal of Interactive Marketing, 26. (2012), No. 3, pp. 167-175.

Lemon, K. N.; Verhoef, P. C. (2016): Understanding Customer Experience throughout the Customer Journey. In: Journal of Marketing, 80. (2016), No. 6, pp. 69-96.

Mayring, P. (2000): Qualitative Inhaltsanalyse. Grundlagen und Techniken, 7. Auflage, Weinheim: Deutscher Studien Verlag. (in German).

Nicholson, M.; Blakemore I. C.; Blakemore, M. (2002): 'One brand, three ways to shop': situational variables and multichannel consumer behaviour. In: The International Review of Retail, Distribution and Consumer Research, 12. (2002), No. 2, pp. 131-148.

Ratchford, B. T.; Talukdar, D.; Lee, M.-S. (2007): The Impact of the Internet on Consumers' Use of Information Sources for Automobiles: A Re-Inquiry. In: Journal of Consumer Research, 34. (2007), No. 1, pp. 111-119.

Reinartz, W.; Krafft, M.; Hoyer, W. D. (2004): The Customer Relationship Management Process: Its Measurement and Impact on Performance. In: Journal of Marketing Research, 41. (2004), No. 3, pp. 293-305.

Schoenbachler, D. D.; Gordon, G. L. (2002): Multi-channel shopping: understanding what drives channel choice. In: Journal of Consumer Marketing, 19. (2002), No. 1, pp. 42-53.

Schröder, H.; Zaharia, S. (2006): Kaufmotive und Nutzungsverhalten von Kunden in einem Mehrkanalsystem des Einzelhandels. In: Betriebswirtschaftliche Forschung und Praxis, No. 1, pp. 77-93. (in German).

Sheth, J.; Parvatiyar, A. (1995): The Evolution of Relationship Marketing. In: International Business Review, 4. (1995), No. 4, pp. 397-418.

Steinmann, S. (2011): Kundenkontakte und Kundenkontaktsequenzen im Multi Channel Marketing. Ausprägungen Determinanten und Wirkungen. Wiesbaden: Gabler. (in German).

Strübing, J., (2014): Grounded Theory. Zur sozialtheoretischen und epistemolgischem Fundierung eines pragmatischen Forschungsstils. 3. Auflage, Wiesbaden: Springer (in German).

Suddaby, R. (2006): From the editors: What grounded theory is not. In: Academy of Management Journal, 49. (2006), No. 4, pp. 633-642.

Unger, M. (1998): Die Automobil-Kaufentscheidung. Ein theoretischer Erklärungsansatz und seine empirische Überprüfung. Frankfurt am Main: Lang. (in German).

Van Rijnsoever, F. J.; Castaldi, C.; Dijst, M. J. (2012): In what sequence are information sources consulted by involved consumers? The case of automobile pre-purchase search. In: Journal of Retailing and Consumer Services, 19. (2012), No. 3, pp. 343-352.

Verhoef, P. C.; Neslin, S. A.; Vroomen, B. (2007): Multichannel customer management: Understanding the research-shopper phenomenon. In: International Journal of Research in Marketing, 24. (2007), No. 2, pp. 129-148.

Zaichkowsky, J. L. (1985): Measuring the Involvement Construct. In: Journal of Consumer Research, 12. (1985), No. 3, pp. 341-352.

Candidate:	Ingo Husmann
Topic:	The Impact of Organizational Identity on Resource Integration and Value Co-Creation in B2B Service Ecosystems
Partner University:	University of Gloucestershire
Supervisor:	Prof. Dr. Stuart Hanmer-Lloyd, University of Gloucestershire
ISM-Supervisor:	Prof. Dr. Mario Büsch
Start:	2013

Purpose – Project business represents a large part of the business-to-business sector. The qualitative and quantitative scope of many project networks requires that several supplier firms participate in their development and delivery. Consequently, such project networks are characterized by a great heterogeneity with respect to the participating firms building a service ecosystem. This raises the question of how resource integration for value co-creation can be shaped successfully for all partners, not least because many projects are characterized by sometimes dramatic failures with respect to costs, duration, and scope.

Specifically, the different organizational identities provide institutional frames of reference to the resource-integrating actors. As the organizational identities are typically not harmonious with each other, at least partial misalignments of the institutional arrangements that shape the resource integration processes may emerge, leading to imperfect value co-creation or even value co-destruction.

The purpose of this thesis is to conceptualize and to empirically investigate the impact of organizational identity as an institutional context on resource integration for value co-creation in B2B service ecosystems.

Design/methodology/approach – The thesis makes use of interpretive phenomenology in conjunction with a qualitative case study approach to access the lived experience of actors of different professional service firms who have experienced changes in resource integration into a single B2B service ecosystem.

Findings – A conceptualization of organizational identity as institutional context for resource integration and value co-creation is developed and empirically investigated. The findings show a strong impact on the firms' organizational identities and the actors' resource integration experience and evaluation. Moreover, it is also very likely that if unmanaged, an at least partial misalignment of the institutional arrangements of multi-organizational B2B service ecosystems would represent a normal and also stable condition.

Research limitations/implications – The thesis shows the necessity to investigate resource integration and its institutional context on an organizational level and to integrate organizational identity constructs in value co-creation research.

Practical implications – For practitioners, the thesis provides insights into managing resource integration and value co-creation with multiple suppliers in business-to-business settings.

Originality/value – As a first conceptualization and empirical analysis of the interplay between organizational identity and resource integration for value co-creation, this thesis advances the current understanding of the institutional context for resource integration and value co-creation in service

ecosystems. It argues for the wider relevance of organizational identity constructs for value co-creation research and paves the way for future development.

Keywords Resource integration, value co-creation, institutional context, organizational identity, service ecosystems, business-to-business, interpretive phenomenology

The thesis was successfully defended on 23.04.2018. The award of Doctor of Business Administration (DBA) has been approved by the University of Gloucestershire with effect from 25.05.2018.

The thesis can be found in EThOS, UK's national doctoral thesis service provided by the British Library:

ISNI: 0000 0004 7232 1858

EThOS URL: https://ethos.bl.uk/OrderDetails.do?uin=uk.bl.ethos.745077

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 energy industry in Germany is 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 for consumers. 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 controlling activities. Based on this situation the doctoral thesis is currently focusing on two different topics: an approach of attribution modelling based on customer preferences within the buying decision process and a choice experiment for identifying customer preferences for attributes of a service-product-bundle. The usage of customer journey attribution models enables companies to identify and to evaluate all touchpoints with their impact on the decision process of energy customers. The current work aims at verifying a two-level nested logit framework in which the value adds of sales and interaction channels is measured for a commodity product. The second topic aims at capturing preferences of customers for digitized services by applying a Discrete Choice Experiment (DCE), which is a method for preference measurements within service and product bundles (decomposition of attribute levels into utilities). First results based on an initial research and focus group surveys are presented. Further plans for the research aim at establishing a link between the current topics based mainly on the customer decision process and a more organisational and political level.

Research intention

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 for 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 controlling activities. From these aspects, the research question for the Ph.D. 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.

Based on this objective the author has been working on two research outputs. The first output is based on a published book chapter. It deals with attribution modeling and the preferences customers have towards interaction channels when switching energy provides. The second output is built on a Discrete Choice Experiment (DCE), which focuses on capturing the preferences of customers concerning digital services.

Output on preference attribution for interaction channels

The initial book chapter focuses on the usage of customer journey attribution models that enable companies to identify and to evaluate all touchpoints with their impact on the customer decision process. It offers a good approach to estimate conversion behavior and efficiently allocate sales budget. Within the contribution, the theoretical foundations of customer value, customer journey, and the customer life cycle are highlighted and connected to attribution modeling. Based on a real-life example of an energy retailer's one year's conversions the practical application of attribution modeling is presented, analyzed and calculated.

The presented results are a first step towards a two-level nested logit framework in which the value adds of sales and interaction channels (based on a choice experiment) are estimated. The author will carry on with the data and approaches presented for the case on energy provides and adapt the mentioned framework to it.

The approach builds on Li & Kannan (2014), who designed that framework for the hospitality industry and have come up with very promising results regarding the estimation of channel preference and values. Moreover, the framework also includes data and movements of customers that did not choose to buy at the end of their customer journey, which is rather special for attribution modeling. However, from my perspective the industry respectively the product choice might lead to some biases. The model should be tested for a use case, where the product experience has a lesser impact on the transaction and decision process.

Therefore – especially as Kannan is one of the leading researchers in the field of attribution modeling – it is planned Li & Kannan's model will be applied to the research focus. From an academic perspective, this intention enables quantification of the (latent) utility of sales channels, which consequently supports the use of different sales channels into classical "one-channel" economic models.

Output on preferences for digitized services based on a Discrete Choice Experiment

As the main objective of the dissertation is to identify the value of digitized services, a decomposing method offers the best approach to test different attributes of a product-service-bundle, as this is a common offer in the energy sector. DCEs reveal covered preferences of customers based on economic models and socio-economic determinants. It is a survey-based approach that offers the possibility to investigate preferences, choice probabilities and Willingness-to-Pay (WTP) values for attributes of a product. The method assumes that the customer choices are discrete events. This means that customers either chose one product or they do not. Therefore, the customer has to choose one of the given alternatives even if it includes a trade-off. This means that practical examples can be used in order to integrate and compare analog and digital attributes and their utilities for the customer.

The research approach is based on Lancaster's Consumption Theory and McFadden's random utility theory. Lancaster's Consumption theory neglects that goods are direct objects of utility and that rather the properties or characteristics are the sources of utility. Applying Lancaster's theory and assuming the investigated attributes have two or more different levels, which vary between good alternatives, the choices of the customers can be investigated as utility maximizing. The random utility theory that gives the frame for the conditional logit model (RUT) builds on the assumption that customers will always choose the offer that gives him the highest utility.

As the methodology is based on presenting different levels for a combination of product attributes. It was decided to base the approach on a servitization framework specially designed for the energy and utility market. Grahsl & Velamuri (2014) offer 6 dimensions/attributes for a servitization approach for utilities: commodity, product, service knowledge, support, self-service, which are the base for researching options and examples for developing the choice set.

For an initial data collection, analysis of the product and service portfolio of major German energy providers (~200 products/services) has been done and Grahsls (2013) case study including seven energy provider and about 140 product/service-bundles in Germany and Austria has been included. That opened up a first rough idea, what to include in the choice set. The result of the compressed data collection can be found in the following figure:

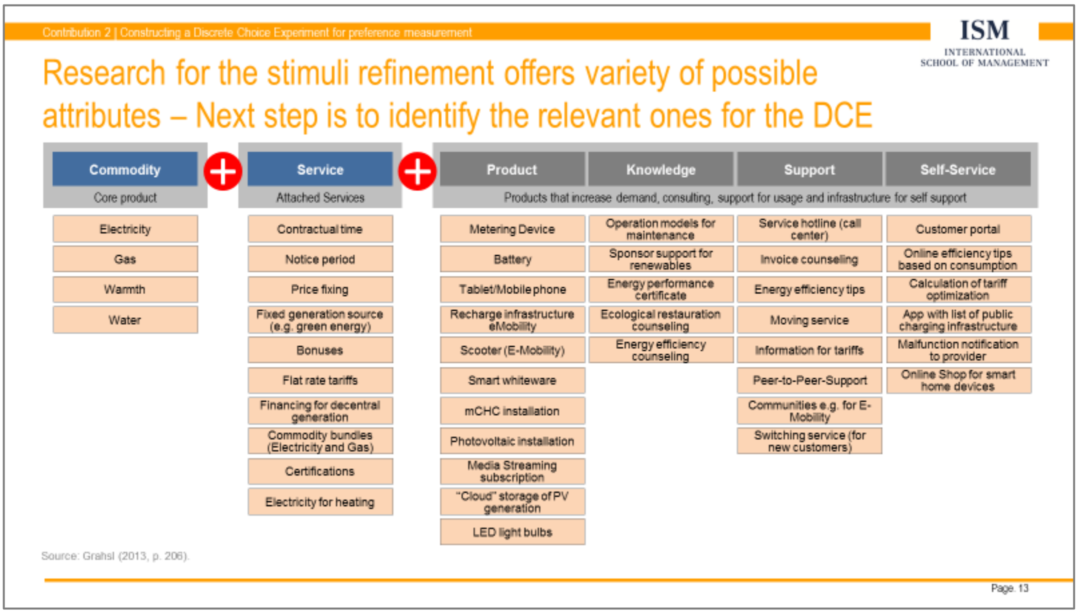
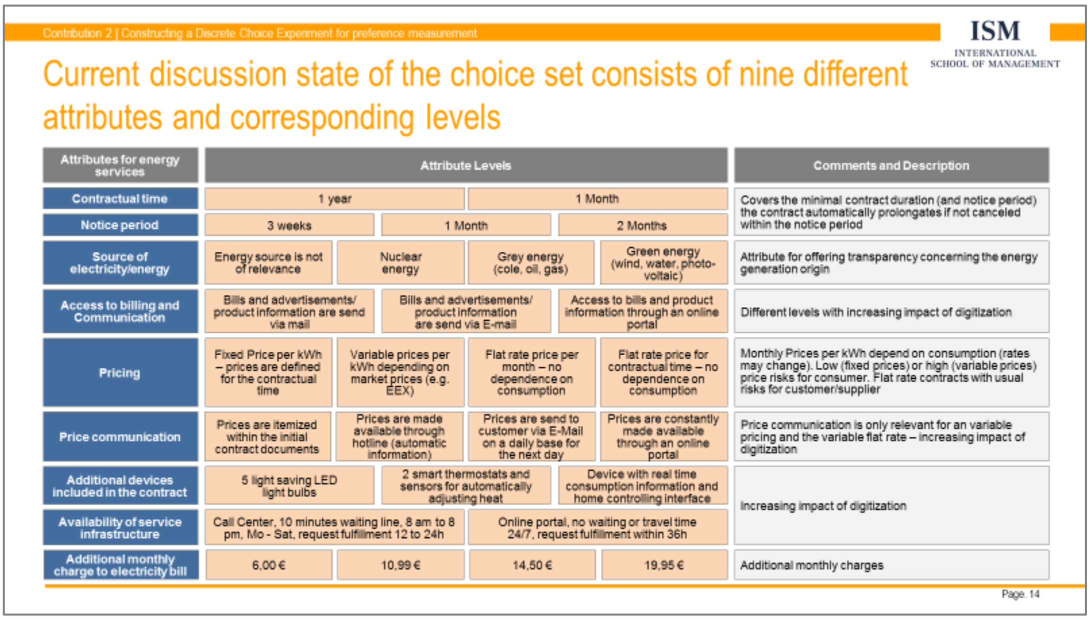


Figure 1: Steps to identify relevant attributes for the Discrete Choice Experiment

Based on these findings the first draft of choice attributes and levels have been developed, as seen in the following figure:


Contribution 2 | Constructing a Discrete Choice Experiment for preference measurement

ISM INTERNATIONAL SCHOOL OF MANAGEMENT

Current discussion state of the choice set consists of nine different attributes and corresponding levels

Attributes for energy services	Attribute Levels				Comments and Description
Contractual time	1 year	1 Month			Covers the minimal contract duration (and notice period) the contract automatically prolongates if not canceled within the notice period
Notice period	3 weeks	1 Month	2 Months		
Source of electricity/energy	Energy source is not of relevance	Nuclear energy	Grey energy (cole, oil, gas)	Green energy (wind, water, photo-voltaic)	Attribute for offering transparency concerning the energy generation origin
Access to billing and Communication	Bills and advertisements/ product information are send via mail	Bills and advertisements/ product information are send via E-mail	Access to bills and product information through an online portal		Different levels with increasing impact of digitization
Pricing	Fixed Price per kWh – prices are defined for the contractual time	Variable prices per kWh depending on market prices (e.g. EEX)	Flat rate price per month – no dependence on consumption	Flat rate price for contractual time – no dependence on consumption	Monthly Prices per kWh depend on consumption (rates may change). Low (fixed prices) or high (variable prices) price risks for consumer. Flat rate contracts with usual risks for customer/supplier
Price communication	Prices are itemized within the initial contract documents	Prices are made available through hotline (automatic information)	Prices are send to customer via E-Mail on a daily base for the next day	Prices are constantly made available through an online portal	Price communication is only relevant for an variable pricing and the variable flat rate – increasing impact of digitization
Additional devices included in the contract	5 light saving LED light bulbs	2 smart thermostats and sensors for automatically adjusting heat	Device with real time consumption information and home controlling interface		Increasing impact of digitization
Availability of service infrastructure	Call Center, 10 minutes waiting line, 8 am to 8 pm, Mo - Sat, request fulfillment 12 to 24h	Online portal, no waiting or travel time 24/7, request fulfillment within 36h			
Additional monthly charge to electricity bill	6,00 €	10,99 €	14,50 €	19,95 €	Additional monthly charges

Page. 14

Figure 2: Identified attributes and corresponding levels

It has been necessary to talk to industry experts in order to validate the first draft of the choice set. As organizing meetings with a high/relevant number of executives from different cities and companies was rather complicated, an online survey was set up asking 17 executives and experts to validate the attributes and attribute level according to their relevance. The following figures show the ranking of the attribute's relevance first and afterward the relevance of the chosen attribute level.

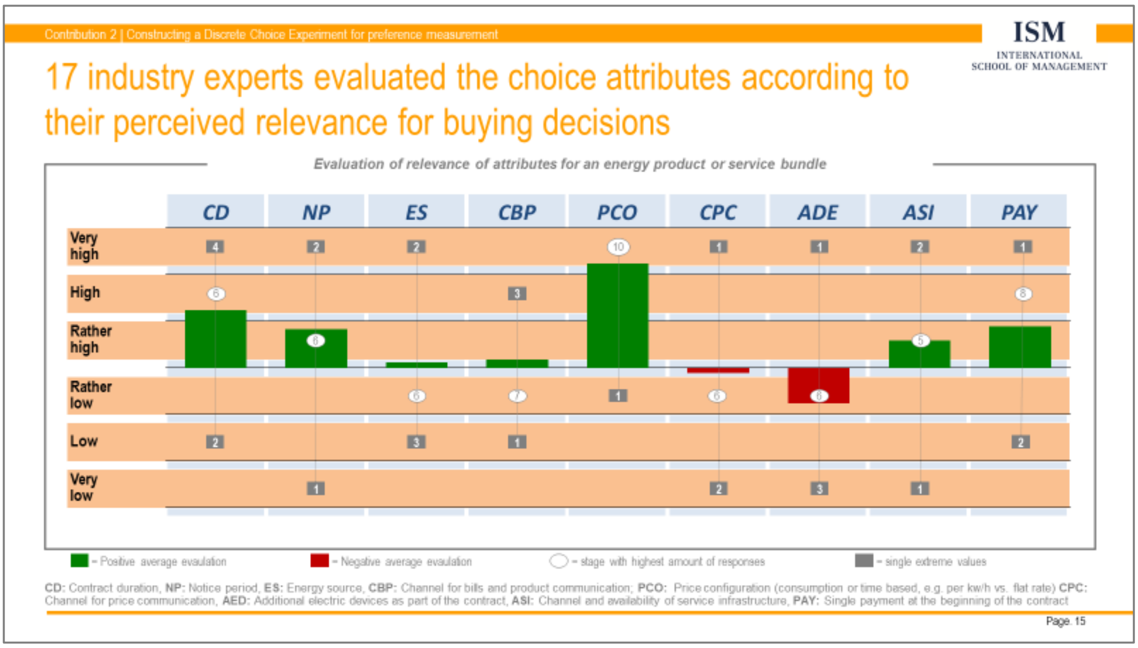


Figure 3: Ranking of the attribute's relevance

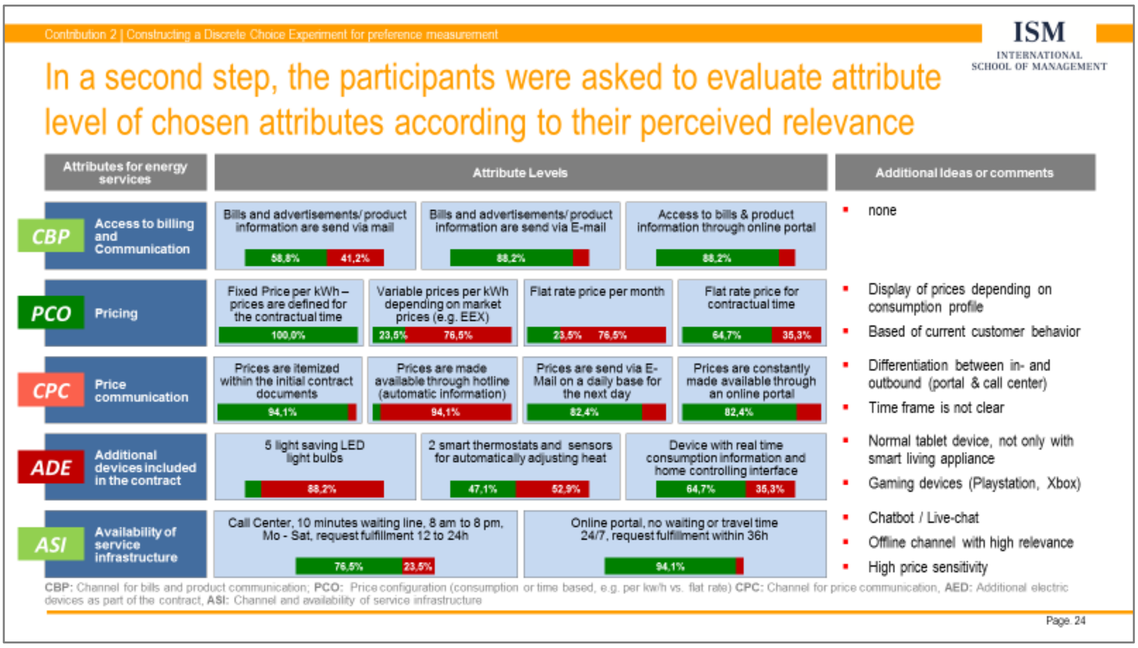


Figure 4: Evaluation of attribute levels

The results from this survey will now be used to improve the choice set and move forward with the setup of the DCE.

Further plans

At the end of my research the plan was to have three contributions, two of them mentioned in this update. However, for 2019 the research of the DCE will be focused upon. For this the following steps will be taken:

- Interpretation and evaluation of my current focus group survey and alteration my current choice set up.
- Focus interviews with selected participants concerning the attributes and the results of my survey.
- Finalizing the choice set and appliance of an orthogonal design (reduction of choice options to gain statistical relevance without applying the full range of choice options).
- Constructing the final choice cards.
- Running a Pre-test, probably with the help of the ISM-Students and finalizing the choice design.
    - As the work on the DCE will occupy a certain amount of time, the focus will be reduced on the contribution of the attribution modeling. However, as the contribution is built on a comparable design, constructing the necessary data set can be started, while the DCE is on pre-testing.
    - Concerning the last contribution, a couple of topics have been drafted that fit into a framework of the customer decision process vs. organizational level as shown in the following figure:

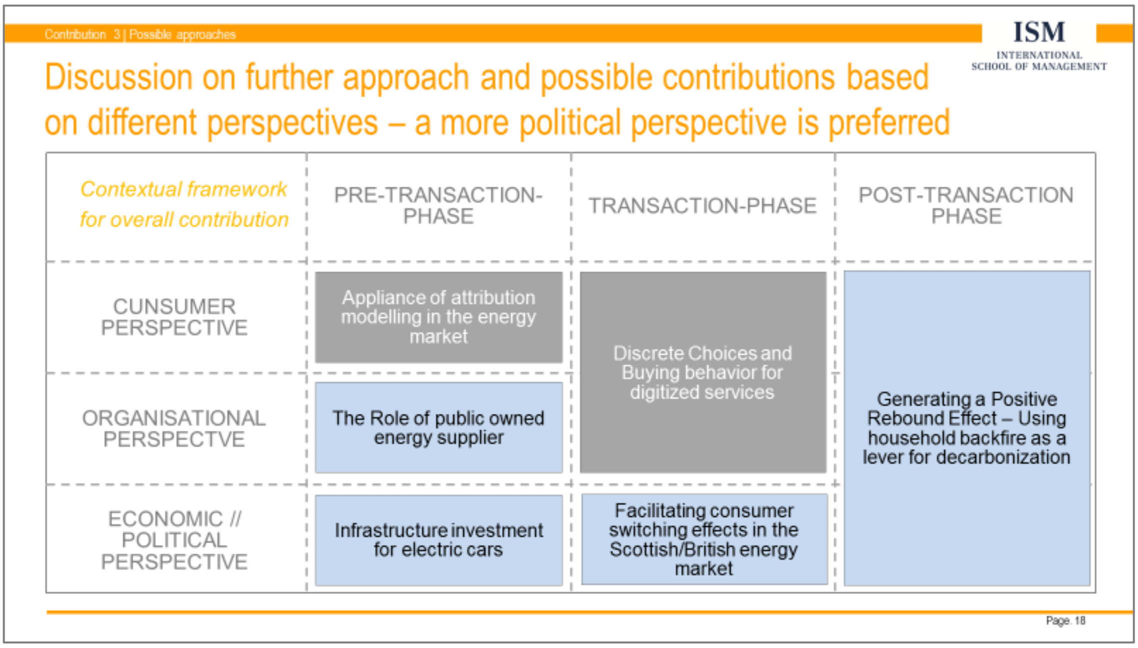


Figure 5: Possible approach and contributions

References and Relevant Literature

Dwyer, F. R.; Schurr, P. H.; Oh, S. (1987): Developing Buyer-Seller Relationships. In: Journal of Marketing, 51. (1987), No. 2, pp. 11-27.

Grahsl, I.; Velamuri, V. K. (2014): Servitization Logics for Utilities: A Systematic Approach to Develop B2C-Offerings. Dublin, XXV ISPIM Conference - Innovation for Sustainable Economy & Society.

Homburg, C.; Staritz, M.; Bingemer, S. (2010): Commodity-Differenzierung – Ein branchenübergreifender Ansatz. In: Enke, M.; Geigenmüller, A. (eds.): Commodity Marketing. Grundlagen - Besonderheiten - Erfahrungen. Wiesbaden: Gabler Verlag, pp. 28-42.

Hsu, C.; Spohrer, J. C. (2009): Improving service quality and productivity: exploring the digital connections scaling model. International Journal of Services Technology and Management, 11. (2009), No. 3, pp. 272-292.

Lancaster, K. J. (1966): A New Approach to Consumer Theory. In: The Journal of Political Economy, 74. (1966), No. 2, pp. 132-157.

Li, H.; Kannan, P. (2014): Attributing Conversions in a Multichannel Online Marketing Environment: An Empirical Model and a Field Experiment. Journal of Marketing Research, 51. (2014), No. 1, pp. 40-56.

Lohse, L.; Künzel, M. (2011): Customer Relationship Management im Energiemarkt - CRM in Commodity Industrien am Beispiel eines Energiedienstleisters. In: Enke, M.; Geigenmüller, A. (eds.): Commodity Marketing. Wiesbaden: Gabler Verlag, pp. 381-401.

Manski, C. F. (1977): The structure of random utility models. In: Theory and Decision, 8. (1977), No. 3, pp. 229-254.

Matthyssens, P.; Vandenbempt, K. (2008): Moving from basic offerings to value-added solutions: Strategies, barriers and alignment. In: Industrial Marketing Management, 21. (2008), No. 2, pp. 316-328.

McFadden, D. (1974): Conditional logit analysis of qualitative choice behavior. In: Zarembka, P. (ed.): Frontiers in econometrics. New York: Academic Press, pp. 105-142.

Parasuraman, A. (1997): Reflections on Gaining Competitive Advantage Through Customer Value. In: Journal of the Academy of Marketing Science, 25. (1997), No. 2, pp. 154-161.

Revelt, D.; Train, K. (1998): Mixed Logit with Repeated Choices: Households' Choices of Appliance Efficiency Level. In: Review of Economics and Statistics, 80. (1998), No. 4, pp. 647-657.

Rosen, S. (1974): Hedonic Prices and Implicit Markets: Product Differentiation in Pure Competition. In: Journal of Political Economy, 82. (1974), No. 1, pp. 34-55.

Rouhi, K. (2012): Dualer Kundenwert und Kundenwertsteuerung auf Massenmärkten. Wiesbaden: Gabler Verlag.

Steiner, M. (2007): Nachfrageorientierte Präferenzmessung. Jena: Deutscher Universitäts-Verlag.

Storbacka, K.; Strandvik, T.; Grönroos, C. (1994): Managing Customer Relationships for Profit: The Dynamics of Relationship Quality. In: International Journal of Service Industry Management, 5. (1994), No. 5, pp. 21-38.

Vandermerwe, S.; Rada, J. (1988): Servitization of business: Adding value by adding services. In: European Management Journal, 6. (1988), No. 4, pp. 314-324.

Venkatesan, R.; Kumar, V. (2004): A Customer Lifetime Value Framework for Customer Selection and Resource Allocation Strategy. In: Journal of Marketing, 68. (2004), No. 4, pp. 106-125.

Candidate:	**Julia Pergande**
Topic:	An Extended Multi-Contingency Model for Strategic Out-Sourcing in German Banks
Partner University:	University of Gloucestershire
Supervisor:	Dr. Bob Ryan
ISM-Supervisor:	Prof. Dr. Ralf A. Brickau
Start:	May 2012

Abstract

The paper examines the factors regarding the credit service sourcing decisions of German banks. Credit service Sourcing is a form of third-party payment for credit processing services. While securities services and payment service sourcing are common practice in the German banking sector, credit service sourcing is not widely used. The paper explains why bank managers in previous studies have planned loan service outsourcing, but have not as yet employed it.

The high revenue share and the high risks associated with the lending business, compared to the securities services and payment services business, lead to a preference of corporate and internal coordination rather than outsourcing to external service providers. Banks in Germany rate the credit service business as their core competence. Credit services are the bank's most important lever for revenue generation, competitive differentiation and the cultivation of cross-selling. Bank managers see credit service outsourcing critical because they do not trust external service providers to be as efficient and confident in regards to sensitive credit and customer information. In addition, heterogeneous non-standardized credit operations prevent outsourcing to external service providers.

In the following paper an extended multi-contingency model has been developed to solve coordination problems. The model helps bank managers to tailor the design and diagnosis of credit service coordination mechanisms to their business environment. Choosing the right coordination mechanisms depends on the business environment, strategy, size, ownership, leadership style, and climate of a business. Big banks coordinate the credit service business in internal markets by bundling loan services bank-wide into competence centers. Banks without corporate or network structures with high product and process innovation prefer the internalized coordination. The extended multi-contingency model integrates contracts for the concept of dynamic adaptation into structural contingency theory.

The work takes on a post-positivist view. It comprises twelve case studies of public-law, cooperative and private banks in Germany. The case study data is analyzed by means of a qualitative content analysis, which uses both deductive methods and qualitative induction. Deductive methods in qualitative research support the development of a coding guide to control data analysis and interpretation.

Review of problem statement and research gap

This research aims to explain what drives decision-making of German bank managers on credit services sourcing. Moreover, this research aims to identify what credit services sourcing operating models German banks use. Credit services’ sourcing is a form of foreign procurement of credit services the firm has previously produced with internal resources (Dittrich & Braun, 2004).

Credit services' sourcing encompasses overlapping intermediate organizational forms such as captive sourcing, cooperative sourcing, and outsourcing. In captive sourcing, associated legal entities perform services for one or more entities within a corporate group. Cooperative sourcing grounds in a multilateral agreement between network partners who share risks or leverage synergies through joint out-sourcing. In contrast to outsourcing, cooperative sourcing relies on negotiation benefits rather than on market transactions (Beimborn, 2008). Outsourcing involves the delivery of credit services by providers operating outside of the organizational boundaries of their recipients. This thesis differentiates between outsourcing and out-sourcing with a hyphen, which appreciates the overlapping intermediate organizational forms of credit services sourcing.

Transaction cost economics suggests that out-sourcing is particularly appropriate for credit processing services due to their high asset specificity, added uncertainty and high frequency (Williamson, 2008). Processing services are highly asset specific. They cannot be bundled easily due to a lack of standardization, although they may show potential for standardization. Such services generate high uncertainty because the provider market for credit processing services is immature (Beimborn, 2008). Finally, the transaction recurrence rate causes the highest service frequency within the credit service chain.

Out-sourcing processing services lead to process standardization due to value adding synergies. Process standardization promotes structural efficiency that enhances market dynamics, as risks from switching out-sourcing relations decrease. Notwithstanding these structural benefits, academic research suggests that the level of in-house produced credit services remains high (Beimborn & König, 2005). This supposition can be underpinned when comparing the studies of Wahrenburg, Wagner, Beimborn, Franke, and Gellrich (2013) and Gewald, Wüllenweber, and Weitzel (2006). In their survey of Germany's top 519 banks, Wahrenburg et al. (2013) show that 9 out of 10 banks intend to outsource their credit business functions. However, as Gewald et al. (2006) demonstrate the number of banks that have outsourced business functions is very low.

In the securities and payment transaction services outsourcing back-office services to specialized providers is a widely used business practice. Nevertheless, credit services sourcing remains behind securities and payment transaction services sourcing. Credit services' sourcing stagnates since 2005, although numerous German providers offer out-sourcing services (Jung & Pieske, 2012). Currently, there is an absence of literature analyzing why bank managers intended to outsource credit services in earlier research but have not done so. This research seeks to begin addressing this lack by answering the following research questions:

RQ1: How do economic theories help to understand credit services sourcing decisions of German banks?

RQ2: How do other than economic theories influence credit services sourcing decisions of German banks?

RQ3: How can the identified theories (from RQ1 and RQ2) be integrated into a model that best describes credit services sourcing decisions of German banks?

RQ4: How can German banks create value when applying the extended multi-contingency model?

Update on the Research methodology and underlying frameworks

This research follows a post-positivist philosophy which combines an idealist epistemology with an objective ontology. Post-positivism requires the researcher to test hypotheses based on a-priory theorization and to engage in scientific discourse (Ryan, 2006). Through the practice of discourse, the researcher achieves an advanced approximation of reality as discourse generates assumptions based on the interpretation of experience that constructs how managers think about and respond to contingencies framing their credit services business.

The multi-contingency theory model developed for hypotheses testing extends structural contingency theory since new levels of contingencies have moved organizational boundaries beyond hierarchy to markets. In addition to organization structure, contracts complement the management of firm boundaries. The choice of appropriate contracts is contingent upon causally related situation inputs, such as a firm's environment, strategy, size and ownership, management style, and climate. The interdependency between contingencies assumes a strategic equilibrium of the organization structure and contracts with the contingencies to create a favorable effect on performance (Donaldson, 2017). The state of the strategic equilibrium is termed fit in contingency theory. The body of knowledge on contracts in contingency theory is embryonic (Burton, Obel, & Håkonsson, 2017). Therefore, contracts are integrated into structural contingency theory by discussing how the underlying assumptions of the TCE, residual rights theory and social capital theory relate contracts to contingency theory.

Based on philosophical considerations, this research employs a qualitative research strategy to generate an in-depth understanding of the complexity of interrelations between contingency variables and contract choices (Salkind, 2010). The qualitative research strategy applies a multi-method case study design using twelve interviews, as well as naturally-occurred data for triangulation (Trochim & Donnelly, 2006). The research sample is determined by convenience sampling, whereby interview participants are recruited from the professional network of the researcher, and from the network of referred contacts of the researcher. The data analysis employs a staged qualitative content analysis approach, whereby data is in a first stage coded into deductively developed categories which are based on the theory model, while in a second inductive content analysis stage the theoretical model is complemented based on theming the data to generate supplementary categories (Schreier, 2014). To increase the validity, reproducibility, and reliability of the qualitative content analysis, the coding is performed based on a comprehensive coding manual (Krippendorff, 2004). The outcomes from the qualitative content analysis are aggregated in summaries of findings per case which relate case-based findings to the hypotheses of the theoretical model. In a further step, the outcomes from the qualitative content analysis are compared to the results of a quantitative content analysis which is generated by quantifying data from the qualitative content analysis. Based on assumptions with coincidences of the qualitative and quantitative analysis the a-priory developed multi-contingency theory model is revised and extended.

Research output and further plans

The result of the revised theory model is an extended multi-contingency model for the diagnosis and design of strategic out-sourcing relationships based on contracts (Figure 1). Managers in the credit services business of German banks may capture value out of the extended multi-contingency model when using it as a self-assessment tool to evaluate, if internalization, internal market coordination, or external market coordination lead to high performance and thus to corporate success. When the model is used to optimize the current service delivery, it can be used to compare current and proposed contract configurations. The model recommends possible amendments of contract configurations. Practitioners may benefit from the outcomes of this thesis in two ways. First, they may use the extended multi-contingency model as a self-assessment tool to design or assess coordination and control mechanisms with providers. Second, they may learn from the out-sourcing experience of the interviewees. For instance, the thesis provides insights into which contingencies have a significant influence on out-sourcing decisions.

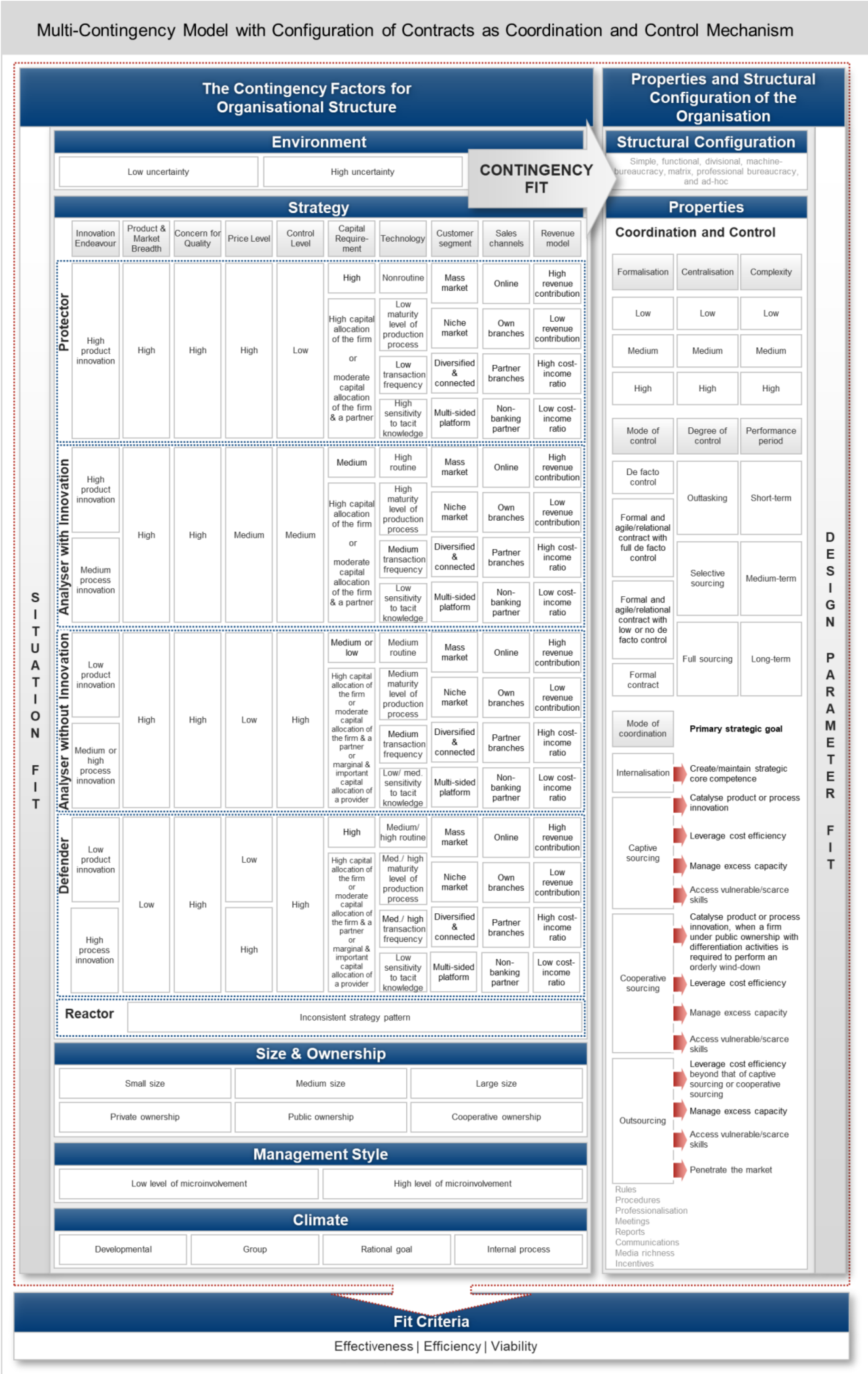


Figure 1: Multi-Contingency Model with Configuration of Contracts as Coordination and Control Mechanisms, own source adapted from Burton and Obel (1998)

References

Beimborn, D.; König, W. (2005): Sourcing-Trends im KMU-Kreditgeschäft der deutschen Banken. In: Kaib, B. (Ed.): Outcourcing in Banken. Wiesbaden: Gabler, pp. 185-209.

Beimborn, D. (2008): Cooperative sourcing : simulation studies and empirical data on outsourcing coalitions in the banking industry. Wiesbaden: Gabler.

Burton, R. M.; Obel, B. (1998): Strategic Organizational Diagnosis and Design. Massachusetts: Kluwer.

Burton, R. M.; Obel, B.; Håkonsson, D. D. (2017): Contingency Theory, Dynamic Fit, and Contracts. In: Qiu, J.; Luo, B. N.; Jackson, C.; Sanders, K. (Eds.): Advancing Organizational Theory in a Complex World. New York: Routledge, pp. 1-15.

Dittrich, J.; Braun, M. (2004): Business Process Outsourcing: Entscheidungsleitfaden für das Out- und Insourcing von Geschäftsprozessen. Stuttgart, Germany: Schäffer-Poeschel.

Donaldson, L. (2017): Conclusion. In: Qiu, J.; Luo, B. N.; Jackson, C.; Sanders, K. (Eds.): Advancing Organizational Theory in a Complex World. New York : Routledge, pp. 132-143.

Gewald, H.; Wüllenweber, K.; Weitzel, T. (2006): The Influence of Perceived Risks on Banking Managers' Intention to Outsource Business Processes - A Study of the German Banking and Finance Industry. In: Journal of Electronic Commerce Research, 7. (2006), No. 2, pp. 78-96.

Jung, S.; Pieske, G. (17.04.2012): Gastbeitrag: Die Zukunft erfordert flexibles Outsourcing. Börsen-Zeitung, p. 4.

Krippendorff, K. (2004): Content Analysis: An Introduction to Its Methodology. 2nd ed. Thousand Oaks, CA: Sage Publications, Inc.

Ryan, A. B. (2006): Post-Positivist Approaches to Research. In: Antonesa, M. (Ed.): Researching and Writing your Thesis: A Guide for Postgraduate Students. Maynooth: National University of Ireland, pp. 12-26.

Salkind, N. J. (2010): Convenience Sampling. In: Salkind, N. J. (Ed.): Encyclopedia of Research Design. Thousand Oaks, CA: SAGE Publications, Inc., p. 255.

Schreier, M. (2014): Varianten qualitativer Inhaltsanalyse: Ein Wegweiser im Dickicht der Begrifflichkeiten [59 Absätze]. In: Forum: Qualitative Social Research, 15. (2014), No. 1. (http://nbn-resolving.de/urn:nbn:de:0114-fqs1401185). Accessed on 09.01.2019.

Trochim, W. M. K.; Donnelly, J. P. (2006): Research Methods Knowledge Base. Mason: Thomson.

Wahrenburg, M.; König, W.; Beimborn, D.; Franke, J.; Gellrich, T.; Hackethal, A.; Weitzel, T. (2005): Kreditprozess-Management. Frankfurt am Main: Norderstedt.

Wahrenburg, M.; Wagner, H.-T.; Beimborn, D.; Franke, J.; Gellrich, T. (2013): Kreditprozess-Management: Status Quo und Zukunft des Kreditprozesses bei Deutschlands 500 größten Kreditinstituten E.-F. Lab (Ed.)

Williamson, O. E. (2008): Outsourcing: Transaction Cost Economics and Supply Chain Management. In: Journal of Supply Chain Management, 44. (2008), No. 2, pp. 5-16.

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

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 on the current state of research on the roles of marketing and sales end experiences with marketing-sales interfaces it could be observed in the 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 organisation, 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 the business performance.

Marketing-Sales Interface

Market-orientated organizations having functioning interfaces provide different benefits: “e.g. timely dissemination of market information, coordination of marketing activities in creating superior customer value and market responsiveness. One of these interfaces is the marketing–sales interface.” If those two functions work effectively together a company can have a great business performance (Cespedes, 1992, 1993; Guenzi & Troilo, 2007; Smith et al., 2006 in Biemans et al., 2007). The relationship with marketing and sales should work the best as both functions handle with customers and they should be well equipped for effective cooperation. Marketing has the task to support the sales team with appropriate material and toolsets and building a brand with a unique selling proposition. The task of the sales function is contacting customers, executing marketing strategies and closing the sale in the field (Matthyssens & Johnston, 2006; Rouzies et al., 2005 in Biemans et al., 2010).

The sales force plays a critical role within an organization. LeMeunier-Fitzhugh and Piercy (2006) mentioned the sales force as “a crucial source of critical market intelligence and propose that marketers must demonstrate to salespeople how their market feedback contributes to the firm's strategic activities." Some authors suggested also that sales force activities must be seen as strategic customer management activities. Ingram, LaForge, and Leigh (2002) said that sales organizations are working increasingly strategic-orientated and therefore the sales forces are adopting a customer relationship management approach focusing process optimization of customer relationships. These observations put the salesperson in a more strategic role, which then requires a focus on effective and efficient marketing–sales interfaces. The current literature shows that there is a gap in the field of marketing-sales interfaces and that it has not been researched and analyzed in detail. (Biemans et al., 2007) The sales force is collecting valuable information from the customer and forwarding it to the marketing team who then can create and set relevant marketing activities and tools. Thereby it is of great importance that sales and marketing activities are closely coordinated because the sales force is the only function who have the first site contact to the customer and the marketing function is the one having the responsibility to use this information and to develop market-related activities, customized products and programs (Dewsnap & Jobber, 2000; Rouzies et al., 2005 in Biemans et al., 2007). The main goal is to create value for the customer and increasing the business performance.

Unfortunately, the practical experience shows that the marketing–sales interface is not always effective and efficient, and that senior management is always searching for solutions to overcome this challenge (Beverland et al., 2006; Carpenter, 1992; Cespedes, 1993; Dewsnap & Jobber, 2000; Lorge, 1999; Rouzies et al., 2005; Strahle, Spiro & Acito, 1996 in Biemans et al., 2010). The two functions are having conflicts and different internal goals, complicated communication processes, and unsatisfied employees. This interface assumes special importance within B2B firms, where marketing activities are frequently conducted by people in various departments such as marketing, business development, technical support and development and sales support who may lack a formal marketing background and training. In such situations, effectively organizing and managing the marketing–sales interface may be especially challenging.

"The relationship between the marketing and sales functions is among the most important of these cross-functional relationships, yet despite its key importance it remains under-explored in the academic literature." (Dewsnap & Jobber, 2000; Rouziès et al., 2005 in Biemans et al., 2007). The requirements within the organization have changed during the last years. There is a clear growth of pressure for the sales and marketing functions to work together (Biemans et al., 2007). Complex environments demand more need for functions to interact. Sales and marketing managers are seeing the Sales–marketing integration as one of the most important issues (Rouziès et al. 2005) noted that "it is characterized by lack of cohesion, poor coordination, conflict, non-cooperation, distrust, dissatisfaction, and mutual negative stereotyping. Driven by different goals and rewards, different backgrounds and different worldviews, these two departments often have ineffective working relationships." Given the importance of the marketing–sales relationship and its often problematic character more need to be learned about factors that might increase its effectiveness.

A lot of past research has investigated into this topic and has found out that there are existing links between marketing and other departments such as R&D and engineering. But it is noticeable that less attention has been paid to the relationship between marketing and sales. Sales and marketing have different goals, perspectives, and orientations as well as different ways of approaching problems, but senior management is very aware, that the marketing–sales relationship is critical to organizational success (Homburg & Jensen 2007).

Relationship Management

In terms of relationship-oriented business strategies, companies must make sure that they have long-term relationships with internal and external stakeholders to improve their satisfaction and loyalty. In this regard, a good relationship with internal marketing with employees is of great importance for a company's success. "Customer Relationship Management was developed from the concept of customer orientation, focusing not only on customers but also on relationships with customers. Customer Relationship Management (CRM) has revealed many aspects that closely resemble the total quality management (TQM) approach. Enterprises can improve total quality management performance by Customer Relationship Management system and relationship marketing (cf. Chen & Wu, 2016).

Therefore, the quality of relationships within different parties of a company is of great importance because it has a link to business performance. The achievement of relationship quality requires different measurements that have common aspects related to employees and customers as well (cf. Chen & Wu, 2016). It is of great importance that companies implement relationship management strategies in order to improve business performance. These strategies help to attract further customers and maintain the relationship with the existing customers (cf. Chen & Wu, 2016) and to improve customer satisfaction and repurchase intention while enhancing the business performance. Therefore, the whole process of customer relationship management can be seen as an integrative action for the overall improvement. Armstrong and Kotler (2000) claim that "the objective of relationship management is to transfer long-term value to customers, in order to enhance customer satisfaction and loyalty. Success in these endeavors is due directly to the efforts of marketing staff who strive to develop a deep relationship with customers. Therefore, relationship management includes not only customers but also employees." (Chen & Wu, 2016). Internal marketing enables enterprises to motivate employees and increase their job satisfaction, which can stimulate their enthusiasm and promote stronger relationships with the firm. Chen & Wu (2016) defined Relationship Management as a whole sales, marketing, and service strategy.

Collaboration Management Sales and Marketing

Past research recommends that greater collaboration between sales and marketing has critical benefits to the organization through improved business performance. Sales and marketing activities should be coordinated because their functions are interrelated (Munn, 1998 in Le Meunier-Fitzhugh & Piercy, 2006). Marketing functions depend on salespeople to deliver the marketing message externally and to collect valuable customer information and to inform marketing about the external environment. In addition, Yandle and Blythe (2000) indicate that sales functions are frequently dependent on marketing activities to provide a consistent supply of prospective customers through their promotional (Le Meunier-Fitzhugh & Piercy, 2006). Different options on that topic are noticeable. The key question is the right definition and delegation of tasks to marketing and sales and the definition of common business goals.

"Prior studies considering the cross-functional relationship between sales and marketing suggest that this interface exhibits many negative characteristics (cf. Le Meunier-Fitzhugh & Piercy 2006). For example, Lorge noted, "Historically there has been tension between sales and marketing, bred by physical and philosophical separation and by poor communication" (Le Meunier-Fitzhugh & Piercy 2006). In addition, there is often poor coordination between sales and marketing, particularly in planning and goal setting. Recent studies have identified several factors that contribute to sales and marketing collaboration, although these have not been tested and provided only limited evidence regarding the consequences of the relationship. It appears timely to examine the proposition that improving collaboration between sales and marketing benefits the organization in terms of business performance (Le Meunier-Fitzhugh & Piercy 2006, p. 78).

Significant research has been conducted to analyze the collaboration between departments in organizations, based on the suggestion that it is linked to improving business performance. However, relatively little research can be observed to the interdepartmental relationship between sales and marketing as compared to other functional relationships with marketing. The sales marketing interface is seen as one of the most contentious relationships within organizations and is one topic that is attracting increasing attention from both practitioners and academics (cf. Le Meunier-Fitzhugh & Piercy 2006).

The base on knowledge about sales and marketing interface expands; there is a greater need for investigation on specific aspects of marketing–sales configurations in B2B firms. The demand is to investigate the implications of collaboration between marketing and sales and the need to identify whether there are benefits in terms of business performance of improving collaboration between marketing and sales. There is a high-level base of knowledge about sales and marketing relations but there is the need to investigate more in detail into models of different factors having a positive or negative impact on relationships between marketing and sales.

In the past years, the literature has pointed out the need to reconsider and analyze the role, activities and tasks the sales force may play in business organizations (cf. LeMeunier-Fitzhugh & Piercy, 2006) see the sales organization as a crucial source of critical market intelligence and suggest that marketers must show to salespeople how their market feedback contributes to the firm's strategic activities. Ingram, LaForge, and Leigh (2002, in Biemans et al., 2010) suggest that sales organizations are getting a more strategic role within the organization and are increasingly responsible for customer relationship management. All these movements within a company show the clear direction of the sales team towards a more strategic role for sales, which further requires the need for an effective and harmonious marketing sales interface. A review of the literature clearly shows that the marketing–sales interface has not been extensively researched, with some notable exceptions (Biemans et al., 2010). The best approach would be that sales and marketing work closely together with coordinates activities and salespeople having the task to collect valuable customer-related information and passing it to their marketing colleagues.

But it is important to mention that it was observed in recent years, that the marketing–sales interface has not always an efficient, effective and constructive way of working together. ”Senior managers often describe the working relationship between Sales and Marketing as unsatisfactory. The attitude of senior managers in improving coordination is critical to influencing collaboration between sales and marketing. The two functions, they say, undercommunicate, underperform, and overcomplain.” (Biemans et al, 2010). This observation requires special attention and importance within B2B firms, where marketing activities and programs are conducted by people in different business departments such as marketing, business development, technical support and development, customer service and sales support. Those different roles within a company may have a gap in the field of marketing background and training. Such cases show very clearly that effectively organizing and managing the marketing–sales interface may be very challenging. All this discussion shows a need for a greater inquiry into the marketing–sales interface. In addition, it is also noticeable that the implications of an efficient marketing-sales interface are only examined insufficient in the literature. This topic shows a clear gap and requires a deeper view of this.

This 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 (Biemans et al., 2010).

Purpose of the thesis

The thesis will consider what decisions are made between those two functions and how they are made. This thesis attends to examine the importance of the collaboration between marketing and sales and will identify elements that may influence the collaboration between marketing and sales, and should provide a model showing how these elements may interrelate. The implications whether there are benefits in terms of business performance of improving collaboration between marketing and sales will be also part of the thesis. In addition, this thesis will identify ways to improve collaboration between sales and marketing and outlines recommendation for the senior management.

The thesis will analyze, if direct factors such as communication, delegation of pricing authority interdepartmental conflicts, market intelligence, marketing planning and indirect factors such as organizational changes, rewards, training & education as well as management attitudes towards coordination like alignment of goals, creation of common vision, establishment of team power will have an effect on the collaboration between marketing and sales and it will also analyze if this collaboration will have an effect on the business performance.

Research sites

The organization where the practical part of the thesis will be applied is a large science-based technology company and an industrial manufacturer facing more than 50,000 products in the portfolio. This organization has different business units, acting in various market environments and selling different products to different types of customers. Furthermore, the organization has separate sales and marketing departments reporting to different senior managers but at the end of the chain to one managing director.

The thesis is expected to be based on personal interviews with the head of sales, head of marketing and the senior management to identify the possible antecedents of collaboration between sales and marketing and to develop a framework that can be tested through a quantitative survey. Interviews should be conducted with sales managers and marketing managers to provide further insights into the relationship. The aim is to gain a 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. All the participants will be asked the same questions. The study seeks to explore the antecedents and implications of collaboration between sales and marketing and further to identify whether there are benefits in terms of business performance of improving collaboration between sales and marketing. By adopting exploratory case studies, the framework can be developed from both existing literature and contextual field data.

Research Objectives

(1) The author wants to explore the interfaces, characteristic roles, and responsibilities between marketing and sales in terms of the collaboration between marketing and sales.
(2) The author wants to identify elements that may influence the collaboration between marketing and sales and to show how these elements may interrelate.
(3) The author wants to explore the implications of collaboration between marketing and sales on business performance.

Conceptual Framework

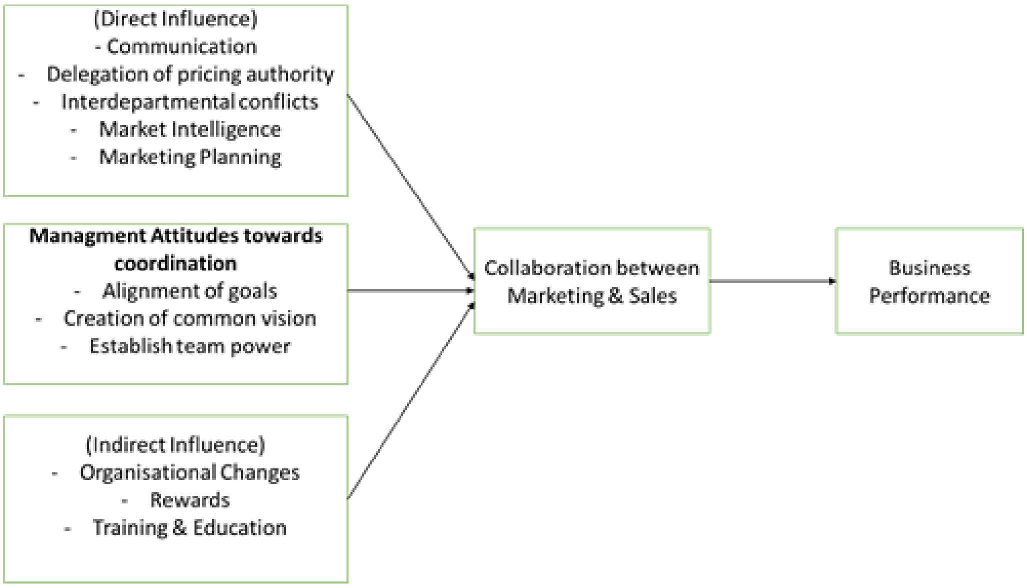


Figure 1: *Conceptual Framework*
Source: *own illustration*

References

Armstrong, G.; Kotler, P. (2000): Marketing. An Introduction, Prentice Hall.

Biemans, W. G.; Makovec Brenčič, M.; Malshe, A. (2010): Marketing-sales interface configurations in B2B firms. In: Industrial Marketing Management, 39. (2010), No. 2, pp. 183-194.

Chen, J.-H.; Wu, S.-I. (2016): The impact of customer relationship management and internal marketing on business performance: a comparison of lodging industries. In: Total Quality Management & Business Excellence, 27. (2016), No. 1-2, pp. 17-33.

Geiger, I. (2017): A model of negotiation issue–based tactics in business-to-business sales negotiations. In: Industrial Marketing Management, 64. (2017), pp. 91-106.

Hulland, J.; Nenkov, Gergana Y.; Barclay, D. W. (2012): Perceived marketing–sales relationship effectiveness: a matter of justice. In: Journal of the Academic Marketing Science (2012), No. 3, pp. 450-467.

Le Meunier-FitzHugh, K.; Lane, N. (2008): Collaboration between sales and marketing, market orientation and business performance in business-to-business organisations. In: Journal of Strategic Marketing, 17. (2008), No. 3-4, pp. 291-306.

Le Meunier-FitzHugh, K.; Piercy, N. F. (2007a): Does collaboration between Marketing and Sales affect business performance? In: Journal of Personal Selling & Sales Management, XXVII. (2007), No. 3, pp. 207-220.

Le Meunier-FitzHugh, K.; Piercy, N. F. (2007b): Exploring collaboration between sales and marketing. In: European Journal of Marketing, 41. (2007) No. 7/8, pp. 939-955.

Le Meunier-FitzHugh, K.; Piercy, N. F. (2008): The importance of organizational structure for collaboration between sales and marketing. In: Journal of General Management, 34. (2008), No. 1.

Le Meunier-FitzHugh, K.; Piercy, N. F. (2009): Improving the relationship between sales and marketing. In: European Business Review, 22. (2009), No. 3, pp. 287-305.

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

In 2018, the author was invited to work on a research paper with Prof. Dr. Christopher Vas and Dr. Katerina Nicolpoulou, the target publication for this paper is the ABS 4 star Journal, Research Policy. The paper is in the review process. This paper creates a view of Absorptive Capacity, Network Orchestration, and Government Policy Development. Using a case study approach based on an Australian organization HC Coombs Policy Forum (CPF), the contribution to this paper is the theoretical framework and interpretation of ACAP and Network Orchestration with policy development.

This paper has the title "Knowledge Networks in Public Administration: absorptive capacity as a dynamic capabilities framework" and draws on the issue of linking knowledge producers with their consumers in the context of public policy development. The government's need for research evidence in developing policy alternatives demands a more detailed examination of how academic researchers can contribute to the policy process. Using the Absorptive Capacity (ACAP) framework, this paper provides a detailed discussion on how to bridge the divide of research and policy by catalyzing the development of innovative networks and the process of 'policy-research' socialization between researchers and public administrators. In this process, undertaking transnational research activity, working in partnership with government policymakers, mediating and integrating interest groups and policy actors in the policy process are all important responsibilities. Using a case study approach based on the Australian Government's experience of establishing the HC Coombs Policy Forum at the Australian National University, the article makes a strong argument for the need of boundary-spanning interface and interactions integrators (keywords: public policy, knowledge producer, evidence-based policy, policy networks).

Research abstract – Ph.D. dissertation

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 organizations employees with their own individual types of absorptive capacity, can enhance the organization's knowledge leading to better performance. Although many iterations of Absorptive Capacity have been introduced over the past twenty-five years from authors such as Cohen & Levinthal (1990); Lane (2006); Lennox & King (2004); Easterby-Smith (2008); Jones (2006); Lewin (2011), it is the seminal work of Zahra & George (2002), which is the real focus of this research. In taking this institution resource perspective of Zahra and George's (2002) work, it must be recognized that the value of institutional knowledge growth has long been identified, but research into the knowledge that can emanate from culturally diverse employees has thus far had limited development.

Methodologies

The secondary research utilized included, a range of top entrepreneurial and management journals articles from the entrepreneurship stream of Small and Medium-Sized Enterprises (SME), Diversity, in addition, journal articles from the Tourism stream are added (this is an on-going search).

Primary research methodology

Tentative pilot interviews with one of the companies located in the south-east of Ireland carried out at the end of June 2015. In 2016, further field research took place in three hotels based in the east and west of Ireland. Each interview consisted of one and a half hours of face-to-face semi-structured interviews; in addition, thirty participants completed questionnaires and observational sessions were utilized. In 2018, another 25 interviews from the above hotels took place, plus historical investigations. The above is in fitting with the paradigm positioning of this research, which is interpretivist, using an inductive approach. The research requires an ideographic inquiry, a view from the inside to investigate the social reality (Stahl et al., 2007). The employed approach in the primary research section is Ethnography. The software Nvivo has been utilized in the preliminary analysis of the primary research data. The transcription of 70% of the interviews is now finalized, utilizing the newest version of Nvivo, which allows the user to slow down the recordings, this permitted full transcription of the recorded data.

Empirical findings

This research proposes to contribute to the divergent fields of Entrepreneurship and Human Resource Management. This nascent work seeks to contribute to the field of entrepreneurship thinking, unpacking the theories of, absorptive capacity and employee diversity. It furthermore contributes to the development of knowledge growth and recognition of culturally diverse employees as global knowledge workers within Tourism SMEs. The research proposes to unlock the mindset that views people of cultural difference, as cheap labor or as a problem that needs to be contained, rather than an opportunity that is awaiting recognition.

Implications for future research and practitioners

The implications for this research have taken on new meaning in this changing society. Governments and Public press continue to emphasize the benefits of diversity, but in recent years the rise of populism and racism has meant that diversity in particular ethnicity, is no longer a byword for new idea generation, or even entrepreneurial thinking. This negative discourse can create a perception of lesser value or being blind to the value of diversity. As a sector small to medium tourism businesses look towards global tourism companies for ideas and innovation, however the ideas or innovations can be located within their own institutions. This research intends to show practitioners that through the introduction of routines and processes including integration mechanisms, firms can benefit from the knowledge, which culturally diverse workers carry as their own Absorptive Capacity. As a field of study, tourism has been devoid of theoretical development, which explores the dynamics of tourism as a process of global economic and social change (Page & Connell, 2009, p8) this research proposes to work towards contributing to making changes, which result in economic and social benefits for all stakeholders in tourism.

References

Barney, J.; Wright, M.; Ketchen Jr., D. J. (2001): The resource-based view of the firm: Ten years after 1991. In: Journal of management, 27. (2001), No. 6, pp. 625-641.

Cohen, W. M.; Levinthal, D. A. (1990): Absorptive Capacity A New Perspective on Learning and Innovation. In: Administrative Science Quarterly, 35. (1990), No. 1 (March), Special Issue: Technology, Organisations , and Innovation, pp. 128-152.

Deed, D. L. (2001): The role of R & D intensity, technical development and absorptive capacity in creating entrepreneurial wealth in high technology start-ups. In: Journal of Engineering and Technology Management (2001), No. 18, pp. 29-47.

Dimov, D. (2011): Grappling with the unbearable elusiveness of entrepreneurial opportunities. In: Entrepreneurship Theory and Practice, 35. (2011), No. 1, pp. 57-81.

Easterby-Smith, M.; Graca, M.; Antonacopoulou, E.; Ferdinand, J. (2008): Absorptive Capacity: A process perspective. In: Management Learning, 39. (2008), No. 5, pp. 483-501.

Hotho, J. J.; Becker-Ritterspach, F.; Saka-Helmhout, A. (2012): Enriching absorptive capacity through social interaction. In: British Journal of Management, 23. (2012), No. 3, pp. 383-401.

Jones, O. (2006): Developing Absorptive Capacity in Mature Organizations The Change Agent’s Role. In: Management Learning, 37. (2006), No. 3, pp. 355-376.

Lane, P. J.; Koka, B. R.; Pathak, S. (2006): The reification of absorptive capacity: A critical review and rejuvenation of the construct. In: Academy of management review, 31. (2006), No. 4, pp. 833-863.

Lennox, M.; King, A. (2004): Prospects for developing Absorptive Capacity through Internal Information Provision. In: Strategic Management Journal, 25. (2004), pp. 331-345.

Lewin, A. Y.; Massini, S.; Peeters, C. (2011): Micro foundations of Internal and External Absorptive Capacity Routines. In: Organisation Science, 22. (2011), No. 1 (January-February), pp. 81-98.

Li, L. (2008): A review of entrepreneurship research published in hospitality and tourism management journals. In: Tourism Management, 29. (2011), pp 1013-1022.

Page S.; Connell, J. (2009): Tourism: a modern synthesis. South-Western Cengage Learning.

Ozbilgin, M.; Tatli, A. (2005): Book Review Essay: Understanding Bourdieu’s Contribution to Organisations and Management Studies. In: The Academy of Management Review, 30. (2005), No. 4, pp. 855-869.

Stahl, G. K.; Bjorkman, I.; Farndale, E.; Morris, S.; Stiles, P.; Trevor, J.; Wright, P. M. (2007): Global Talent Management: How Leading Multinationals Build and Sustain Their Talent Pipeline, Faculty & Research Working Paper. Fontainebleau, France, INSEAD.

Thomas, R.; Shaw, G.; Page S. J. (2011): Understanding small firms in tourism: A perspective on research trends and challenges. In: Tourism Management, 32. (2011), pp. 963-976.

Thomas, R.; Wood, E. (2014): Innovation in tourism: Re-conceptualising and measuring the absorptive capacity of the hotel sector. In: Tourism Management, 45. (2014), pp 39-48.

Thomas, R.; Wood, E. (2015): The absorptive capacity of tourism organisations. In: Annals of Tourism Research, 54. (2015), pp. 84-99.

Zahra, S. A.; George, G. (2002): Absorptive Capacity: A Review, Reconceptualization and, Extension. In: Academy of Management Review, 27. (2002), No. 2, pp. 185-203.

VI Outlook for 2019

Due to the establishment of various institutes at several ISM locations, numerous occupations with strong research professors, the expansion of the research infrastructure and the start of the AACSB accreditation process, the previous research strategy has been largely implemented in recent years. The research year 2019 will, therefore, focus primarily on the consolidation of this infrastructure and on this basis carry out research projects, publications, lectures, and doctorates.

The institutes and departments of ISM are currently involved in various third-party tenders and the research deanery uses current third-party funding projects to apply for follow-up projects as well as for publications and conference contributions. With these measures as well as the continuous expansion of the scientific middleware, the existing research networks of the institutes and departments can be strengthened and expanded. By participating in the joint project "Civil Security - Innovation laboratories / Competence centers for robot systems in misanthropic environments" funded by the Federal Ministry of Education and Research (BMBF) within the framework of the program "Research for Civil Security", the establishment of the planned competence center will enable it to support a broad-based research project for four years.

The third-party funded project within the framework of the "Municipalities Innovative" [orig.: Kommunen Innovative] research program of the BMBF together with the Faculty of Architecture of RWTH Aachen University and the Leibniz Institute for Economic Research (RWI) will be completed on schedule in summer 2019. Various publications, also in collaboration with the project partners, are currently in progress.

The existing doctorate co-operations could also be intensified in the past year. At the beginning of the current research year, further doctoral supervisions were started, so that continuous research with several publications can be expected here as well. The various ISM publication series will again be an important field of activity for ISM research in the research year 2019. In addition to the series Working Paper on the presentation of initial research approaches, the ISM Research Journal is a central concern of the ISM to publish practice-oriented research with a scientific claim. As a result, junior researchers within the ISM and beyond are offered a platform for publications that are assessed according to the international standards of the peer review process.

With the research achievements described in the research report 2018, we are confident for the year 2019 to successfully continue the long-term research strategy of the ISM, practical research with networks of companies and research institutes.

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:
International Financial Management, Asset Management, Corporate Controlling, Liability Management, Principles of Corporate Management, M&A, Private Equity, Valuation in Finance

Prof. Dr. Benz, Michael

Role in addition to the professorship:
Institute Director SCM@ISM
Program Director M.Sc. Logistics & Supply Chain Management
Deputy Director International Management, Logistics & Operations Department

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 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, Consumer Psychology, Brand Management, Market Research, Brands, Luxury and Fashion

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, Air Transport Management, Travel Technology, Digitisation & Technology, Digital Customer, Customer Experience Management, Customer Journey, International Air Transport Association – New Distribution Capability (IATA NDC), Digital 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, organizational Diagnosis, Work & organization Psychology, Team Effectiveness, Development of Questionnaires , Human Factors (e.g. Threat and Error Management), Market & Advertising Psychology

Prof. Dr. Brickau, Ralf A.

Research Focuses:
Strategic Management and Marketing, Operative Marketing, Sales Management, CRM, Marketing Controlling, IT and Management, Market Research, Trust Management, Value Selling and Pricing, Innovation Management, Market Development

Prof. Dr. Burg, Monika

Research Focuses:
VUCA-Concept (Volatility – Uncertainty – Complexity – Ambiguity), Management of Complexity, Leadership Skills

Prof. Dr. Büsch, Mario

Research Focuses:
Procurement, Strategic Sourcing, Project Management, Manufacturing & Operations Management, Supply Chain Management

Prof. Dr. Diestel, Stefan

Role in addition to the professorship:
Academic Director Kienbaum Institute @ ISM
Program Director M.Sc. Organizational Psychology & HR Management

Research Focuses:
Work Psychology: Burnout, Stress and Protective Resources; Self and Emotion Control Requirements at Work; Diagnostics of Potential; Statistical Methods (Focus on Complex Analysis Methods: Structural Equation Models, Hierarchical Linear Modeling); Leadership Development (Focus: Ethical Leadership / Servant Leadership); Age Heterogeneity in Groups: Role of Esteem, Stereotypes and Team Climate

Prof. Dr. Dippon, Peter

Research Focuses:
Tourism Management, Destination Management, Tourism Marketing, Cultural Tourism, Event Management, UNESCO World Heritage from the Educational Touristic Point of View, Tourism

Prof. Dr. Dröse, Peter

Research Focuses:
Leadership, Recruiting, Communication, Human Resource Management in Germany, Change Management, Private Pension Scheme, Corporate Culture

Prof. Dr. Fahling, Ernst

Role in addition to the professorship:
Head of Campus ISM Frankfurt
Director Strategy, Finance & Innovation Department
Program Director M.Sc. Finance

Research Focuses:
Finance, Banking, Economics, Corporate Finance, Financial markets, Treasury

Prof. Dr. Finken, Silke

Role in addition to the professorship:
Program Director MBA General Management

Research Focuses:
Innovation Management, Strategic & International Management
Blockchain & Fintech, Financial Services, Consulting, Open Banking

Prof. Dr. Förster, Heinrich

Research Focuses:
Corporate Finance, Corporate Valuation, Asset Valuation, Capital Market Theory, Empirical Capital Market Research

Prof. Dr. Fontanari, Martin

Role in addition to the professorship:
Head of Campus ISM Cologne since 3/2018

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, Management

Prof. Dr. Friedrich, Silke

Research Focuses:
Economics, Political Economy, Foreign Economics, Corporate Social Responsibility

Prof. Dr. Friesendorf, Cordelia

Role in addition to the professorship:
Head of Campus ISM Hamburg

Research Focuses:
Micro Economics, Macro Economics, International Management, Finance Management, Capital Markets, Financial Markets, Financial Planning, Risk Management, Investments, Strategy of the International Enterprise, Analyzing Business Performance, Project Management

Prof. Dr. Gericke, Jens

Research Focuses:
Cost and Performance Accounting, Controlling, Logistics, Supply Chain Management, Supply Chain Risk Management, Outsourcing, Process Management, Mid-Sized Enterprises, Mobility

Prof. Dr. Gran, Andreas

Research Focuses:
Transport Law, Logistic Law

Prof. Dr. Groher, Erich

Research Focuses:
Supply Chain Management, Management, Corporate Development and Strategy

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, Cost Accounting, Controlling

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:
Personnel Psychology, Social Psychology, Work Psychology, Business Psychology, Social and Cultural Psychology, Media Psychology, Diagnostics, Developmental and Clinical Psychology

Hartmann, Kim

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

Prof. Dr. Hattula, Cornelia

Role in addition to the professorship:
Head of Campus ISM Stuttgart
Institute Director Business Innovation & Evolution @ ISM

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. Hoffmann, M. Karsten

Research Focuses:
Financial Reporting and Controlling, Tax Law, Corporate Valuation, Investments and Financing

Prof. Dr. Horn, Carmen

Research Focuses:
Marketing, Brand Management, Market Research, Luxury Goods Management, Fashion and Brand Management, Consulting, International 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:
Business Psychology, Work & organization Psychology, 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, Third party logistics, Supply Chain Management, Blockchain in Logistics and Supply Chain, Intermodal Transport

Prof. Dr. Joisten, Nicole

Research Focuses:
Sports Psychology, Clinical Psychologie (in work life), cognitive Psychology, Role Models, Business Psychology

Kamran, Qeis

Role in addition to the professorship:
Program Director MBA General Management

Research Focuses:
Strategic Management, Cybernetics & System Sciences, Bionics, Model Based Management, Service Dominant Logic, Digital Marketing, Strategic Marketing, Intellectual Property Law in Digital Age, Anti-Trust Law, Project & Process Management

Prof. Dr. Kattenbach, Ralph

Research Focuses:
Work Psychology, Personnel & Organization Psychology

Prof. Dr. Kleinjohann, Michael

Research Focuses:
Digitization, E-Sports, Marketing, Product Development, Tourism, Marketing and Communication, Management

Prof. Dr. Kutsch, Horst

Role in addition to the professorship:
Institute Director Entrepreneurship Institute @ ISM
Program Director M.A. Entrepreneurship

Research Focuses:
Business Administration, Entrepreneurship, Quantitative Empirical Methods, Statistics, Data Analysis, Market Research, Education and Teaching, Digitization and Innovation, Empirical Methods, Financial Markets, Management, Marketing and Communication, Corporate Development and Strategy, Economics and Politics

Prof. Dr. Lauterbach, Rainer

Research Focuses:
Entrepreneurship, Corporate Finance, Digitization and Innovation, Financial Markets, Management, Corporate Development and Strategy

Prof. Dr. Lederer, Matthias

Role in addition to the professorship:
Program Director M.Sc. Business Intelligence & Data Science

Research Focuses:
Strategic and IT-Supported Business Process Management, Digital Business Management, Process Management

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 Accounting, Financial Reporting, Taxation, Financial Accounting, Corporate Tax Planning, German GAAP, IFRS (International Financial Reporting Standards)

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, Production, Logistics, Supply Chain Management

Prof. Dr. Malycha, Charlotte

Research Focuses:
Work and organization Psychology, Creativity, Innovation, Healthy Work, Potential Analysis, Aptitude diagnostics, New Work, Business Psychology

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

Research Focuses:
Sports Economics, E-Commerce, Investor Relations, International Management, Digitalization and Innovation, Online Marketing & Social Media, Marketing Strategies & Planning

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, Value-Oriented Leadership and Communication

Prof. Dr. Moss, Christoph

Research Focuses:
Newsroom organization, Language, Social Media, Content Marketing

Prof. Dr. Mühlbäck, Klaus

Role in addition to the professorship:
Program Director M.A. Strategic Marketing Management;
B.A. International Sports Management

Research Focuses:
Strategic Marketing Management, Brand Management, International Marketing, Intercultural Marketing, International Management, Intercultural Management, Consumer Behavior, Sports Management, Sports Marketing, International Sports Management, Intercultural Communication

Prof. Dr. Ohlwein, Martin

Research Focuses:
Marketing, Business Intelligence, Strategic Management, Business Planning, Marketing Controlling, Brand nostalgia, Brand Management, Customer Experience, Brand Relationships B2B, Business Succession

Prof. Dr. Pauen, Werner

Role in addition to the professorship:
Institute Director REL@ISM
Program Director M.Sc. Real Estate Management

Research Focuses:
Real Estate Industry, Property and Real Estate Valuation, Controlling & Finance, Hotel Management

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. Peter, Moritz

Role in addition to the professorship:
Head of Campus ISM Cologne until 3/2018

Research Focuses:
Procurement and Supply Chain Management

Prof. Dr. Quitt, Anna

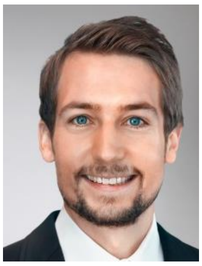
Role in addition to the professorship:
Deputy Director Institute for Business Innovation & Evolution @ ISM
Deputy Director International Management, Logistics & Operations Department
Program Director M.Sc. International Management

Research Focuses:
Sourcing & Supply Management, Sourcing 4.0, Big Data, Innovation Management, (Digital) Corporate Transformation, Supply Chain Management, Systemic Corporate Development, Corporate Development for Mid-Sized Enterprises

Prof. Dr. Rademacher, Ute

Research Focuses:
Psychological Brand Leadership, Employer Branding, Social Media, Mentoring, Marketing and Communication, Human Resource Management, Digitization and Innovation, (Business) Psychology

Prof. Dr. Rathgeber, Philipp



Role in addition to the professorship:
Program Director M.A. Luxury, Fashion & Sales Management

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

Dr. Rehklau, Tatjana

Research Focuses:
Hotel Industry, (System) Catering, Destination Management, Tourism

Prof. Dr. Reichel, André

Research Focuses:
Sustainability, Corporate Development and Strategy, Digitization and Innovation, Entrepreneurship

Prof. Dr. Rommel, Kai

Role in addition to the professorship:
Vice President for Research
Deputy Director Economics & Quantitative Methods Department
Management of Doctoral Programs
Management of Research Projects

Research Focuses:
Environmental and Resource Economics, Energy Economics, Market regulations, Consumer Behavior Research (Choice Experiments)

Prof. Dr. Ruess, Peter

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

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, Mobility

Prof. Dr. Schabbing, Bernd

Role in addition to the professorship:
Deputy Director Marketing, Sales & Tourism 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

Prof. Dr. Schafmann, Ernestine

Funktion zusätzlich zur Professur:
Deputy Director Business Psychology & HR Department
Program Director M.A. Human Resources Management & Digital Transformation

Research Focuses:
People Management 4.0, Digitalization, VUCA Concept (Volatility – Uncertainty – Complexity – Ambiguity), New Leadership, Employability, New Work, HR Analytics, Digital Transformation, Platform Economy, Digital Learning

Prof. Dr. Schlesinger, Dieter M.

Role in addition to the professorship:
Vice President for teaching
Head of Campus 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, Empirical Methods, Ethics, Tourism

Dr. Schmedes, Sven

Research Focuses:
Consulting, Building Trade & Construction, International Management, Project Management, Real Estate Management

Prof. Dr. Dr. Schmid, Patrick

Research Focuses:
Real Estate, Business Planning & Venture Capital, Business Development, Business Mathematics

Prof. Dr. Schmitt, Michael Georg

Role in addition to the professorship:
Program Director B.A. Business Administration

Research Focuses:
Finance, Sustainability, Corporate Finance, Financial Markets, Mergers & Acquisitions, Investment Banking

Prof. Dr. Schubert, Hermann

Research Focuses:
Economics, Capital Market-Oriented Macro Economy, Economic History, Financial Markets, Banking

Prof. Dr. Dr. Siegfried, Patrick

Research Focuses:
Marketing, Logistics, Management, Strategic Controlling, Entrepreneurship, Service Engineering

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

Role in addition to the professorship:
Program Director B.A. Marketing & Communications Management

Research Focuses:
Public Relations, Marketing and Communications, Content Marketing, Corporate Communications, Social Media

Prof. Dr. Sperber, Sonja

Research Focuses:
Global Brand & Fashion Management, Innovation Strategies, Strategic Corporate Leadership, Innovation-Oriented Corporate Leadership, Corporate/Innovation Culture, Top Management Team and Leadership Research, Network Analysis (esp. of Executives), Innovation Management from the Network-Theoretical Point of View, New Product Development in the Luxury Industry, Communication Research, Absorptive Capacity, Market Segmentation, Gender Research

Prof. Dr. Steffens, Dirk

Role in addition to the professorship:
Program Director B.Sc. International Management

Research Focuses:
organization, Change Management, Human Resource Development, Blended Learning, Human Resource Management

Prof. Dr. Störkel, Marcus

Research Focuses:
Digitization and Innovation, Entrepreneurship, Management, Marketing and Communications, Corporate Development and Strategy, Supply Chain Management

Prof. Dr. Terstiege, Meike

Role in addition to the professorship:
Program Director M.A. Digital Marketing

Research Focuses:
Marketing, Communication, Strategy, Digitization and Innovation

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:
Planning of European Multi-Modal Distribution Concepts, Benchmarking in logistics, Transport and Transshipment Planning, Telematics in the Context of Freight Transport, Information and Communication Systems in the Context of Transport, Transport Networking Planning, Strategy Planning in Logistics, Mobility of Goods and People, Logistic Crisis Management Concepts

Prof. Dr. Verhofen, Verena

Research Focuses:
Accounting, Taxes, Corporate Governance, Financial Accounting, Financial Reporting, Taxation

Prof. Dr. Von Thaden, Michael

Research Focuses:
Financial Markets, Banking, Consulting, Information and Communication

Prof. Dr. Walter, Götz

Role in addition to the professorship:
Director Business Psychology & HR Department
Program Director M.Sc. Psychology & Management

Research Focuses:
Psychology, Consulting, Energy-Economic Questions (esp. Social Acceptance of the Energy Revolution), Change Management / organizational Changes, Market, Advertising and Consumer Psychology

Dr. Walter, Stefan

Research Focuses:
Sustainable Supply Chain Management, Adaptation/Anpassung, Regionale Entwicklung, Innovationsmanagement, Digitalisierung, Cyber-Physical Systems, Cybersecurity

Prof. Dr. Weber, Ulrike

Research Focuses:
International Management, International HR & organization, Leadership, Diversity & Gender, Strategic Human Resources, Motivation, Employer Value Proposition/Branding, Gender, Small and Mid-Sized Enterprise, Coaching, Mentoring, Learning & Development, Recruiting, Retention, Labor Law

Prof. Dr. Weber, Gabriel

Research Focuses:
Corporate Social Responsibility, Sustainability Management, Business Ethics, Environmental Economics, Ecological Economics, Stakeholder Management, International Business, Strategic Management

Prof. Dr. Westermann, Arne

Role in addition to the professorship:
Director Marketing, Sales & Tourism Department
Institute Director Brand & Retail Management Institute BRM@ISM
Program Director M.A. Strategic Marketing Management

Research Focuses:
Communication Management, Marketing, Strategic Communication and Online Communication, Communication & Media, Omni-Channel, Retailing, E-Commerce, Content Marketing, Mobile Marketing, Market Research

Prof. Dr. Zeppenfeld, Meiko

Research Focuses:
Corporate Law, Mergers & Acquisitions, Private Equity & Venture Capital, Insolvency and Restructurings, International Business Law

Research Associates

Dargel, Jana

Role:
Research Assoc. to the Research Deanery since 11/2018

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 Institut @ 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

Jäger, Ron

Role:
Research Assoc. for Project „DeWaK“

Research Focuses:
Management, esp. Project Management, Public Management & Policy, Regional Studies

Ketels, Katharina

Role:
Research Assoc. Entrepreneurship Institute @ ISM

Research Focuses:
Social-Digital Innovations, Corporate Culture in Start-Ups, Entrepreneurship Education

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

Radaca, Elvira

Role:
Research Assoc. for Project +SeniorDesignLab until 11/2018

Research Focuses:
Positive Psychology (esp. Gratitude & Meaningfulness), Creativity, Self- & Emotion Control Requirements at Work, Work Psychology (esp. Stress & Protective Resources)

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

Stein, Frank

Role:
Research Assoc. Kienbaum Institut @ ISM until 4/2018

Research Focuses:
organization Development & Design (esp. Organisational Ambidexterity, Agility and Dynamic Capabilities), HR Excellence & Transformation, Strategy

Wenke, Stefanie

Role:
Research Assoc. to the Research Deanery until 11/2018

Research Focuses:
Corporate Social Responsibility, Sustainability, Social Security, Effectiveness and Financing Analyses of Social Projects, Vertical and Horizontal Inequality Control in Access to Education and Health Services

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.

Diestel, S.: NRW leading market CreateMedia.NRW – Wanted: New ideas for the leading market media and creative industries in NRW: "+SeniorDesignLab" [orig.: NRW Leitmarkt CreateMedia.NRW – Gesucht: Neue Ideen für den Leitmarkt Medien und Kreativwirtschaft in NRW: „+SeniorDesignLab"].
Joint application directed by Dipl.-Des. Sabrina Schreiner, Fraunhofer Institute for Environmental, Safety and Energy Technology UMSICHT, Oberhausen, other partners: health care supply store Kraft in Dortmund and the design agency MMID GmbH in Essen. Duration: 3 years, project budget: 1,944,000 euros, incl. ISM share: approx. 200,000 euros, project duration: 01.03.2017 – 29.02.2020.

Frahm, L.-G.: Architectural Branding. Exploring the impact of store design on the perception of the brand [orig.: Erforschung der Wirkung von Ladengestaltung auf die Wahrnehmung der Marke]. Project duration: 01.03.2018 – 28.02.2019.

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

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 duration: 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 duration: 01.08.2018 – 31.12.2019.

Lichtenthaler, U.: Veedel Cologne as a local lighthouse [orig.: Kölner Veedel als lokaler Leuchtturm]. Project in cooperation with Institute for Trade Research (IFH) Cologne with co-financing by the Ministry of Economy, Innovation, Digitisation and Energy of the State of North Rhine-Westphalia. Project duration: 01.09.2018 – 31.12.2019.

Lichtenthaler, U.: Study on Transformation, Corporate Entrepreneurship, AI and Blockchain. Project duration: 01.05.2018 – 31.03.2019.

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 Misserfolgsfaktoren in Projekten]. Project duration: 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 duration: 01.01.2018 – 31.12.2019.

Ohlwein, M.; Bingemer, S.: Customer Experience. Project duration: 01.01.2018 – 31.12.2019.

Ohlwein, M.; Jensen, S.; Fischer, D.: Markennostalgie & Generation Y. Project duration: 01.10.2016 – 31.03.2019.

Pauen, W.: Formel zur Immobilienbewertung. Project duration: 01.01.2018 – 01.01.2019.

Rommel, K.: BMBF-Förderprogramm „Kommunen Innovativ": Den demografischen Wandel bewältigen: Neue Organisations- und Finanzierungsmodelle für soziale Einrichtungen auf kommunaler Ebene (DeWaK). 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 duration: 01.08.2017 – 31.07.2019.

Rommel, K.; Kutsch, H.: EFRE NRW – Förderwettbewerb Regio.NRW Innovation und Transfer, Andrea Höber, Business Metropole Ruhr GmbH & Partner, ISM as associated partner (Letter of Intent signed), project duration: 36 months. (Submission of the project outline on September, 28th 2018).

Rommel, K.; Westermann, A.: BMBF-Förderprogramm Innovationslabore/Kompetenzzentren für Robotersysteme in menschenfeindlichen Umgebungen: Deutschlandweites Kompetenzzentrum für Roboter zur zivilen terrestrischen Gefahrenabwehr (A-DRZ), Dr. Ing. Hauke Speth, City of Dortmund, Institute for Fire and Rescue Technology. Duration: 4 years, project budget: 11,856,389 euros, ISM share: 182,400 euros, project duration: 01.11.2018 – 30.09.2022.

Schmid, P.: 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 duration: 01.05.2018 – 25.02.2019.

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

Terstiege, M.: Smart Watches vs. Luxury Watches - eine qualitative Analyse von Zukunftsoptionen. Project duration: 01.10.2018 – 01.03.2019.

Verhofen, V.: Lernkultur in Wirtschaftsprüfungsgesellschaften. Project duration: 01.01.2018 – 31.03.2019.

Westermann, A.; Zimmermann, R.: Einsatz von Sportlern als Influencer im Rahmen von Sponsoring. Projekt des Brand & Retail Management Insitute @ ISM. Project duration: 01.09.2018 – 29.03.2019.

Westermann, A.; Zimmermann, R.: Integrierte Kommunikation: Zum Verhältnis von Corporate Communications und Marketing. Projekt des Brand & Retail Management Insitute @ ISM. Partner: Quadriga Hochschule Berlin. Project duration: 03.09.2018 – 28.06.2019.

Westermann, A.; Zimmermann, R.: Re-Commerce. Projekt des Brand & Retail Management Insitute @ ISM. Partner: Copenhagen Business School; TU Dortmund. Project duration: 01.08.2018 – 31.07.2021.

Westermann, A.; Zimmermann, R.; Frahm, L.-G.: Architectual Branding. Projekt des Brand & Retail Management Insitute @ ISM. Project duration: 18.09.2017 – 28.02.2019.

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**.*

Fontanari, M.: Marktstudie zu ökonomischen Auswirkungen eines „verkaufsoffenen Sonntags" in Köln. Partner: Chamber of Commerce and Industry Cologne. Project duration: 03.04.2018 – 31.12.2018.

Hattula, C.: Business R-Evolution Radar. Gemeinschaftliche Studie zum Thema Innovation und Transformation zwischen den Instituten für Business Innovation & Evolution und Entrepreneurship der ISM. Project duration: 01.06.2018 – 31.10.2018.

Michel, A.; Habermann, M.: Complexity risk management: How to manage complex supply chains and supply chain disruption risk? Project duration: 03.07.2017 – 21.12.2018.

Pauen, W.; Piller, V.: Kritische Analyse der Aussagekraft in Wissenschaft und Praxis eingesetzter Verfahren zur Bewertung von Hotelgrundstücken und -gebäuden. Project duration: 01.10.2017 – 30.12.2018.

Terstiege, M.: Der Effie als Instrument zur Messung effizienter Marketingkommunikation. Project duration: 01.11.2017 – 31.12.2018.

Terstiege, M.: Market Driving-Faktoren. Project duration: 01.01.2018 – 31.12.2018.

Westermann, A.; Marten, E.; Moss, C.; Simon, M.; Zimmermann, R.: Content Marketing. Project of the Brand & Retail Management Institute @ ISM. Project duration: 01.11.2017 – 31.12.2018.

Westermann, A.; Zimmermann, R.; Mehn, A.; Wirtz, V.: Omnichannel Excellence. Project of the Brand & Retail Management Institute @ ISM. Project duration: 01.06.2016 – 31.05.2018.

d Current Publications

The publications of the ISM professors refer to the period from January to December 2018. 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

Alberola, C.; Walter, G.; Brau, H. (2018): Creation of a Short Version of the User Experience Questionnaire UEQ. In: i-com : Journal of Interactive Media, 17. (2018), No. 1, pp. 57-64. – DOI: 10.1515/icom-2017-0032.

Baldus, A.; Westermann, A. (2018): Smart Home Germany, Quo Vadis? – A Strategic Analysis for Proper Use Cases Across Industries. In: ISM Research Journal, 5. (2018), No. 1, 1-26.

Bingemer, S. (2018): Back to the future with IATA NDC? In: Journal of Tourism Futures (2018), pp. 1-14.

Brösel, G.; Verhofen, V. (2018): Kapitalkonsolidierung nach HGB. In: WISU - Das Wirtschaftsstudium, 47. (2018), No. 5, pp. 579–590.

Brösel, G.; Verhofen, V. (2018): Die Klausur (Konzernrechnungslegung). In: WISU - Das Wirtschaftsstudium, 47. (2018), No. 1, pp. 81-85.

Burmeister, C. P.; Moskaliuk, J.; Cress, U. (2018): Have a look around: The effect of physical environments on risk behaviour in work-related vs. non-work related decision-making tasks. In: Ergonomics (2018), pp. 1-45. – DOI: 10.1080/00140139.2018.1494308.

Burmeister, C. P.; Moskaliuk, J.; Cress, U. (2018): Office versus leisure environments: Effects of surroundings on concentration. In: Journal of Environmental Psychology, 58. (2018), pp. 42–51. – DOI: 10.1016/j.jenvp.2018.07.011.

Burmeister, C. P.; Moskaliuk, J.; Cress, U. (2018): Ubiquitous working: Do Work Versus Non-work Environments Affect Decision-Making and Concentration? In: Frontiers in Psychology, 9. (2018), p. 310. – DOI: 10.3389/fpsyg.2018.00310.

Goetjes, D.; Lütke Entrup, M. (2018): Blick in die Zukunft. Tipps zur Verbesserung der Vorhersagegenauigkeit in der Brauindustrie. In: Brauindustrie (2018), No. 8, pp. 34-37.

Goetjes, D.; Lütke Entrup, M. (2018): Forecast als Steuerungsinstrument. Maßnahmen zur Verbesserung der Vorhersagegenauigkeit in der Fleischindustrie. In: Fleischwirtschaft (2018), No. 11, pp. 69-73.

Goetjes, D.; Lütke Entrup, M. (2018): Losgrößen optimieren. In: Farbe und Lack (2018), No. 12, pp. 66.

Gran, A. (2018): Die Rechtsprechung zum Transportrecht in Jahr 2017. In: Neue Juristische Wochenschrift, 71. (2018), No. 14, pp. 991-994.

Gran, A. (2018): Regelungsbereiche und Klauselanregungen für Logistikverträge. In: Neue Juristische Wochenschrift, 71. (2018), No. 24, pp. 1717–1722.

Haberstock, P. (2018): Agile Unternehmensorganisation. In: WISU – Das Wirtschaftsstudium, 47. (2018), No. 1, pp. 75-81.

Haberstock, P. (2018): Joint-Venture-Strategien zum Aufbau digitaler Plattformen. In: WISU – Das Wirtschaftsstudium, 47. (2018), No. 7, pp. 808-812.

Haberstock, P. (2018): Führungs- und Eigentümernachfolge im Mittelstand. In: M&A Review, 29. (2018), No. 3, pp. 58–66.

Haberstock, P. (2018): Plattformökonomie im Banking. In: Zeitschrift für das gesamte Kreditwesen, 71. (2018), No. 21, pp. 1100-1106.

Haberstock, P.; Lohrer, S.; Möhrke, D. (2018): Der Manager als Unternehmenskäufer. In: Die Unternehmervertrauten (2018), No. 2, p. 10.

Haberstock, P.; Lohrer, S.; Schmitt, M. G. (2018): M&A-Beraterwahl. In: Die Unternehmervertrauten (2018), No. 4, p. 8.

Haberstock, P.; Schmitt, M. G. (2018): Chinesische Direktinvestitionen im deutschen Mittelstand. Ausverkauf der deutschen Wirtschaft? In: Finanzierung, Leasing, Factoring, 65. (2018), No. 3, pp. 134-137.

Hermreck, C.; Weber, U. (2018): Die Mühe lohnt sich. In: Personalwirtschaft, 2018. (2018), No. 7, pp. 51-53.

Höveler, B.; Lütke Entrup, M. (2018): Optimierte Füllmengen ermöglichen deutliche Einsparungen. In: Sweets Processing (2018), No. 5-6, p. 32 (https://www.sg-network.org/de/fachartikel/20180501-special-kakao-schokolade-optimierte-fuellmengen-ermoeglichen-deutliche-einsparungen). Accessed on 11.12.2018.

Höveler, B.; Lütke Entrup, M. (2018): Optimized filling volumes ensure significant saving. In: Sweets Processing (2018), No. 5-6, p. 34 (https://www.sg-network.org/en/tech-article/20180501-special-cocoa-chocolate-optimized-filling-volumes-ensure-significant-savings). Accessed on 11.12.2018.

Hruby, J.; Mello, R. de; Samunderu, E.; Hartel, J. (2018): Unpacking the Complexities of Global Mindset: A Multi-lens Analysis. In: Advances in Global Leadership, 11. (2018), pp. 97-143.

Jockel, O.; Stommel, S. (2018): Blockchain-Anwendungen in der Logistik. In: Internationales Verkehrswesen, 70. (2018), No. 2, pp. 82-87.

Kattenbach, R.; Fietze, S. (2018): Entrepreneurial orientation and the job demands-resources model. In: Personnel Review, 47. (2018), No. 3, pp. 745-764. – DOI: 10.1108/PR-08-2016-0194.

Lederer, M.; Riedl, J. (2018): Data Science-Anwendungen für Prozesse des Investment Bankings. In: Banking and Information Technology, 19. (2018), No. 2, pp. 17-28.

Lichtenthaler, U. (2018): Business Model Innovation Towards Services: Insights From Dubai's Economic Development. In: Journal of Creativity and Business Innovation, 4. (2018), pp. 28-41.

Lichtenthaler, U. (2018): Künstliche Intelligenz: Wie Führungskräfte fünf strategische Fehler vermeiden. In: Ideen- und Innovationsmanagement (2018), No. 3, pp. 76–80.

Lichtenthaler, U. (2018): Substitute or Synthesis: The Interplay between Human and Artificial Intelligence. In: Research-Technology Management, 61. (2018), No. 5, pp. 12-14. – DOI: 10.1080/08956308.2018.1495962.

Lichtenthaler, U. (2018): The world's most innovative companies: a meta-ranking. In: Journal of Strategy and Management, 11. (2018), No. 4, pp. 497-511.

Lütke Entrup, M.; Bayer, M. (2018): Bien commander les petites quantités. In: Procure Swiss - Dossier Francophone (2018), pp. 46-47.

Lütke Entrup, M.; Bayer, M. (2018): Exoten-Rohstoffe kostenoptimal bestellen. In: Procure Swiss (2018), pp. 20-21.

Lütke Entrup, M.; Goetjes, D. (2018): A Blueprint for Selecting and Implementing a Forecasting Support System for a Consumer Products Company. In: Foresight : The International Journal of Applied Forecasting (2018), No. 50, pp. 10-18.

Lütke Entrup, M.; Goetjes, D. (2018): A Blueprint for Selecting and Implementing a Forecasting Support System: Part 2. In: Foresight : The International Journal of Applied Forecasting (2018), No. 51, pp. 8-15.

Lütke Entrup, M.; Goetjes, D. (2018): Forecasters in the Field. In: Foresight : The International Journal of Applied Forecasting (2018), No. 51, p. 16.

Lütke Entrup, M.; Goetjes, D. (2018): Supply Chain Reporting. In: Controller Magazin (2018), No. 3, pp. 82-83.

Lütke Entrup, M.; Küpper, G. (2018): Faktor für den Unternehmenserfolg. In: CHEManager, 27. (2018), No. 19, p. 21.

Marten, E. (2018): Kulturschock dort, Kulturschock hier. Wie bereiten große Unternehmen ihre Mitarbeiter auf Auslandsentsendungen vor? In: HR Performance (2018), No. 6, pp. 4-6.

Moskaliuk, J.; Matschke, C. (2018): Impact of information incongruity and authors group membership on assimilation and accommodation. In: Journal of Computer Assisted Learning, 34. (2018), No. 2, pp. 204-210. – DOI: 10.1111/jcal.12235.

Moss, C. (2018): Targeting. In: Absatzwirtschaft, 61. (2018), No. 4, p. 10.

Moss, C. (2018): Wandel kommunizieren. In: Absatzwirtschaft, 61. (2018), No. 1-2, p. 16.

Mühlbäck, K. (2018): Wenn Ball und Rubel rollen. In: Markenartikel : Das Magazin für Markenführung (2018), No. 8, 12-14.

Niggemann, B.; Simmert, D. B. (2018): Unternehmensbeteiligungen als Ergänzung zur Anlage am Kapitalmarkt. In: NWB Betriebswirtschaftliche Beratung (2018), No. 1, pp. 18-21.

Ohlwein, M. (2018): Die Intensität eines Furchtappells als Determinante einer Einstellungsänderung. Eine empirische Untersuchung am Beispiel der AIDS-Kampagne der Michael Stich Stiftung. In: ISM Research Journal, 5. (2018), No. 1, pp. 79-105.

Ohlwein, M. (2018): Das Persönlichkeitsmerkmal Angst als Determinante der Wirkung von Furchtappellen. In: Transfer - Werbeforschung und Praxis (2018), No. 4, pp. 48-53.

Perret, J. K. (2018): An alternative approach towards the knowledge production function on a regional level - applications for the USA and Russia. In: International Journal of Innovation and Regional Development, 8. (2018), No. 1, p. 44. – DOI: 10.1504/IJIRD.2018.090497.

Perret, J. K. (2018): Regional Convergence in the Russian Federation: Spatial and Temporal Dynamics. In: Journal of Quantitative Economics, 12. (2018), p. 1. – DOI: 10.1007/s40953-018-0126-7.

Rathnow, P.; Walter, G. (2018): Erfolgsfaktor Unternehmenskultur. Fünf Bausteine für erfolgreiche M&A. In: Controller Magazin (2018), No. 1, pp. 40-46.

Rommel, K.; Vastag, A. (2018): Nachhaltige Mobilität – Transformation von Konsumentenpräferenzen in Geschäftsmodelle für Elektromobilität. In: ISM Research Journal, 5. (2018), No. 1, pp. 27-53.

Rudolf, M.; Störmer, J.; Wahl, S.; Zwiesler, S.; Mühlbäck, K. (2018): The changing demographic environment and its relevance for international financial services providers. In: ISM Research Journal, 5. (2018), No. 1, pp. 54-78.

Ruess, P. (2018): Auf roten Sohlen - Formal Form oder Position? In: Gewerblicher Rechtsschutz und Urheberrecht, 120. (2018), No. 9, pp. 898-901.

Ruess, P. (2018): Markenschutz für Schlossname als Fantasiebezeichnung für Sehenswürdigkeiten. Anm. zu EuGH, Urteil vom 06.09.2018. In: Gewerblicher Rechtsschutz und Urheberrecht, 120. (2018), No. 11, pp. 1150-1151.

Schabbing, B. (2018): Personenverkehr in Deutschland: Einschätzungen und Bewertungen der Nutzer zu relevanten Mobilitätsformen und Anreiz-systemen auf Primärforschungsbasis. In: ISM Research Journal, 5. (2018), No. 1, pp. 106-130.

Simmert, D. B.; Niggemann, B. (2018): Unternehmensverkauf in Zeiten von niedrigen Zinsen und fehlenden Anlagealternativen. Erste Wertermittlung und Teilverkauf als Alternative. In: NWB Betriebswirtschaftliche Beratung (2018), No. 4, p. 114.

Simon, M. (2018): Content Marketing ist Trumpf. In: Markenartikel : Das Magazin für Markenführung (2018), No. 10, pp. 67-69.

Sovacool, B. K.; Walter, G. (2018): Internationalizing the political economy of hydroelectricity: security, development and sustainability in hydropower states. In: Review of International Political Economy (2018), pp. 1-31. – DOI: 10.1080/09692290.2018.1511449.

Sovacool, B. K.; Walter, G. (2018): Major hydropower states, sustainable development, and energy security: Insights from a preliminary cross-comparative assessment. In: Energy, 142. (2018), pp. 1074-1082. – DOI: 10.1016/j.energy.2017.09.085.

Sperber, S.; Linder, C. (2018): Gender-specifics in start-up strategies and the role of the entrepreneurial ecosystem. In: Small Business Economics, 51. (2018), pp. 339-353. – DOI: 10.1007/s11187-018-9999-2.

Sperber, S.; Linder, C. (2018): The impact of top management teams on firm innovativeness: a configurational analysis of demographic characteristics, leadership style and team power distribution. In: Review of Managerial Science, 12. (2018), No. 1, pp. 285-316. – DOI: 10.1007/s11846-016-0222-z.

Trams, K. (2018): Anfechtung der teilweise unentgeltlichen Leistung nach § 134 InsO. In: NJW-Spezial, 14. (2018), No. 17, pp. 533-534.

Weber, U.; Rademacher, U. (2018): Go East. Wie Mentoring-Programme in China funktionieren können und welche Fallstricke lauern. In: Human Resources Manager (2018), No. 1, pp. 56-59.

Weiler, A.-K.; Mühlbäck, K.; Schöllhammer, R. (2018): Digital Transformation of Retail Stores – The Impact of Digitalisation and Omni-Channel Retail on the Customer Journey. In: PraxisWISSEN - German Journal of Marketing (2018), No. 1, pp. 109-122. – DOI: 10.15459/95451.23.

Westermann, A. (2018): Reputation – Systematisierung eines schillernden Begriffs. In: Harvard Business Manager, Sonderdruck Reputation (2018), pp. 14-15.

Monographs and Anthologies

Böckenholt, I.; Mehn, A.; Westermann, A. (Eds.) (2018): Konzepte und Strategien für Omnichannel-Exzellenz. Wiesbaden : Springer Fachmedien Wiesbaden. – ISBN 978-3-658-20181-4.

Geissler, R.; Gaulon, A. (2018): Französisch Grammatik leicht gemacht. Lern- & Übungsgrammatik. Niveau A1 - B1. München : Compact (Leicht gemacht). – ISBN 9783817419197.

Haberstock, P.; Weber, G.; Jägering, C. (2018): Process of digital transformation in medium-sized enterprises. An applied research study. Dortmund : readbox unipress (ISM Workingpaper, 12). – ISBN 9783961631469.

Innerhofer, E.; Pechlaner, H.; Fontanari, M. (Eds.) (2018): Destination Resilience. Challenges and Opportunities for Destination Management and Governance. London : Routledge (Contemporary geographies of leisure, tourism, and mobility). – ISBN 978-1-138-57268-3.

Lütke Entrup, M.; Goetjes, D. (2018): Sales & Operations Planning in der Konsumgüterindustrie. Mit Best-Practice-Prozessen nachhaltig die Wettbewerbsfähigkeit steigern. Wiesbaden : Springer Gabler. – ISBN 978-3-658-22890-3.

Moring, A.; Deurloo, S. (2018): Binäre Innovation - Kreativität und Geschäft für digitale Märkte. Wiesbaden : Springer Fachmedien Wiesbaden. – ISBN 978-3-658-19388-1.

Moring, A.; Maiwald, L.; Kewitz, T. (2018): Bits and bricks. Digitalisierung von Geschäftsmodellen in der Immobilienbranche. Wiesbaden : Springer Fachmedien. – ISBN 978-3-658-19386-7.

Perret, J. K. (2018): Quantitative Method-Breviary - SPSS. A problem-oriented reference for market researchers. Norderstedt : Books on Demand. – ISBN 9783748131342.

Perret, J. K. (2018): Quantitatives Methoden-Brevier SPSS. Eine problemorientierte Referenz für Marktforscher. Norderstedt : Books on Demand. – ISBN 9783748107613.

Perret, J. K.; Welfens, P. J. J. (2019): Arbeitsbuch Makroökonomik und Wirtschaftspolitik. Grundlagen - Aufgaben - Lösungen. 2. Aufl., Berlin : Springer. – ISBN 9783662581834.

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

Zimmermann, N. A.; Gericke, J. (2018): Supply Chain Risikomanagement. Dortmund : readbox publishing (ISM Working Paper, 11). – ISBN 978-3-96163-127-8.

Contributions in Anthologies and Proceedings

Dippon, P. (2018): Chronologie und Programmatik einer World Heritage Education. In: Kolhoff-Kahl, I.; Hinrichs, N.; Wiegelmann-Bals, A. (Eds.): Kulturelles Erbe. Erinnern, Erzählen, Erfinden. Baden-Baden : Tectum Wissenschaftsverlag, pp. 35-53.

Fontanari, M.; Ewald, T. (2018): The market of the tour operators in Germany within a disruptive environment. In: Innerhofer, E.; Pechlaner, H.; Fontanari, M. (Eds.): Destination Resilience. Challenges and Opportunities for Destination Management and Governance. London : Routledge (Contemporary geographies of leisure, tourism, and mobility), pp. 184-201.

Fontanari, M.; Kredinger, D. (2018): Risk- and Resilience-Awareness. In: Innerhofer, E.; Pechlaner, H.; Fontanari, M. (Eds.): Destination Resilience. Challenges and Opportunities for Destination Management and Governance. London : Routledge (Contemporary geographies of leisure, tourism, and mobility), pp. 14-32.

Haberstock, P.; Leusden, M. P.; Schmitt, M. (2018): Desinvestments im deutschen Mittelstand. In: Equity Guide 2017/2018. 7. Aufl., Gaggenau : MAJUNKE Consulting, pp. 18-20.

Hattula, C.; Hattula, S.; Durst, A.; Bornemann, T. (2018): Relevance of Visual Elements in Online Shopping Cart Design. In: Proceedings of the 47th EMAC Annual Conference. 29.05.-01.06.2018. Glasgow : University of Strathclyde.

Jensen, S.; Ohlwein, M.; Fischer, D. (2018): The Interplay between Brand Nostalgia, Brand Authenticity and Brand Trust among Generation Y. In: Proceedings of the 47th EMAC Annual Conference. 29.05.-01.06.2018. Glasgow : University of Strathclyde, pp. 1-7.

Jensen, S.; Ohlwein, M.; Hammerschmidt, M. (2018): Does corporate social responsibility pay off? In: Grigore, G.; Stancu, A.; Ditlev-Simonsen, C. (Eds.): The 7th International Conference on Social Responsibility, Ethics, and Sustainable Business. Oslo, Norway, October 12-13, 2018. Bucharest : Editura ASE (Working Papers Series on Social Responsibility, Ethics & Sustainable Business, Bd. 7), p. 19.

Jockel, O. (2018): Blockchain Anwendungen in der Logistik. In: 35. Deutscher Logistik-Kongress – Kongressband 2018. 17.-19. Oktober 2018. Berlin : BVL, pp. 34-41.

Kamran, Q.; Scheu, J. (2018): The Service-Dominant Perspective to Create Value in the Maritime Business. In: Neise, R. (Ed.): Container Logistics. The role of the container in the supply chain. London : Kogan Page, pp. 346-373.

Lederer, M.; Betz, S.; Schmidt, W. (2018): Digital Transformation, Smart Factories, and Virtual Design – Contributions of Subject Orientation. In: S-BPM ONE – Proceedings of the International Conference on Subject-Oriented Business Process Management. Linz, 05.-06.04.2018. New York : ACM, Article No. 10. – DOI: 10.1145/3178248.3178256.

Lederer, M.; Schmidt, W.; Fleischmann, A.; Avci, R. (2018): Taking Advantage of Business Process Management Approaches in Requirements Engineering. In: Schaefer, I.; Cleophas, L.; Felderer, M. (Eds.): Joint Proceedings of the Workshops at Modellierung 2018 co-located with Modellierung 2018. Braunschweig, 21.02.2018. Darmstadt : CEUR Workshop Proceedings, pp. 223-234.

Lietz, G.; Schmidt, H. (2018): Offenlegung und Veröffentlichung des Jahres- und Konzernabschlusses. München : Beck (Beck'sches Handbuch der Rechnungslegung, 56. EL August 2018).

Linder, C.; Sperber, S. (2018): Leveraging reputation for product innovation through strategic co-branding. In: Kataria, A.; Garg, R.; Chhikara, R.; Panda, T. K. (Eds.): Driving customer appeal through the use of emotional branding. Hershey : IGI Global (Advances in marketing, customer relationship management, and e-services (AMCRMES) book series), pp. 248-261.

Mehn, A.; Wirtz, V. (2018): Stand der Forschung. In: Böckenholt, I.; Mehn, A.; Westermann, A. (Eds.): Konzepte und Strategien für Omnichannel-Exzellenz. Wiesbaden : Springer Fachmedien Wiesbaden, pp. 3-35.

Merkwitz, R. (2018): Mit allen Sinnen – Gesundheitstourismus mit Erlebnischarakter. In: Heise, P.; Axt-Gadermann, M. (Eds.): Sport- und Gesundheitstourismus 2030. Wie die „Generation plus“ den Markt verändert. Wiesbaden : Springer, pp. 101-114.

Moskaliuk, J.; Bildat, L. (2018): Arbeitszufriedenheit und Arbeitsmotivation. In: Bildat, L.; Warszta, T. (Eds.): Psychologie im Human Resource Management. Ein Lehrbuch für Hochschule und Praxis. Lengerich : Pabst Science Publ., pp. 175-200.

Moskaliuk, J.; Cress, U. (2018): Zukunftstrends Technologie: Vom Web 1.0 zum Web 4.0. In: Scheiter, K.; Riecke-Baulecke, T. (Eds.): Schule 4.0. Zukunftstrends, Rahmenbedingungen, Praxisbeispiele. München : Oldenbourg (Schulmanagement-Handbuch, Bd. 165), pp. 8-22.

Rommel, K.; Schabbing, B.; Schlesinger, D. M.; Vastag, A. (2018): Abschluss des Projektes FH Struktur: Innovative Konzepte für eine nachfrageorientierte Versorgung und Mobilität. In: Böckenholt, I.; Rommel, K. (Eds.): ISM-Forschungsbericht 2017. Dortmund : readbox publishing, pp. 39-43.

Samunderu, E. (2018): Global Container Trade - The Past and the Future. In: Neise, R. (Ed.): Container Logistics. The role of the container in the supply chain. London : Kogan Page, pp. 11-30.

Schabbing, B. (2018): How to make destinations resilient - from theory to practical application. In: Innerhofer, E.; Pechlaner, H.; Fontanari, M. (Eds.): Destination Resilience. Challenges and Opportunities for Destination Management and Governance. London : Routledge (Contemporary geographies of leisure, tourism, and mobility), pp. 164-174.

Schott, P.; Lederer, M.; Niedermaier, S.; Bodendorf, F.; Hafner, M. (2018): A Maturity Model to Organize the Multidimensionality of Digitalization in Smart Factories. In: Yilmaz, O. F.; Tufekci, S. (Eds.): Handbook of research on applied optimization methodologies in manufacturing systems. Hershey, PA : IGI Global (Advances in logistics, operations, and management science (ALOMS) book series), pp. 354–374.

Walter, G.; Fischer, D.; Strunz, E. (2018): Biopsychosoziale Auswirkungen moderner Arbeitsplatzkonzepte. In: Matusiewicz, D.; Nürnberg, V.; Nobis, S. (Eds.): Gesundheit und Arbeit 4.0. Wenn Digitalisierung auf Mitarbeitergesundheit trifft. Heidelberg : medhochzwei (Gesundheitswesen in der Praxis), pp. 151-160.

Walter, G.; Schubert, L.; Fischer, D.; Merkwitz, R. (2018): Shared Leadership. In: Matusiewicz, D.; Nürnberg, V.; Nobis, S. (Eds.): Gesundheit und Arbeit 4.0. Wenn Digitalisierung auf Mitarbeitergesundheit trifft. Heidelberg : medhochzwei (Gesundheitswesen in der Praxis), pp. 139-150.

Westermann, A.; Zimmermann, R. (2018): Omnichannel-Handel in Deutschland. In: Böckenholt, I.; Mehn, A.; Westermann, A. (Eds.): Konzepte und Strategien für Omnichannel-Exzellenz. Wiesbaden : Springer Fachmedien Wiesbaden, pp. 71-109.

Westermann, A.; Wirtz, V.; Zimmermann, R. (2018): Ein theoriebasierter Ansatz zur Erlangung von Exzellenz im Omnichannel-Vertrieb. In: Böckenholt, I.; Mehn, A.; Westermann, A. (Eds.): Konzepte und Strategien für Omnichannel-Exzellenz. Wiesbaden : Springer Fachmedien Wiesbaden, pp. 37-70.

Other Publications

Burg, M. (2018): Das 1×1 des agilen Mindsets. (https://blog.monikaburg.com/2018/07/06/vuca-to-go-4-das-1-mal-1-des-agilen-mindsets/). Accessed on 08.11.2018
see also further blog posts at https://t2informatik.de/blog/projektmanagement/der-schluessel-zur-agilitaet/ and https://blog.versicherungsforen.net/2018/10/vuca-im-interview-mit-prof-dr-monika-burg/ as well as https://blog.monikaburg.com

Burg, M.; Classen, A. (2018): VUCABILITY® - Führung im komplexen Umfeld. (https://andreclaassen.de/podcast/podcast-episode-4-vucability-fuehrung-im-komplexen-umfeld/). Accessed on 08.11.2018.

Burg, M.; Dröse, M. (2018): VUCA – Im Interview mit Prof. Dr. Monika Burg. Versicherungsforen Leipzig Themendossiers. (https://blog.versicherungsforen.net/2018/10/vuca-im-interview-mit-prof-dr-monika-burg/). Accessed on 08.11.2018.

Finken, S. (2018): The promise and perils of technology: Artificial Intelligence, big data, cybercrime and fintech. Salzburg Global Seminar (Salzburg Global Finance Forum, Session 599). (https://www.salzburgglobal.org/fileadmin/user_upload/Documents/2010-2019/2018/Session_599/SalzburgGlobal_Report_599.pdf). Accessed on 12.12.2019.

Hudert, R.; Schmitt, M. (12.6.2018): Wie Risikokennzahlen Anleger täuschen können. In: Wirtschaftswoche Online (12.6.2018) (https://www.wiwo.de/finanzen/geldanlage/verkehrte-finanz-welt-wie-risikokennzahlen-anleger-taeuschen-koennen/22671640.html). Accessed on 08.11.2018.

Lichtenthaler, U. (2018): Digitale Transformation und Künstliche Intelligenz: Neue Chancen für das Marketing. (http://www.absatzwirtschaft.de/digitale-transformation-und-kuenstliche-intelligenz-neue-chancen-fuer-das-marketing-138323/). Accessed on 12.12.2018.

Lichtenthaler, U. (2018): Wer nicht über die eigene Transformation spricht, verliert. (https://www.xing.com/news/klartext/wer-nicht-uber-die-eigene-transformation-spricht-verliert-2507). Accessed on 08.01.2019.

Lütke Entrup, M. (2018): Produktionsplanung: 10 Praktiker-Tipps zur Losgrößenoptimierung. (https://www.farbeundlack.de/Markt-Branche/Produktionsplanung-10-Praktiker-Tipps-zur-Losgroessenoptimierung). Accessed on 12.12.2018.

Lütke Entrup, M.; Küpper, G. (2018): Faktor für den Unternehmenserfolg. In: CHEManager Online (2018), pp. 1-4 (https://www.chemanager-online.com/themen/logistik/faktor-fuer-den-unternehmenserfolg). Accessed on 08.11.2018.

Moss, C. (2018): Wie Mitarbeiter zu Botschaftern im Netz werden. (https://marketing.gelbeseiten.de/PR-Social-Media/Social-Media/Wie-Mitarbeiter-zu-Botschaftern-im-Netz-werden). Accessed on 08.11.2018.

e Presentations at a Conference or Congress

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

Burg, M. (08.10.2018): Bedürfnisse im agilen Business. Essen (AGILE.RUHR Day 2018).

Burg, M. (18.05.2018): Changemanagement in der Finanzdienstleistungsbranche. Frankfurt : Bankenforen Leipzig (Themenzirkel "Change Management" 2018).

Burg, M. (15.11.2018): Neue Arbeitswelten mit Steinzeitgenen gestalten – ein Umdenken ist nötig. Frankfurt am Main : Versicherungsforen Leipzig (Expedition Arbeitswelten 4.0).

Burg, M. (21.-22.04.2018): New Work - Wie bewegt man Chefs sich zu bewegen. Essen (AGILE.RUHR Camp 2018 - Arbeit neu denken).

Burg, M. (08.03.2018): New Work meets Old Gen. Dortmund : intrinsify.me GmbH (intrinsify Meetup).

Burg, M. (22.10.2018): New Work neets FeMale Emotion - Warum wir mit mehr Einfühlungsvermögen bessere Geschäfte machen. Düsseldorf : HSBC (HSBC Senior-Event II 2018 mit Paul Hagen und Prof. Monika Burg).

Burg, M. (22./23.11.2018): Warum wir auf Wandel allergisch reagieren – ein Einblick in die genetische Programmierung des Menschen. Frankfurt am Main : Bankenforen Leipzig (Arbeitstreffen Themenzirkel "Change Management").

Dippon, P. (08.02.2018): Sharing UNESCO-World Heritage: vom gemeinsamen Vertrauen zur gemeinsamen Verantwortung. Sharing Heritage. ISM Campus Stuttgart (Interdisziplinärer Arbeitskreis World Heritage Edcuation).

Dippon, P. (27.11.2018): Vom interdisziplinären Arbeitskreis zur nationalen Institution: Der Arbeitskreis World Heritage Education. Universität Paderborn (Festschrift für Prof. Dr. Jutta Stroeter-Bender).

Finken, S. (14.6.2018): Blockchain: The what, where, why and how, and how far it can take your business. Berlin : IQPC (3rd AI and Robotic Process Automation World Summit 2018).

Finken, S. (7.6.2018): Strategische Konsequenzen der PSD 2 – Wird man als Bank selbst zum Third Party Provider? Köln : Euroforum (Euroforum Konferenz "Brennpunkt PSD 2").

Jäger, R. (11.04.2018): Results and insights of stakeholder analysis for Herten (workshop project DeWaK)

Jäger, R. (29.10.2018): Results and insights of stakeholder analysis for Wetter (Ruhr) (workshop project DeWaK)

Jockel, O. (20.03.2018): Digitale Transformation und Innovationen in der Logistik. Hürth : LogistikCluster NRW (7. BranchenForum ChemieLogistik NRW 2018 - „Digitalisierung und Innovation in der Chemielogistik“).

Kamran, Q.; Neise, R. (05.-07.09.2018): Structutre does not follow strategy - structure is the strategy. Plymouth : CILT (Annual LRN Conference 2018).

Kutsch, H.; Ketels, K. (10.-12.10.2018): Öffentliche Fördermittel als Instrument der Gründungsfinanzierung. Stuttgart : FGF (22. Interdisziplinäre Jahreskonferenz zu Entrepreneurship, Innovation und Mittelstand, G-Forum 2018).

Kutsch, H.; Ketels, K. (10.-12.10.2018): Wahrnehmung, Rezeption und Bewertung des öffentlichen Gründungsberatungsangebots durch die Gründer – eine qualitative empirische Analyse. Stuttgart : FGF (22. Interdisziplinäre Jahreskonferenz zu Entrepreneurship, Innovation und Mittelstand, G-Forum 2018).

Lichtenthaler, U. (08.11.2018): Künstliche Intelligenz: wie Sie fünf strategische Fehler vermeiden. Essen (Digital Future Congress).

Lichtenthaler, U. (06.09.2018): Mehr als Effizienzsteigerung: Digitalisierung für Innovation und Wachstum. Iserlohn (Campus Symposium).

Lichtenthaler, U. (19.06.2018): Mindset Entrepreneur – Do you have it? Bad Honnef (IUBH Founders Day).

Lichtenthaler, U. (30.11.2018): Zwischen neuen Chancen und möglichen Barrieren bei der Umsetzung von Kooperationen und M&A. Stuttgart (Handelsblatt Konferenz Rethinking Automotive).

Ohlwein, M.; Jensen, S. (31.05.2018): The Interplay between Brand Nostalgia, Brand Authenticity and Brand Trust among Generation Y. Glasgow (47th Annual Conference of the European Marketing Academy).

Ohlwein, M.; Jensen, S.; Hammerschmidt, M. (12.10.2018): Does Corporate Social Responsibility pay off? The impact of CSR on brand strength, brand likeability and brand conciseness. Oslo (7th International Conference on Social Responsibility, Ethics and Sustainable Business).

Rademacher, U.; Grant, T. (27.09.2018): Out of Africa – A new Perspective on Digitalisation in Africa. Tübingen : University of Tübingen (Digitalisation in Africa: Interdisciplinary Perspectives on Technology, Development, and Justice).

Ruess, P. (06.04.2018): Cross-Border-Strategies in EU-Litigation. New York (26th Fordham Conference for Intellectual Property Law and Policy).

Ruess, P. (16.-18.01.2018): Trademark Litigation in Germany. Dubai (5th World IP Forum, Navigating the IP Compass).

Schubert, H.; Kutsch, H. (10.-12.10.2018): Start-up Finanzierung durch Banken. Stuttgart : FGF (22. Interdisziplinäre Jahreskonferenz zu Entrepreneurship, Innovation und Mittelstand (G-Forum 2018)).

f ISM Conferences and Guest Lectures (internal/external)

The following is an excerpt from the internal and external guest lectures held by ISM professors as well as participation in ISM conferences.

Dippon, P. (08.05.2018): CenterPark Allgäu aus Sicht der kommunalen Wirtschaftsförderungs. ISM Stuttgart.

Friesendorf, C. (24.05.2018): ISM Entrepreneurship Summit. ISM Hamburg

Hattula, C. (26.04.2018): ISM Digital Marketing Summit. Stuttgart.

Mehn, A. (17.05.2018): Symposium Omnichannel Excellence. Köln.

Merkwitz, R. (15.05.2018): ISM Entrepreneurforum. München.

Merkwitz, R. (05.06.2018): Immobilienforum ISM und Ernst und Young. München.

Weber, U. (05.01.2018): Bachelor-Graduierung: Ansprache. ISM Hamburg.

Westermann, A. (17.05.2018): Symposium Omnichannel Exzellenz. ISM Köln.

g 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.: Effizienzmessung alternativer Samplingmethoden in der Luxuskosmetikindustrie (PUIG Deutschland GmbH). Offline/Online Sampling in selective offline retail. Projektzeitraum: 19.03.2018 – 06.06.2018.

Beyerhaus, C.: Technology in Luxury Industry (Montblanc Headquarter). -How digitalization is impacting luxury industry, with examples; Target groups analysis; Launch Plan for Summit Smartwatch. Projektzeitraum: 02.04.2018 – 06.06.2018.

Brandt, J.: Organizational Citizenship Behavior. Forschungsprojekt PM (semester 5), FFM. Projektzeitraum: 01.09.2017 – 28.02.2018.

Brandt, J.: Organizational Citizenship Behavior. Forschungsprojekt MPM, FFM. Projektzeitraum: 01.09.2017 – 31.08.2018.

Brandt, J.: Tagebuchstudie zu Stress im Studium. Forschungsprojekt PM (semester 5), FFM Projektzeitraum: 01.03.2018 – 31.08.2018.

Frahm, L.-G.: Fallstudie zum Architectual Branding von Desigual, Rituals, Apple, Edeka, Vodafone, Vapiano. Einfluss von Ladengestaltung auf das Markenimage - dargestellt am Beispiel der Marken Rituals, Desigual, Vapiano, Edeka, Vodafone und Apple. Projektzeitraum: 01.09.2017 – 28.02.2018.

Frahm, L.-G.: Fallstudie zum Produkt- and Markenmanagement von Rituals, Desigual, Zara. Die Instrumente des Produkt und Markenmanagements wurden auf Basis theoretischer Grundlagen empirisch für die Marken Rituals, Desigual, Zara untersucht und evaluiert. Projektzeitraum: 01.03.2018 – 02.06.2018.

Frahm, L.-G.: Marktstudie zum Roboter-Einsatz als Substitut für menschliche Arbeitskraft. Die durchgeführte Marktstudie soll Möglichkeiten und Potenziale des Robotereinsatzes aufzeigen. Projektzeitraum: 01.09.2018 – 28.02.2019.

Frahm, L.-G.: Siemens Gamesa Renewable Energy - Studie zur Akzeptanz von Offshore-Windparks in Deutschland. Projektzeitraum: 01.09.2017 – 28.02.2018.

Frahm, L.-G.: Sustainable Education: Sustainability Education in Business Schools and Sustainability Perceptions of Students. Projektzeitraum: 03.04.2018 – 14.06.2018.

Frahm, L.-G.: Sustainable Tourism: Degrowth, commons, governance, care and conviviality at the Camino de Santiago in Spain. Projektzeitraum: 03.04.2018 – 14.06.2018.

Frahm, L.-G.: Sustainable Urban Services: Privatisation and De-privatisation of Urban Services for Equitable, Sustainable, Liveable, and Post-Fossil Carbon Cities. Projektzeitraum: 03.04.2018 – 14.06.2018.

Haberstock, P.: ISM Consulting Workshop MIM (semester 2) Boge Rubber Plastic. Digital Strategie für großen Automobilzulieferer. Projektzeitraum: 02.04.2018 – 18.06.2018.

Joisten, N.: Psychische Erkrankungen im Arbeitskontext – Was tun Unternehmen? Projektzeitraum: 24.09.2018 – 28.02.2019.

Mehn, A.: Improvement of Company blog, Hunkemöller. Projektzeitraum: 01.03.2018 – 30.06.2018.

Mehn, A.: Sampling project, PUIG. Projektzeitraum: 01.04.2018 – 30.06.2018.

Michel, A.: Ausbildung Projektsponsoren und Geschäftsleitungen bei einer Bosch-Division in Projektmanagement. Diverse Workshops im Zeitraum 02.01.2017 bis 31.12.2018.

Ohlwein, M.: Challenges to the financial service industry. Projektzeitraum: 20.04.2018 – 31.07.2018.

Ohlwein, M.: Strategic realignment of Mikromess GmbH. Projektzeitraum: 20.04.2018 – 31.07.2018.

Quitt, A.: Optimierung Key Account Management ISM Consulting Project (MIM). Projektzeitraum: 02.04.2018 – 22.06.2018.

Rademacher, U.: Der Einfluss der personalen und sozialen Identität auf den Country-of-Origin Effect. Projektzeitraum: 05.04.2018 – 31.07.2018.

Weber U.: Fachkräftemangel in der Logistik-Branche (Trucker). Projektzeitraum: 15.04.2018 – 30.06.2018.

h ISM Publications 2018

Workingpaper

No. 11 Zimmermann, N. A.; Gericke, J.: Supply Chain Risikomanagement – Analyse des Status Quo und neuer Entwicklungstendenzen, 2018

No. 12 Haberstock, P.; Weber, G.; Jägering, C.: Process of Digital Transformation in Medium-Sized Enterprises – an Applied Research Study, 2018

No. 13 Potaszkin, I.; Weber, U.; Groffmann, N.: „Die süße Alternative" Smart Health: Akzeptanz der Telemedizin bei Diabetikern, 2018

Research Journal

Vol 5/2018 Baldus, Alexander; Westermann, Arne: Smart Home Germany, Quo Vadis? – A Strategic Analysis for Proper Use Cases Across Industries

Rommel, Kai; Vastag, Alex: Nachhaltige Mobilität – Transformation von Konsumentenpräferenzen in Geschäftsmodelle für Elektromobilität

Rudolf, Michaela; Störmer, Johannes; Wahl, Sophia; Zwiesler, Sebastian; Mühlbäck, Klaus: The changing demographic environment and its relevance for international financial services providers

Ohlwein, Martin: Die Intensität eines Furchtappells als Determinante einer Einstellungsänderung

Schabbing, Bernd: Personenverkehr in Deutschland: Einschätzungen und Bewertungen der Nutzer zu relevanten Mobilitätsformen und Anreiz-systemen auf Primärforschungsbasis

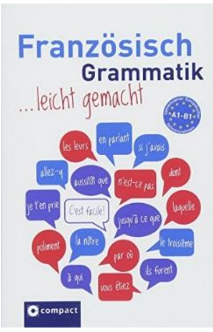
Contributions to the next volume of the Research Journal 2019 can be submitted at any time. Under https://en.ism.de/research/research-activities you will find the details for submission.

VIII News from the Library

Monographs/Anthologies from Authors of the International School of Management (ISM)

Böckenholt, I.; Mehn, A.; Westermann, A. (2018): Konzepte und Strategien für Omnichannel-Exzellenz. Wiesbaden : Springer Fachmedien Wiesbaden.
ISBN 978-3-658-20181-4, 48,99€

Omnichannel concepts are changing commerce and offer companies great opportunities: they make it possible to meet customer requirements, above all to tap into new target groups and thus ensure appropriate growth. In this way, the continuity of the company is ensured. At the same time, however, adjustments at the management level are required, which are associated with major challenges. In addition to the aspects mentioned above, the focus of this editorial work is the combination of omnichannel retailing with new forms of customer journeying. The experts use best practices to explain how companies can respond to increasingly complex customer requirements in ever shorter cycles. The solution lies in the combination of digital and physical distribution and information channels. Because innovative omnichannel concepts make it possible to meet changing customer requirements, open up new target groups and thus ensure profitable growth. With the comprehensive presentation of current and future important topics of modern retail management, this anthology is aimed at scientists as well as at practitioners and executives in companies. Be inspired by the contributions and get new impulses for your own research or the development of an omnichannel strategy for your company.

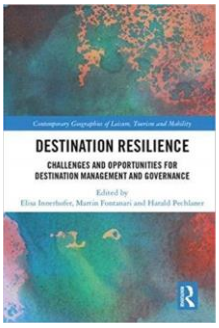


Geissler, R.; Gaulon, A. (2018): Französisch Grammatik leicht gemacht. Lern- & Übungsgrammatik. Niveau A1 - B1. München : Compact (Leicht gemacht)
ISBN 978-3-8174-1919-7, 7,99€

Simple explanations with numerous examples - French grammar short and sweet! Reference book and exercise book in one! 14 topics offer the most important rules including catchy examples - for a quick learning success. Each chapter is followed by exercises to directly apply what you have learned. With tips on linguistic features and solutions. Language level A1-B1

Haberstock, P.; Weber, G.; Jägering, C. (2018): Process of Digital Transformation in Medium-Sized Enterprises – an Applied Research Study. Dortmund: readbox unipress (ISM Workingpaper; 12)
ISBN 978-3-96163-146-9, 11,20€

This working paper provides a summary of the present state of research concerning the course of digital transformations occurring in many firms globally. More specifically this paper presents performs a case study in the German firm OSRAM Opto-Semiconductors shedding lights on the specific effects that a digital transformation strategy (DTS, hereafter) has on a small-medium sized firms. Companies are facing ever changing business environments, and it is their challenge to keep up with the dynamic technical status quo. In order to do this, many (includ-ing OSRAM OS) have embraced the strategic relevance of digitalization efforts and are currently working on measures to sustain their position or advance in their own markets. It has been said that digital transformation efforts often lack the momentum and support needed to really move a company forward, and the aim is to assess the opportunities that a well-executed digital transformation brings along.
The methods of analysis employed in the study include a literature research for the general, more theoretical part and empirical research on potential business impacts of a digital strategy for the company specific second part. Aforementioned research led to the conclusion that effective and efficient strategic management is key to driving a company's change efforts in the digital world.

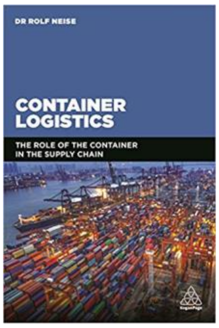


Innerhofer, E.; Pechlaner, H.; Fontanari, M. (2018): Destination Resilience. Challenges and Opportunities for Destination Management and Governance. London : Routledge (Contemporary geographies of leisure, tourism, and mobility).
ISBN 978-1-138-57268-3, 140,79€

This book calls for rethinking the meaning of sustainable development in tourism and explores how sustainability and resilience could be integrated. It argues that these concepts should be seen as interwoven processes, rather than alternative approaches. Resilience should be understood as a fundamental part of sustainable tourism thinking for destination systems. This can be achieved by calling for better governance in implementation and management. With insights from leading experts, chapters focus on resilient destinations from this governance perspective, in which tourism resilience is contextualized as an integral part of pathway creation in the process of moving towards sustainable tourism. The chapters represent a range of theoretical and empirical approaches with a wide international scope to demonstrate how governance is the key issue in sustainable tourism development. This book will appeal to a wide range of research disciplines and students whose modules focus on the relationship between tourism with respect to sustainability planning, governance, environment, and hazards and disasters.

Lütke Entrup, M.; Goetjes, D. (2018): Sales & Operations Planning in der Konsumgüterindustrie. Mit Best-Practice-Prozessen nachhaltig die Wettbewerbsfähigkeit steigern. Wiesbaden : Springer Gabler
ISBN 978-3-658-22890-3, 44,99€

This book explores the subject of Sales & Operations Planning (S & OP) from a practical and vivid perspective, supported by clear explanations of the theoretical foundations and numerous examples from the consumer goods industry. It shows which levers make the sales planning as well as the planning and control of the process chain as effective as possible, while at the same time bringing the demand of the customers with the capacity of the company up to date and in the future in line. As a result, deliverability can be increased, inventories reduced and the costs of the entire supply chain reduced. It explains how the implementation and optimization of a structured S & OP process can be implemented and the quality of sales forecasts can be significantly improved or which pitfalls exist.



Neise, R. (2018): Container Logistics. The role of the container in the supply chain. London : Kogan Page.
ISBN 978-0-7494-8124-7, 55,37€

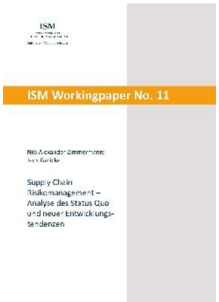
Whilst the maritime container business has been studied in depth, the impact on shippers and how shippers deal with the given challenges has not been fully examined. Container Logistics bridges this gap and looks at the maritime business from a customer's perspective. The book examines the challenges, solutions and the latest developments in the container industry as well as the interaction between the different actors involved, such as freight forwarders, supply chain managers and shippers. Current hot topics from the supply chain and the maritime business perspective are included.From the supply chain perspective, Container Logistics covers areas such as the purchase of transportation services from ocean carriers and transport management, to effective and efficient logistics execution. From the maritime business perspective, the book covers topics such as intermodal freight optimisation and hinterland transportation, and terminal and port optimisation. With the inclusion of clear examples of best practice and bona fide case studies, as well as invaluable contributions from an international team of experts, Container Logistics is an essential guide for supply chain managers and shippers, as well as academics and industry professionals working in the maritime business.

Perret, J. K. (2018): Quantitative Method-Breviary - SPSS. A problem-oriented reference for market researchers. Norderstedt : Books on Demand
ISBN 978-3-7481-3134-2, 4,99€

This breviary likewise addresses students as well as practitioners that are active in quantitative market research and applied statistics and data analysis in particular. It provides a pragmatic summary of all the most commonly implemented statistical methods and their implementation in the standard software package SPSS.
Aside from an overview over the different methods, their practical use and support in interpreting the results the breviary provides a decision support sheet for finding the most suitable method to solve specific problems. It is completed by a set of video tutorials demonstrating the different methods in practical applications. The breviary supports practitioners in market research as a comprehensive reference book as well as students in their data analyses during term papers of theses.

Perret, J. K.; Welfens, P. J. J. (2019): Arbeitsbuch Makroökonomik und Wirtschaftspolitik. Grundlagen - Aufgaben - Lösungen. 2. Aufl., Berlin : Springer
ISBN 978-3-662-58183-4, 34,99€

This exercise book serves students of macroeconomics and macroeconomic economic policy as an exercise and exam preparation aid. The content of the text is based on the textbook "Fundamentals of Economic Policy" by Prof. Dr. Paul J.J. Welfens, especially in the first two sections on macroeconomic theory and politics. Likewise, the book can be used as a support or basis for practice and tutorial sessions on macroeconomics. The individual chapters first summarize the most important content-related aspects of the main topics of macroeconomics, and then each deliver numerous exercises and exam exercises in varying types of tasks. All tasks are assigned detailed solutions. The exercises cover economic models in both the neoclassical and Keynesian approaches. In addition to the theoretical fundamentals and the exercises, a chapter on mathematical fundamentals follows, which supports the contents of the first chapter and generally gives an overview of mathematics, which are needed for the complete understanding or for the own derivation of the contents of the textbook recommend. A glossary in which the most important technical terms used in the book are briefly explained, a list of symbols and variables that follows the notation of the book, as well as references to further literature and sources complete the workbook.



Zimmermann, N. A.; Gericke, J. (2018): Supply Chain Risikomanagement – Analyse des Status Quo und neuer Entwicklungstendenzen. Dortmund: readbox unipress (ISM Workingpaper; 11)
ISBN 978-3-96163-127-8, 13,10€

The general objective of private equity (PE) companies is to increase the value of their portfolio companies. To actively participate in value creation, the PE companies support the management of the portfolio companies and are involved in a controlling function. As an operational measure to increase value and release liquidity, working capital management (WCM) is important in the context of a PE investment. In particular, the items inventories and trade receivables and payables are optimized by working capital management. If the WCM is successful, the portfolio companies can use the increased cash flow to repay the debt raised to finance the acquisition of an equity interest.
Contrary to expectations, the study does not confirm that PE companies are using WCM to a significant extent to increase the liquidity of their portfolio companies. While portfolio companies' average term of debt was reduced in the third year following the acquisition, inventory levels and vendor maturity even deteriorated slightly. In addition, international PE companies are significantly more successful in designing the WCM of their German portfolio companies than German affiliates.