

University
of Cologne



Marketing Area

Annual Report 2020



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| Shutterstock (Page 5, 6, 8, 14, 30, 36, 54, 58, 60,64, 67) | |
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| Print | |
| Hausdruckerei, University of Cologne | |

Editorial

It is our pleasure to communicate with this latest Marketing Area Report a chronicle of a very dynamic and extraordinary year 2020. The members of the Marketing Area at the University of Cologne comprise Professors Bruno, Fischer, Fritze, Imschloss, Marchand, Reinartz, and Völckner along with the team of post-docs, doctoral students, and staff.

This report will give you an overview and detailed insight into the scope of our accomplishments in 2020

The year 2020 was marked by a global pandemic that turned public, private, and university life upside down. Lecture halls, libraries, and other university facilities were closed. Working from home has been and still is regarded the norm for students and staff including professors, post-docs, and doctoral students. Within a few weeks, we converted our teaching activities into virtual classes to be digitally ready for the summer semester. A big thank you goes to our team of post-docs, doctoral students, and staff who did and still do an exceptional job in keeping our teaching, research, and administration activities running during these very challenging times. We are very grateful to have such an outstanding team.

In terms of research, we are excited that the Marketing Area is a founding member of the new research initiative "Analytics and Transformation." The initiative aims at contributing to a better understanding of how data analytics and artificial intelligence are transforming organizations and society at large. It brings together expertise and knowledge within the Faculty of Management, Economics, and Social Sciences of the University of Cologne (and beyond) regarding the topic areas of customer and business analytics, artificial intelligence, digital transformation, and digital innovation.

We are delighted that Hernán A. Bruno has successfully completed a tenure track at the University of Cologne and that André Marchand has become a Full Professor at the University of Leipzig. Furthermore, we are proud that Jan-Michael Becker, a post-doctoral researcher of the Marketing Area, has joined BI Norwegian Business School in Oslo as Associate Professor as of September 1, and Monika Imschloss, a Junior Professor of the Marketing Area, has started as Associate Professor at Leuphana University Lüneburg as of December 1.

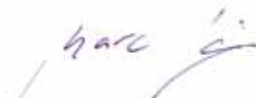
The teaching section shows the ongoing great interest students have in the subject of marketing and provides information on our broad agenda of teaching activities. In 2020, we offered a total of 46 courses at the bachelor, master and doctoral level. This course offering is a joint effort of the members of the Marketing Area and affiliated speakers; we are truly grateful to our highly dedicated adjunct and affiliated faculty and numerous speakers from the corporate world who very successfully complement our teaching activities. Furthermore, 143 students completed their thesis with one of the Marketing Area faculty – 91 at the bachelor level and 52 at the master level.

If you have questions or comments regarding this 9th edition of the Marketing Area Report or if you are interested in working with us, we are more than happy to speak with you. Please feel free to contact our respective offices. Enjoy reading our annual report 2020 and stay healthy.

Cologne, January 2021



Prof. Hernán A. Bruno
Marketing and Digital Environment



Prof. Marc Fischer
Marketing Science and Analytics



Asst.-Prof. Martin P. Fritze
Trade Fair Management and Marketing



Prof. Werner Reinartz
Retailing and Customer Management



Prof. Franziska Völckner
Marketing and Brand Management



Prof. Reinartz takes part in and is nominated as a faculty fellow to the 8thAMA Sheth Doctoral Consortium at BimTech in New Delhi.

Prof. Fischer spends the second part of his sabbatical at the University of Technology Sydney, Australia.



Prof. Völckner and Asst.-Prof. Fritze visit the University of New South Wales, Sydney, Australia as visiting scholars.

Dr. Alexander Edeling organizes a special session titled "Marketing and Firm Value: Emerging Topics, Paradigms, and Theories" at the AMA Winter Academic Conference in San Diego (in cooperation with Shuba Srinivasan).

Dr. Jan-Michael Becker presents his work on "Using Gaussian Copulas to Address Endogeneity in Regression: Recommendations Based on Simulation Studies" in a special session on "Causal Inference and Addressing Endogeneity" at the 2020 AMA Winter Academic Conference.



The *Journal of Marketing* appoints Prof. Fischer as Associate Editor.

Dr. Julian Wichmann starts as a Postdoctoral Researcher at the Department of Retailing and Customer Management.

PhD candidate Jens Paschmann gives a presentation on "The Impact of Gamified Engagement Features on Data Value Creation in Mobile Apps" in the research seminar series at the University of New South Wales, Sydney.

Members of the Marketing Area prepare a full online semester for the first time.



Prof. Völckner is appointed to the Editorial Review Board of the *Journal of Marketing*.

Assoc.-Prof. Bruce, Dr. Maren Becker, and Prof. Reinartz release a new paper "Communicating Brands in Television Advertising" in the *Journal of Marketing Research*.



The study "When Does Corporate Social Irresponsibility Become News? Evidence From More Than 1,000 Brand Transgressions Across Five Countries" by Dr. Samuel Stähler and Prof. Fischer appears in the *Journal of Marketing*.



McKinsey speaks with Prof. Fischer and Prof. Heitmann about artificial intelligence and data-driven marketing. Read the interview in the Spotlight Topic (page 56).

The „Chair of Marketing and Market Research“ is renamed „Chair in Marketing Science and Analytics“.



All professors of the Marketing Area are founding members of the initiative "Analytics and Transformation" launched in July 2020. Together with researchers from Strategy, Entrepreneurship, Information Systems and Entrepreneurship, we aspire to create a multidisciplinary collaborative group of researchers with a focus on the use and impact of data analytics in the context of the digital transformation on customers, organizations and society.

The DFG research unit FOR 1452 with Prof. Völckner as principal investigator virtually meets to discuss research projects related to the COVID-19 pandemic.



Focus Business interviews Prof. Fischer about the successful image change of traditional companies.

Prof. Reinartz and Dr. Julian Wichmann take part in virtual Thought Leadership Conference on Global Marketing Strategy.

The article by Dr. Samuel Stäbler and Prof. Fischer about the media coverage of brand transgressions is chosen as the runner-up for the 2020 Lehmann Award for the best dissertation-based article in *Journal of Marketing* and *Journal of Marketing Research*.



Prof. Bruno becomes a Tenured Professor of Marketing at the University of Cologne.

Prof. Reinartz is ranked 29th in terms of research impact by the German newspaper *Frankfurter Allgemeine Zeitung* in their yearly ranking of Germany's most influential economists [Deutschlands einflussreichste Ökonomen].

Dr. Magdalena Bekk presents a Lunch Lecture at the ditact 2020 Women's IT Studies Summer School, on the topic "The Black Box: Psychological Determinants of Digital Change".

The annual IFH practitioner event "Fascination Retail" is held in all-digital format for the first time.

Dr. Jan-Michael Becker, Post-Doc at the Department of Marketing and Brand Management, starts as Associate Professor in the Department of Marketing at the BI Norwegian Business School in Oslo, Norway.



Assoc.-Prof. Marchand accepts a tenured Full Professorship (W3) at Leipzig University.

The new case study "Expanding the Traditional Retail Model: Douglas' Path Towards a Multichannel Beauty Platform" authored by Prof. Reinartz and Dr. Nico Wiegand (ECCH case 520-0102-1) is released.

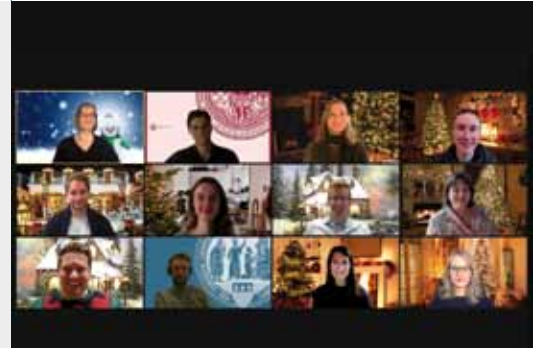
The Harvard Business Manager conducts an interview with Prof. Fischer about media coverage of brand transgressions.

Dr. Alexander Edeling presents his work on the marketing-finance interface at the New Ideas in Marketing digital research seminar series.

Members of the Marketing Area participate in the 2020 First Virtual ACR Conference.



Dr. Alexander Edeling receives an incubator grant from the German Stifterverband for his third-mission project eDOCation, a platform that connects young scientists with companies (www.stifterverband.org/wirkunghoch100/projekte).



The first year in which the Marketing Area holds all digital Christmas Parties.

Prof. Reinartz and Dr. Thomas Scholdra take part in the virtual Marketing Strategy Doctoral Consortium at the University of Texas in Austin.

Asst.-Prof. Imschloss is appointed Professor of Marketing at Leuphana University Lüneburg.





Introduction



University of Cologne – Good ideas since 1388

The University of Cologne is not only one of the oldest universities in Europe but also, with about 51,000 students and 657 professors, one of the largest universities in Germany. Academic excellence, an international focus, and widely diversified curricula create a vibrant and inspiring environment for scientists, students, and scholars.

The names of various renowned personalities are linked with the University of Cologne: Kurt Alder (Nobel Prize in Chemistry, 1950), Heinrich Böll (Nobel Prize in Literature, 1972), and Peter Grünberg (Nobel Prize in Physics, 2007), to name just a few.

For further information on these and other features of the University of Cologne, please visit www.uni-koeln.de

By meeting the highest standards in research and education, the University of Cologne also has achieved a distinguished reputation.

Selected University Partnerships

Australia

University of Sydney, Sydney

Brazil

Escola de Administração de Empresas de São Paulo, São Paulo

Canada

McGill University, Montreal

China

Fudan University, Shanghai

The Hong Kong University of Science and Technology, Hong Kong

France

Ecole des Hautes Etudes Commerciales (HEC), Paris

India

Indian Institute of Management, Bangalore

Italy

Università Commerciale Luigi Bocconi, Milan

Japan

Hitotsubashi University, Tokyo

Keio University, Tokyo

Netherlands

Rijksuniversiteit Groningen, Groningen

Singapore

National University of Singapore, Singapore

South Africa

University of Stellenbosch Business School, Bellville

South Korea

Korea University Business School (KUBS), Seoul

Spain

Escuela Superior de Administración y Dirección de Empresas (ESADE), Barcelona

Switzerland

Universität St. Gallen, St. Gallen

United Kingdom

London School of Economics and Political Science (LSE), London

USA

Duke University, Durham, North Carolina

Emory University, Goizueta Business School, Atlanta, Georgia

3 International Offices (Beijing, China | Delhi, India | New York, USA)

About **300** Cooperations and External Relations on Faculty Level

The Faculty of Management, Economics and Social Sciences (WiSo Faculty)

Since 2012, the WiSo Faculty has been accredited by the European Quality Improvement System (EQUIS)

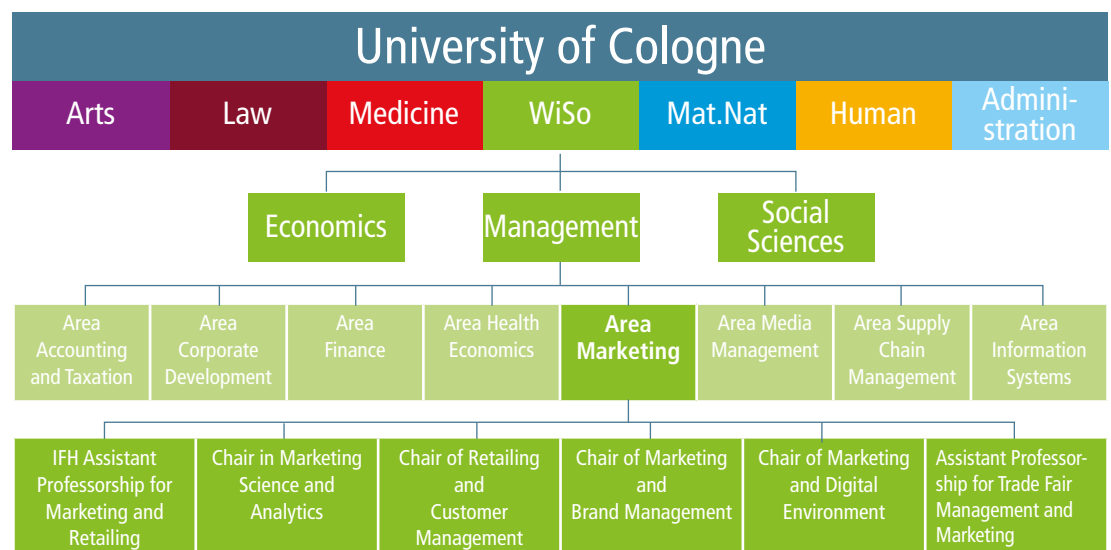


The WiSo Faculty represents one of the largest, most reputable schools of management, economics, and social sciences in Europe, with more than 9,000 students and a large variety of chairs. In keeping with its excellent reputation, the WiSo Faculty has created an outstanding research environment. Many of its institutions have been awarded prestigious research prizes and regularly receive top rankings, including those assigned by business papers such as *Handelsblatt*.

The hallmark of studying at the WiSo Faculty is the vast variety of specializations, spanning a wide range of subjects. Depending on students' interests and talents, they can choose from among a broad spectrum of disciplines. Networks with more than 130 partner universities around the world also help students align their studies internationally. The WiSo Faculty is the only German member of both CEMS (Global Alliance in Management Education) and PIM (Partnership in International Management).

Moreover, the Faculty of Management, Economics and Social Sciences (WiSo Faculty) cultivates close relationships with more than 200 national and international businesses fostering strong collaboration in teaching, research and knowledge transfer.

Holders of bachelor's and master's degrees from University of Cologne are highly favored by personnel managers, as demonstrated by the outstanding positions they assign to university graduates in consistent ratings (e.g., 4th place among German faculties for Business Administration, 4th place among German faculties for Economics, and 6th for Information Systems in 2020).



Marketing Area – Mission Statement

The Marketing Area strives to provide excellence for our main stakeholders: the marketing research community, our students, and companies and society.

In our research, we cover a broad spectrum of research topics, ranging from customer and brand management, internet marketing, retailing, to consumer behavior and marketing performance management. Our work predominantly focuses on empirical projects, frequently in cooperation with top national and international companies. Of course, managerial and decision relevance of our results is absolutely important. Our goal is to publish our work in the leading, international journals.

With respect to teaching, the main goal of the Marketing Area is to offer our students academically sound and practically relevant marketing training. In our curricula, we provide theories as well as methods for analysis. These two components are essential, as knowledge quickly becomes obsolete when new and different problems arise, but theoretical frameworks remain applicable, even in unforeseen contexts.

With respect to practice transfer, multilevel and bidirectional exchanges with national and international companies are key. These exchanges include joint research projects and consulting activities. We also seek out interactions and communications with firms during invited talks – in both directions: when our research staff visit companies and when company representatives appear as guests in our lectures. Finally, we foster successful placement of our students with job recruiting events, personal recommendations, and student excellence circles.

Members of the Marketing Area at the WiSo Faculty at the University of Cologne are as follows:

Prof. Hernán A. Bruno
Marketing and Digital Environment

Prof. Marc Fischer
Marketing Science and Analytics

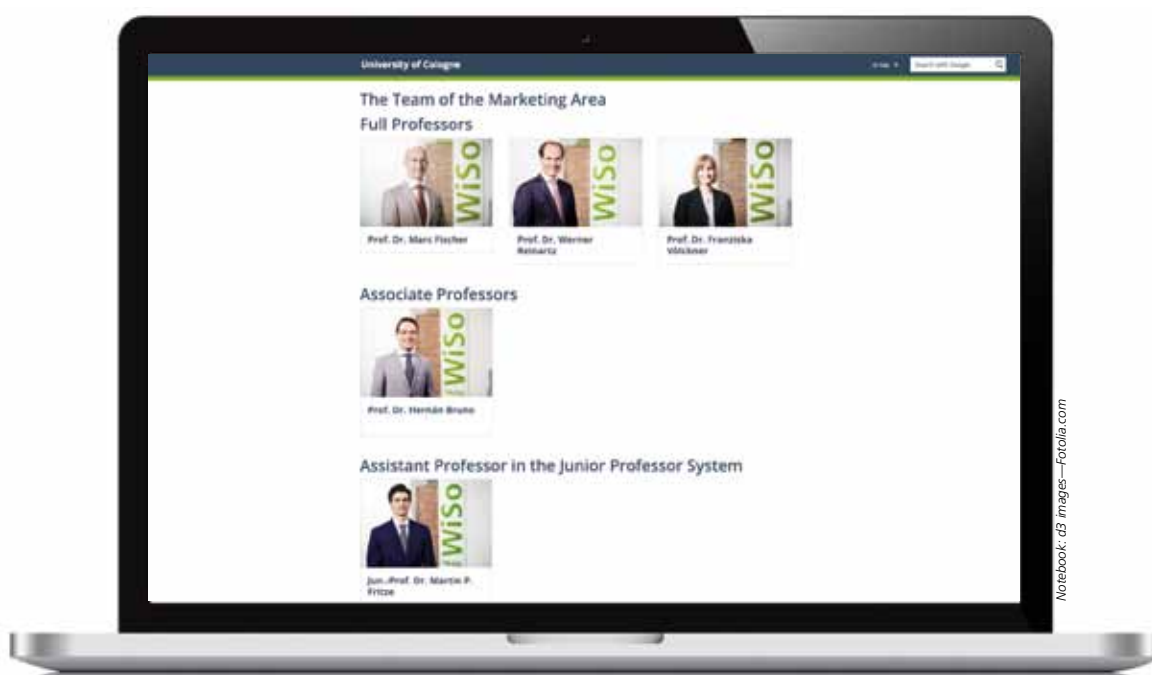
Asst.-Prof. Martin P. Fritze
Trade Fair Management and Marketing

Asst.-Prof. Monika Im-schloss
Marketing and Retailing

Assoc.-Prof. André Marchand
Marketing and Digital Environment

Prof. Werner Reinartz
Retailing and Customer Management

Prof. Franziska Völckner
Marketing and Brand Management



Notebook: d3 Images—ForAlla.com





Marketing Area – Team Members



Prof. Hernán A. Bruno

Hernán A. Bruno is a Professor of Marketing and Digital Environment at the University of Cologne since September 2015. Before joining the University of Cologne, Professor Bruno was a faculty member at INSEAD in Fontainebleau, France (2008-2015) and at the Erasmus University in Rotterdam, Netherlands (2007-2008). He holds a Master in Research and a Marketing Ph.D. from London Business School. Prior to his career in academia, he was a researcher in Analytical Chemistry at the University of Buenos Aires and a consultant at McKinsey&Company.

Prof. Bruno models marketing phenomena using tools from statistics and economics. His models are designed to evaluate the causal impact of marketing decisions and, or to describe important marketing phenomena that can be applied to decision-making. His work has been presented at the most important marketing conferences and published in *Marketing Science*, *Journal of Marketing*, and *Journal of Marketing Research*. His driving interest focuses on three central ideas of current marketing. First, the long-term impact of marketing decisions using models that incorporate marketing dynamics. Second, the focus of the model is the underlying variability across customers. Finally, he is looking at how new technologies are changing and how individuals and companies consume information and make decisions. He currently teaches Marketing Mix Modeling, Data Analysis with R and Value Creation in the Digital World at the University of Cologne. He continues teaching Marketing Strategy and Digital Transformation at the Executive Education level.

Prof. Bruno is a founding member of the EMAC Special Interest Group on "Modeling", lead by Thomas Otter (Frankfurt) with the objective to increase the audience and presentation of modeling papers at the EMAC Conference.



Prof. Marc Fischer

Prof. Marc Fischer has been the director of the Chair in Marketing Science and Analytics at the University of Cologne since 2011. He is also Professor of Marketing at the University of Technology Sydney. Previously, he was Professor of Marketing and Services at the University of Passau. Prof. Fischer is Morrison Faculty Fellow at the Anderson Graduate School of Management at UCLA, Los Angeles. He is also the academic director of CEMS-MIM at the University of Cologne, which is a globally leading master program involving 33 top universities from 32 countries around the world.

His expertise includes the measurement and management of marketing performance, brand management and the optimization of marketing mix. His articles have appeared in *Journal of Marketing Research*, *Marketing Science*, *Management Science*, *Quantitative Marketing and Economics*, *International Journal of Research in Marketing*, *Interfaces*, and other academic journals. Six articles won major awards or were finalists. Prof. Fischer won the 2009-2010 ISMS-MSI Practice Prize and was a finalist in the 2016 competition. He was also finalist for the 2017 Paul E. Green Award and the 2010 Franz Edelman Award competition on achievements in operations research. He has been awarded with the "VHB Best Paper Award 2011" and was a finalist in 2010. Prof. Fischer is an Associate Editor for the *Journal of Marketing* and member of the editorial review boards of *Journal of Consumer Research*, and *International Journal of Research in Marketing*. He also serves as Department Editor Marketing for Business Research and was co-editor of *Business Administration Review (DBW)* from 2013-2017.

In 2001 and 2002, Prof. Fischer suspended his academic career to assume a position as associate at McKinsey&Company. Since then he has been consulting with many firms from diverse industries such as pharmaceuticals, automotive, logistics, public transportation, media, retail, financial institutions, telecommunications, etc.

In 2010, he joined the Marketing Accountability Standards Board (MASB) in Chicago where he serves on the Advisory Council. Prof. Fischer is member of the advisory board of cpi consulting (Berlin), and the Center for Brand Management and Marketing (ZMM) in Hamburg. He served on the advisory board of YouGov AG (Cologne) and was executive director of a German-speaking business study program at the University of Management at Moscow and served as executive director of the Center for Market Research at the Institute for Market Research and Economic Research in Passau.

Prof. Fischer received his doctoral degree from the University of Mannheim, Germany, and his habilitation from the Christian-Albrechts-University of Kiel, Germany.



Asst.-Prof. Martin P. Fritze (Junior Professorship)

Asst.-Prof. Martin P. Fritze has been Assistant Professor of Trade Fair Management and Marketing (endowed by Koelnmesse Stiftung) at the University of Cologne since January 2018.

He was Visiting Professor at Imperial College London (2018), Erasmus University Rotterdam (2019), and the University of New South Wales (2020).

Before joining the University of Cologne, he completed his doctoral studies at the Institute for Marketing and Service Research at the University of Rostock from 2014-2017, where he received his Ph.D. with a dissertation on the sharing economy and dematerialization of consumption. During his doctoral studies he has been appointed as a Visiting Researcher at Imperial College London (2015), National University of Singapore (2017), the University of Cambridge (2017) and served as a research fellow at the Institute for Ecological Economy Research (IÖW) in Berlin, where he worked in the area of sustainable consumption.

His research focuses are on the intercept of consumer behavior, services marketing and strategy. Ongoing research projects deal with digitalization and the sharing economy. Asst.-Prof. Fritze frequently conducts large-scale field studies and was involved in numerous research-practice collaborations with firms. His work has been published in premier academic journals such as *International Journal of Research in Marketing* and *Journal of Service Research*.



Prof. Franziska Völckner

Franziska Völckner is a Professor of Marketing at the University of Cologne. Furthermore, she is a visiting scholar at the school of Marketing at UNSW, Sydney Australia. Her research interests center on understanding marketing phenomena and supporting marketing decision-making in a changing customer and business environment due to the digital transformation as well as climate change and resource depletion.

Her work has been published in leading academic journals such as *Journal of Marketing*, *Journal of Marketing Research*, *Marketing Science*, *MIS Quarterly*, *International Journal of Research in Marketing*, *Journal of the Academy of Marketing Science*, and *Journal of Service Research*. In 2018, she received the female Career Award from the HEC Lausanne, Switzerland. She also is the recipient of the 2011 VHB Best Paper Award (for "How important Are Brands? A Cross-Category, Cross-Country study," *Journal of Marketing Research*, 47 (5)) and the 2008 Young Academics VHB Best Paper Award (for "the dual Role of Price: decomposing Consumers' Reaction to Price," *Journal of the Academy of Marketing Science*, 36 (3)). In terms of teaching, she received the Albertus-Magnus Teaching Award of the Faculty of Management, Economics and Social Sciences, University of Cologne, in the summer terms 2011 and 2013. Since 2007, she generated a total amount of research grants and funding of about €1.3m.

Prof. Völckner is a member of the university council (Hochschulrat) of the University of Cologne. Furthermore, she is the vice-chairman of the board of trustees of Koelnmesse-Stiftung (Kuratorium der Koelnmesse-Stiftung). She also serves on the editorial review boards of *Journal of Marketing* and *International Journal of Research in Marketing*, on the editorial advisory board of *Markenartikel* as well as on the managing boards of the institute of Trade Fair Management at the University of Cologne (Institut für Messewirtschaft) and of the Center for Brand Management and Marketing (ZMM – Zentrum für Markenmanagement und Marketing). She has worked with several international companies, such as Henkel, L'oréal, Unilever, McKinsey & Company, Young & Rubicam, GfK, and YouGov. Prof. Völckner received her doctoral degree and her habilitation from the University of Hamburg, Germany.



Prof. Werner Reinartz

Werner Reinartz is a Professor of Marketing at the University of Cologne, Germany. Furthermore, he is the director of Center for Research in Retailing (IFH e.V.), one of the largest applied research centers in the Faculty of Management and Economics. Furthermore, he is the speaker of the research initiative "Digital Transformation and Value Creation" at the University of Cologne. Previously, he was the Cora Chaired Professor of Retailing and Management at INSEAD, France. Professor Reinartz holds a Ph.D. in Marketing from the University of Houston.

He is currently the co-editor of the *International Journal of Research in Marketing (IJRM)*.

He is a leading academic voice on how firms interact with their customers. His research interest is at the intersection of CRM, digital marketing, retailing, sales, and advertising. In particular, he is interested in the questions of how firms can compete successfully in mature markets, marketing mix efficiency and effectiveness, and the successful management of lasting, profitable customer relationships. His work has left a keen footprint in an academic context: he is the highest cited researcher across the entire WiSo Faculty at the University of Cologne, the highest cited scholar in top marketing journals outside the US, and in terms of research productivity among the very top ranked economists (*Wirtschaftswoche*, *Handelsblatt*, *Journal of Marketing*). With respect to the research dimension, the *Frankfurter Allgemeine Zeitung (FAZ)* lists him consistently as one of the top economists in German speaking countries.

His research work has been recognized with the highest academic awards in the discipline (e.g. AMA Doctoral Dissertation Competition Award, Don Lehmann Award for the Best Dissertation-Based Research Paper, MSI/Paul Root Award twice, Finalist for the O'Dell Award, Varadarajan Award for Early Career Contributions, Sheth Foundation/Journal of Marketing Award for long-term contribution to the marketing discipline). He has published extensively in the very top journals of the field such as *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *International Journal of Research in Marketing*, and *Journal of Retailing*. In 2018, he has been named co-editor at the *International Journal of Research in Marketing*, one of the discipline's top journals. Furthermore, he has been long-standing area editor at the *Journal of Marketing* and *Journal of Marketing Behavior* as well as longstanding editorial board member for many top journals such as *Journal of Marketing*, *Marketing Science*, *International Journal of Research in Marketing*, and *Journal of Retailing*. In June 2010, he was the host of the Marketing Science Conference, one of the premier conferences for academic research in the marketing discipline globally.

Professor Reinartz conscientiously focuses on solving problems that are meaningful in managerial practice. Accordingly, he is one of the highest published management researchers in the *Harvard Business Review*, the most impactful applied management journal globally – tallying a total of 24 contributions in all Harvard Business Press publications. He has worked with a large number of international top companies and he has conducted extensively executive training programs for many Fortune500 and EuroStoxx50 companies.

Amongst his many current and past institutional leadership roles are the speaker of the business administration faculty at UoC, member of the Faculty Evaluation Committee, member of the Faculty Commission, and speaker of the Marketing Chapter of the German Academic Association for Business Research (VHB).

Previous Area Members With New Appointments

Assoc.-Prof. André Marchand

André Marchand is the director of the Institute of Service and Relationship Management and Chaired Professor of Management Science/ Marketing at Leipzig University since October 2020. He is also Adjunct Professor at University of Cologne Business School. Until September 2020, he was an Associate Professor of Marketing and Digital Environment at the University of Cologne. His research focuses on marketing, digital innovations, and new media. In the current Handelsblatt ranking for business administration, Professor Marchand is among the top 10% most research-intensive business economists in German-speaking countries. He is also a member of the editorial boards of the *Journal of Interactive Marketing* and *Journal of Media Economics*. Several of his research projects have been funded by the German Research Foundation (DFG), among others. He has been a visiting scholar at the Aston Business School in Birmingham, Cass Business School in London, and University of Sydney in Australia. To expand knowledge transfer, Professor Marchand is involved in numerous research-practice collaborations and company start-ups.

Asst.-Prof. Monika Imschloss (Junior Professorship)

Since April 2015 Monika Imschloss has been the IFH Assistant Professor of Marketing and Retailing at the University of Cologne. She graduated from the University of Würzburg in 2010 with a diploma in Psychology. Thereafter, she joined the Chair of Business-to-Business Marketing, Sales & Pricing at the University of Mannheim as a doctoral student. In 2014 she completed her doctoral studies with her dissertation on multi-sensory marketing and received her Ph.D. in Marketing from the University of Mannheim. Her dissertation experimentally investigates aspects of consumers' auditory and haptic perception and received the award of the Marketing foundation of the University of Mannheim (2015), the Heinrich-Blanc Foundation (2015), and the Wolfgang-Wirichs Foundation (2016).

Prior to joining the Department of Retailing and Customer Management at the University of Cologne, she was a visiting scholar at the Dornsife Mind & Society Center of the University of Southern California (USC) in Los Angeles.

Her research focuses on consumer behavior in general and on consumer behavior in retailing contexts in particular. Specifically, she is interested in aspects of digitalization, sustainability and multi-sensory marketing. For example, her research examines consumer decision-making and behavior with an emphasis on the role of sensory and embodied processes. Her research especially examines how perception in one sensory modality affects consumers' perception in another sensory modality. Her research is primarily quantitative and employs different experimental research designs. On December 1st 2020, Monika Imschloss has been appointed W2/W3 Professor of Marketing at Leuphana University Lüneburg.

Dr. Jan-Michael Becker

Jan-Michael Becker was a post-doctoral researcher in marketing at the University of Cologne, Germany. Since September 2020 he is Associate Professor of Marketing at the BI Norwegian Business School in Oslo, Norway. He has been a visiting scholar at leading international business schools like Georgia State University, Atlanta, USA and University of Waikato, Hamilton, New Zealand. His research interests focus on data analytics, structural equation modeling (SEM) and measurement theory as well as digital marketing, e-commerce, and bridging marketing and IS problems. His research has been published in several premier academic journals, including *Nature Human Behaviour*, *Information Systems Research*, *MIS Quarterly*, *Psychometrika*, *Multivariate Behavioral Research*, *Long Range Planning*, and *Marketing Letters*. He is a co-developer of the SmartPLS software application.

Assistant Professors (Habilitation System)



Dr. Magdalena Bekk (Tel: +49 (0)221 470 2599 | bekk@wiso.uni-koeln.de)

Magdalena Bekk is a post-doctoral researcher in marketing at the University of Cologne, from which she also received her doctoral degree with summa cum laude in 2015. Next to her position at the University of Cologne she is working as an Assistant Professor of Business Psychology and Consumer Behavior at the Seeburg Castle University, Salzburg, Austria. She has been a visiting scholar to Massey University, Auckland, New Zealand. In her research, she bridges the fields of psychology, consumer behavior, and the digital economy, with a specific focus on the potential of new technologies (e.g., gamification, sharing economy networks) to change marketing and (sustainable) consumption decisions. Magdalena received the consumer research award for junior faculty 2015 by the consumer advice center and the state of North Rhine-Westphalia for her dissertation. Her work has been published in journals such as *Journal of Interactive Marketing*, *Marketing Letters*, *Assessment*, *Journal of Travel Research* and the *Journal of Business Economics*.



Dr. Alexander Edeling (Tel.: +49 (0)221 470 8682 | edeling@wiso.uni-koeln.de)

Alexander Edeling received his doctoral degree in Marketing in 2016 from the University of Cologne and is a postdoctoral researcher at the Marketing Area. From September-December 2019, he was a visiting researcher at Boston University, supported by a research grant from the German Academic Exchange Service (DAAD). His work has been published or is forthcoming in the *Journal of Marketing Research*, the *Journal of Marketing*, and the *International Journal of Research in Marketing*, among others, and was featured in press outlets such as *forbes.com*, *NZZ am Sonntag*, *WirtschaftsWoche* and *Horizont*. Furthermore, he received several awards for his scientific work, including the IMU Research for Practice Award 2017 by the University of Mannheim, the third place at the EMAC / Sheth Foundation Doctoral Dissertation Competition 2017, and the nomination by the VHB Marketing Section for the 2019 Best Paper Award of the VHB. He is the co-founder of eDOCation.org, an initiative that fosters the exchange between young researchers and companies. Before joining the University of Cologne, Alexander graduated from the University of Mannheim with a Diploma in Business Administration majoring in Marketing, Management Accounting, and Intercultural Studies. During his studies, he gained valuable practical experience through internships in various fields such as automobile, telecommunication, and consultancy.



Dr. Thomas Scholdra (Tel: +49 (0)221 470 4363 | scholdra@wiso.uni-koeln.de)

Thomas Scholdra is a post-doctoral researcher at the Chair of Retailing and Customer Management since November 2019. Before joining the marketing area, he received his doctoral degree from the University of Bremen with a summa cum laude in 2019. Thomas studied Business Administration at the University of Muenster, Germany, the University of Goettingen, Germany, and the Turku School of Economics, Finland. During his studies, he gained practical experience through internships in leading FMCG companies. Thomas' research interests focus on recession marketing, retailing, and digital marketing. For his dissertation on business cycles and consumer behavior, he has received several awards, including the Segnitz-Prize 2020 at the University of Bremen and the Wolfgang-Ritter-Prize 2020.



Dr. Julian Wichmann (Tel.: +49 (0)221 470 1496 | wichmann@wiso.uni-koeln.de)

Julian Wichmann is a post-doctoral researcher at the Chair of Retailing and Customer Management since 2020. He studied Economics and Business Economics at the Utrecht University, Netherlands and the LUISS Guido Carli in Rome, Italy during his Bachelors and in 2014 he graduated from the University of Cologne with a Master's Degree in Business Administration, majoring in Marketing and Economic Psychology. His empirical master thesis on the use of big data in targeted online advertising has been awarded with the Wissenschaftspreis 2016. Julian went on pursuing his doctoral degree at our chair, which he received in 2020 with his dissertation on "The Evolving Brand-Consumer Relationship – The Impact of Business Cycles, Digital Platforms, and New Advertising Technologies". He has gained valuable insights into multiple industries through internships and joint research projects, such as fashion retailing, telecommunication, and online advertising. Julian researches new advertising and CRM technologies such as skippable ads and digital platforms as well as the influence of macroeconomic and societal factors on retailing and consumers' shopping behavior.

Doctoral Students



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- Marketing in Social Media



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Research Areas:

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Research Areas:

- Market & Brand Research
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Research Areas:

- Digital Transformation
- Consumer Behavior



M. Sc. Gabriel Chiummo

Research Areas:

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- Consumer Behavior



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Research Areas:

- Brand Portfolio Management
- Sustainable Consumption



Dr. René Eppmann

Research Areas:

- Gamification
- Reinforcement of Behaviors



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- Marketing Performance Management



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Research Areas:

- Serious Games in (Employer) Branding
- Digital Branding



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Research Areas:

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- Digital Transformation



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- Customer Management



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- Retail Marketing



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Research Areas:

- Gamification
- Digital Marketing



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Research Areas:

- Marketing of Hedonic Media Products
- Brand Management



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Research Areas:

- Pharmaceutical Marketing
- Digital Marketing



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Research Areas:

- Entertainment Media Marketing
- Digital Transformation

Secretarial Assistants and Librarians

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LIBRARIAN MARKETING AREA



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Adjunct and Affiliate Faculty



Hon.-Prof. Dr. Christian Glasmacher

Senior Vice President Corporate Development, Member of the Extended Management Board, Koelnmesse GmbH

Areas of Interest:

- Trade Fair Management
- Business Development
- Strategic Marketing Management

Offered Courses: Strategic Trade Fair Management, Operative Trade Fair Management



Hon.-Prof. Dr. Peter Linzbach

Former Chief Customer Officer and Member of the Executive Board of Directors, Metro Cash & Carry International GmbH

Areas of Interest:

- Value Propositioning
- Brand Building
- International Multiplication

Offered Course: Practical Applications in Retailing



Dr. Markus Pfeiffer

CEO and Founder, Bloom Partners

Areas of Interest:

- Digital Marketing and Innovation
- Business Model Innovation and Entrepreneurship
- Digital Transformation

Offered Course: New Product Management





Today's ideas.
Tomorrow's impact.



Research

Academic Publications of the Marketing Area 2020

Publications in Top Tier Marketing Journals

Bruce, Norris I., Maren Becker, and Werner Reinartz (2020), "Communicating Brands in Television Advertising," *Journal of Marketing Research*, 57 (2), 236-256.

ABSTRACT: Many studies have quantified the effects of TV ad spending or gross rating points on brand sales. Yet this effect is likely moderated by the different types of brand-related messages or cues (e.g., logo, brand attributes) embedded in the ads and by the ways (e.g., explicitly or implicitly) these cues are conveyed to TV audiences. The authors thus measure 17 cues often used within ads to build brand awareness (or salience) and brand image and investigate their influence on ad effectiveness. Technically, the study builds a dynamic model to quantify the effects of advertising on sales; builds a robust and interpretable (i.e., nonparametric and sparse) factor model that integrates correlated, left-censored branding cues; and then models the effects of advertising as a function of the factors identified by these cues. An analysis of 177 campaigns aired by 62 brands finds that salience cues (e.g., logo) and benefit and attribute messages moderate ad effectiveness. It also finds that explicit cues are more effective than implicit ones; nonetheless, the primary drivers of ad effectiveness are visual salience cues: the duration and frequency with which the logo and the duration with which the product are displayed. The study can thus suggest ways brand and ad agency managers can improve the effects of creative ad content on sales.

Stähler, Samuel, and Marc Fischer (2020), "When Does Corporate Social Irresponsibility Become News? Evidence from More Than 1,000 Brand Transgressions Across Five Countries," *Journal of Marketing*, 84 (3), 46-67.

ABSTRACT: Companies are increasingly held accountable for their corporate social irresponsibility (CSI). However, the extent to which a CSI event causes damage to the firm largely depends on the coverage of this event in high-reach news media. Using the theory of news value developed in communications research, the authors explain the amount of media coverage by introducing a set of variables related to the event, the involved brand, and media outlet. The authors analyze a sample of 1,054 CSI events that were reported in 77 leading media outlets in five countries in the period 2008-2014. Estimation results reveal a significant number of drivers: for example, the number of media covering the story may be 39% higher for salient and strong brands. 80% more media report the event if a foreign brand is involved in a domestic CSI event. When a brand advertises heavily or exclusively in a news medium, this reduces the likelihood of the news medium to cover negative stories about the brand. The average financial loss at the U.S. stock market due to a CSI event amounts to US\$ 321 million. However, the market only reacts to the event if 4 or more U.S. high-reach media outlets report on the event.

Donthu, Naveen, Werner Reinartz, Satish Kumar, and Debidutta Pattnaik (2020), "A Retrospective Review of the First 35 Years of the International Journal of Research in Marketing," *International Journal of Research in Marketing*, in Press.

ABSTRACT: *The International Journal of Research in Marketing (IJRM)* publishes groundbreaking research on a range of topics related to marketing. Academics, scholars, and practitioners value the journal for its original and well-executed content. Using bibliometrics, this study summarizes the journal's first 35 years in terms of its publication trends, authorship patterns, citation structure, and themes, as well as the clustering of IJRM's articles published between 1984 and 2018. This study identifies the IJRM's most influential articles, most prolific contributors and their affiliations, and frequently used keywords and reveals their semantic associations along with factors influencing citations of the IJRM corpus. As the first objective assessment of the journal's first 35 years, the review also suggests some potential avenues to target future submissions.

Edeling, Alexander, Shuba Srinivasan, and Dominique M. Hanssens (2020), "The Marketing–Finance Interface: A New Integrative Review of Metrics, Methods, and Findings and An Agenda For Future Research," *International Journal of Research in Marketing*, in Press.

ABSTRACT: The marketing–finance interface is an important research field in marketing, helping demonstrate the accountability of marketing within companies and building a necessary interdisciplinary bridge to finance and accounting research. Since the first comprehensive review article by Srinivasan and Hanssens (2009), the marketing–finance field has broadened considerably, as has research in finance and accounting. This updated systematic review of extant and new research integrates research in marketing, finance, and accounting into an overarching marketing–finance research framework. We discuss new methodological developments and offer solutions to recent technical debates on the event-study method and Tobin's q . Motivated in part by a survey of marketing–finance researchers, the article identifies and synthesizes four key emerging research areas: digital marketing and firm value, tradeoffs between "doing good" and "doing well," the mechanisms of firm-value effects, and feedback effects. The article closes with a future research agenda for this dynamic research field and offers key conclusions.

Fritze, Martin P., André Marchand, Andreas B. Eisingerich, and Martin Benkenstein (2020), "Access-Based Services as Substitutes for Material Possessions: The Role of Psychological Ownership," *Journal of Service Research*, 23 (3), 368-385.

ABSTRACT: Access-based services (ABS) – in which consumers do not physically own material goods but gain access to services by registering with the provider – have risen in popularity as an alternative to individual ownership and conventional consumption. Yet companies still face key challenges in promoting these services. Prior research indicates that consumers assign significant importance to their material possessions; the current study investigates how psychological ownership, the mental state of perceiving something as one's own, attained through ABS might lead customers to increase their service use and forgo material ownership. With four studies, using cross-sectional, longitudinal, and experimental data, as well as combined self-reports with usage data, we theorize and demonstrate this effect. Firms that offer ABS can increase customers' service psychological ownership, which acts as a psychological substitute for physical ownership and increases ABS use. The results suggest ways managers can leverage the psychological power of ownership feelings, rather than try to fight the lack of actual ownership, in access-based consumption contexts.

Marchand, André, and Paul Marx (2020), "Automated Product Recommendations with Preference-Based Explanations," *Journal of Retailing*, 96 (3), 328-343.

ABSTRACT: Many online retailers, such as Amazon, use automated product recommender systems to encourage customer loyalty and cross-sell products. Despite significant improvements to the predictive accuracy of contemporary recommender system algorithms, they remain prone to errors. Erroneous recommendations pose potential threats to online retailers in particular, because they diminish customers' trust in, acceptance of, satisfaction with, and loyalty to a recommender system. Explanations of the reasoning that lead to recommendations might mitigate these negative effects. That is, a recommendation algorithm ideally would provide both accurate recommendations and explanations of the reasoning for those recommendations. This article proposes a novel method to balance these concurrent objectives. The application of this method, using a combination of content-based and collaborative filtering, to two real-world data sets with more than 100 million product ratings reveals that the proposed method outperforms established recommender approaches in terms of predictive accuracy (more than five percent better than the Netflix Prize winner algorithm according to normalized root mean squared error) and its ability to provide actionable explanations, which is also an ethical requirement of artificial intelligence systems.

Summary of Top Publications 2016-2020 in Marketing and General Business Journals

| Journal | Number of Publications (2016-2020) |
|--|------------------------------------|
|  Journal of Marketing | 13 |
|  Journal of Marketing Research | |
|  Journal of Consumer Research | |
|  Marketing Science | |
|  Management Science | 18 |
|  International Journal of Research in Marketing | |
|  Journal of the Academy of Marketing Science | |
|  Journal of Service Research | |
|  Journal of Retailing | |
|  Journal of Product Innovation Management | |
|  Journal of Consumer Psychology | |

Remark: Based on the journals ranked in the marketing section of the VHB ranking.

Further Publications in Peer-Reviewed Journals in 2020

- Rigdon, Edward E., Marko Sarstedt and **Jan-Michael Becker** (2020), "Quantify Uncertainty in Behavioral Research," *Nature Human Behaviour*, 4 (4), 329-331.
- Holmqvist, Jonas, Jochen Wirtz, and **Martin P. Fritze** (2020), "Luxury in the Digital Age: A Multi-Actor Service Encounter Perspective," *Journal of Business Research*, 121, 747-756.
- **Schulz, Michael** and **Franziska Völckner** (2020), "It's All in the Mix: How User-Designed Products and Company-Designed Products Can Peacefully Coexist," *International Journal of Innovation Management*, 24 (7), 1-36.
- Wirtz, Jochen, Jonas Holmqvist, and **Martin P. Fritze** (2020), "Luxury Services," *Journal of Service Management*, 31 (4), 665-691.
- Ghasemy, Majid, Viraiyan Teeroovengadam, **Jan-Michael Becker**, and Christian M. Ringle (2020), "This Fast Car Can Move Faster: A Review of PLS-SEM Application in Higher Education Research," *Higher Education*, 80, 1121-1152.
- **Marchand, André, Andrea Schöndeling**, Elena Gros, David Schaeffer, and Sascha D. Kirsch (2020), "Revisiting the Phenomenon of 'Going Green to Be Seen' with Actual Consumption," *Social Business*, 10 (1), 35-46.

Books and Book Chapters of the Marketing Area 2020

- **Bekk, Magdalena**, Shamesey Oloko and Alexander Schimansky (2020), "Die Bedeutung von Celebrities und Top-Influencern für das Moderne Marketing," in *Die Macht der Meinungsführer: Von Celebrities bis zu Influencern*, eds. Alexander Schimansky and Shamesey Oloko, MB: Frankfurt, 10-42.

Reviewing Activities of the Marketing Area 2020

Editorship

- Fischer, Marc: *Journal of Marketing*, Associate Editor (since 2020)
- Reinartz, Werner: *International Journal of Research in Marketing*, Co-Editor (since 2018)
- Fischer, Marc: *Business Research*, Department Editor Marketing (since 2015)

Editorial Boards

- Fischer, Marc: *Journal of Consumer Research* (since 2019)
- Reinartz, Werner: *Journal of Marketing* (since 2005)
- Völckner, Franziska: *Journal of Marketing* (since 2020)
- Fischer, Marc: *International Journal of Research in Marketing* (since 2015)
- Reinartz, Werner: *Journal of Retailing* (since 2015)
- Völckner, Franziska: *International Journal of Research in Marketing* (since 2019)
- Fritze, Martin P.: *Journal of Public Policy and Marketing* (since 2020)
- Imschloss, Monika: *Journal of Business Research* (since 2018)
- Marchand, André: *Journal of Interactive Marketing* (since 2017)
- Marchand, André: *Journal of Media Economics* (since 2020)

Reviewer for Research Competitions

- Fischer, Marc: MSI's Alden G. Clayton Doctoral Dissertation Proposal Competition (since 2012)
- Fischer, Marc: EMAC McKinsey Marketing Dissertation Award (since 2014)
- Fritze, Martin P.: SERVSIG Best Service Article Award Committee (since 2020)
- Reinartz, Werner: MSI's Alden G. Clayton Doctoral Dissertation Proposal Competition (since 2012)

Editorial Advisory Board

- Reinartz, Werner: RAM (*Recherche et Applications en Marketing*) (since 2015)
- Völckner, Franziska: *Markenartikel* (since 2010)



Completed Dissertations of Members of the Marketing Area 2020

AUTHOR: Manuel Berkmann

TITLE: Essays on Customer Engagement Strategies and Tactics in Business and Consumer Markets

SUPERVISOR: Prof. Werner Reinartz

In the last decade, customer engagement has become a key topic for both practitioners and researchers. This cumulative dissertation by Manuel Berkmann addresses this important topic by investigating what strategies and tactics firms can use to engage their customers. The first essay of this dissertation is conceptual in nature and provides an analysis of the strategic relevance of customer engagement in business-to-business markets. The second essay of this dissertation explores how industrial firms can leverage service touchpoints as opportunities to engage their B2B customers in the post-purchase phase. Finally, the third essay investigates how marketers can use executional content cues in their TV advertisements (e.g., informativeness, creativity, or branding) to engage consumers and mitigate zapping behavior.



AUTHOR: Julian Wichmann

TITLE: Essays on The Evolving Brand-Consumer Relationship – The Impact of Business Cycles, Digital Platforms, and New Advertising Technologies.

SUPERVISOR: Prof. Werner Reinartz

Pronounced business cycles and unprecedented technological progress were the defining factors of the past two decades, disrupting consumers' everyday lives as well as brands' established modus operandi. This has altered shopping behaviors and has led to radically new means for brands to advertise and interact with consumers. In three essays and using rigorous experimental and conceptual research, this dissertation addresses how the substantive changes brought about by business cycles and new technologies in the form of digital platforms and novel advertising methods have led to evolutions in the relationship between consumers and brands. The first essay shows that while business cycles put established consumer-brand relationships to the test, brands remain important to consumers even in recessions. They adjust their shopping strategies to allow themselves to keep consuming branded products, for example by switching to cheaper outlets or buying on promotion. The second essay reveals that digital platforms are a powerful tool that allows brands to create and orchestrate superior value for consumers and thus become increasingly influential in their daily lives. This development profoundly elevates the brand-consumer relationship. The third essay presents insights into skippable ads, an advertising format specific to digital channels. It transforms consumers' traditional role in the advertising context from a captive audience to an empowered one that is granted the option to skip ads. The results show that, counter-intuitively, this is not only perceived positively by consumers but may disrupt their advertising viewing experience. Subsequently, effective strategies for advertisers are uncovered that mitigate the adverse effects of skippable ads and improve branding.



RESEARCH

Awards and Achievements of the Marketing Area 2020

- **Prof. Marc Fischer** has been a finalist for the Robert D. Buzzell MSI Best Paper Award 2020.
- The article by Dr. Samuel Stäbler and **Prof. Marc Fischer** "When Does Corporate Social Irresponsibility Become News? Evidence From More Than 1,000 Brand Transgressions Across Five Countries" has been selected as a runner-up for the 2020 Lehmann Award for the best dissertation-based article in the *Journal of Marketing* and *Journal of Marketing Research*.
- **Asst.-Prof. Martin P. Fritze** has been appointed as a member of the expert council of the German Association of University Professors for Business Administration (VHB).
- **Prof. Werner Reinartz** has been ranked 29th in terms of research impact by the German newspaper *Frankfurter Allgemeine Zeitung* (Sept. 24, 2020) in their yearly ranking of Germany's most influencing economists [Deutschlands einflussreichste Ökonomen]. Highest ranked researcher from the University of Cologne.
- **Prof. Werner Reinartz** has been included in the Makronom Twitter ranking (2020), 13 July.
- **Prof. Werner Reinartz's** textbook "Customer Relationship Management: Concepts, Strategy and Tools" achieved 25 million chapter downloads between January and June 2020.
- The article "The Impact of the Digital Transformation on the Retailing Value Chain" (**Prof. Werner Reinartz, Dr. Nico Wiegand, and Asst.-Prof. Monika Imschloss** 2019), has been listed as "The Most Cited Article Since 2017" in the *International Journal of Research in Marketing*.
- **Dr. Thomas Scholdra** has been accepted as a fellow at the Marketing Strategy Consortium 2020, McCombs School of Business, University of Texas at Austin, USA.
- **Dr. Thomas Scholdra** has been awarded with the Wolfgang-Ritter-Prize 2020 and the Segnitz-Prize 2020 for his dissertation on business cycles and consumer behavior.

Research Grants of the Marketing Area 2020

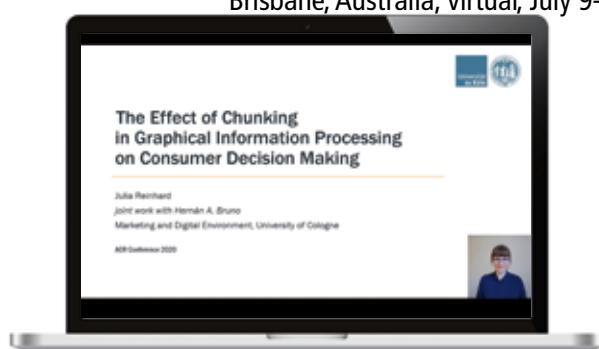
- **Assoc.-Prof. André Marchand** acquired a funding from the European Regional Development Fund (EFRE) for a start-up project.
- **Assoc.-Prof. André Marchand** acquired a funding from the Deutsche Forschungsgemeinschaft (DFG) for a research project.
- **Prof. Franziska Völckner** is principal investigator for the project on "Gamified market research in digital social media" in the German Research Foundation (DFG) Research Unit 1452 "Marketing of Products in the Age of Digital Social Media." She also serves as deputy speaker for the research unit.

Invitations to Members of the Marketing Area to Conferences and Research Seminar Series 2020

- **Edeling, Alexander**, "Conceptualizing, Measuring, and Explaining Consumers' Perceptions of Price Inflation," Research Seminar Series, Ruhr-University Bochum, Bochum, Germany, March 4.
- **Edeling, Alexander**, "Market Share and Financial Firm Performance: New Empirical Generalizations and the Impact of Digitization," Digital Research Seminar, University of Mannheim, Mannheim, Germany, September 2.
- **Edeling, Alexander**, "Market Share and Financial Firm Performance: New Empirical Generalizations and the Impact of Digitization," Digital Research Seminar, KU Leuven, Leuven, Belgium, October 5.
- **Edeling, Alexander**, "The Marketing-Finance Interface: A New Integrative Review of Metrics, Methods, and Findings and an Agenda for Future Research," New Ideas in Marketing (NiM) Digital Seminar Series, October 16.
- **Fischer, Marc**, "When Does Corporate Social Irresponsibility Become News? Evidence from More than 1,000 Brand Transgressions Across Five Countries," Research Seminar Series, Adelaide University, Adelaide, Australia, February 28.
- **Fischer, Marc**, "Exploiting the Brand for Value Creation," Research Seminar Series, Deakin University, Melbourne, Australia, March 4.
- **Fischer, Marc**, "Service Failure in the Public Transportation Industry: Modeling its Impact on Sales," Research Seminar Series, Monash University, Melbourne, Australia, March 5.
- **Reinartz, Werner**, "Publishing in Top Marketing Journals," AIM-AMA Sheth Doctoral Consortium, BimTech, New Delhi, India, January 4-6.
- **Reinartz, Werner**, "Going to Market with Brand Management and Customer Management. Who Uses What, Why, and How Does it Change?," AIM-AMA Sheth Doctoral Consortium, BimTech, New Delhi, India, January 4-6.
- **Reinartz, Werner**, Faculty Fellow, AMA-AIM Sheth Doctoral Consortium, BimTech, New Delhi, India, January 4-6.
- **Reinartz, Werner**, "Going International – Visibility and Success of German Marketing Research from 1995 to 2020" [Sichtbarkeit und Erfolg der deutschen Marketingforschung von 1995 bis 2020], Podium Discussion at the 50th Jahrestagung der Kommission Marketing im VHB, University of Muenster, Muenster, Germany, January 23.
- **Reinartz, Werner**, "Pipeline vs. Plattform", "Transformation and Brand. The Brand is dead – long live the Brand!" [Transformation und Marke. Die Marke ist tot – es lebe die Marke!] Berlin, Germany, February 27.
- **Reinartz, Werner**, Discussant at JCR/IJRM Author Development Workshop, Digital Workshop, June 29.
- **Reinartz, Werner**, Faculty Fellow, American Marketing Association (AMA) Doctoral Consortium, University of Texas, Austin, USA, December 4-5.

Presentations at Academic Conferences of Members of the Marketing Area 2020

- **Becker, Jan-Michael**, Christian M. Ringle, Dorian Proksch (2020), "Using Gaussian Copulas to Address Endogeneity in Regression: Recommendations Based on Simulation Studies," 2020 AMA Winter Academic Conference, San Diego, USA, February 14-16.
- **Edeling, Alexander**, Shuba Srinivasan, and Dominique M. Hanssens (2020), "Evolution of the Marketing-Finance Interface: New Metrics, Methods, Findings, and Research Directions," 2020 AMA Winter Academic Conference, San Diego, USA, February 14-16.
- **Fischer, Marc**, and Alexander Edeling (2020), "Service Failure in the Public Transportation Industry: Modeling its Impact on Sales," 2020 Marketing Analytics Symposium, Sydney, Australia, February 3-4.
- **Fritze, Martin P.** (2020), "What Makes Services Luxurious? Insights From the Field," Association for Consumer Research Conference, Paris, France, virtual, October 1-3.
- **Fritze, Martin P.** (2020), "Productizing Services," Thought Leadership Forum "Redefining Hospitality for the 21st Century: Service, Technology and People", Boca Raton/Florida, USA, virtual, October 24-25.
- **Hinze, Tobias**, and **Magdalena Bekk** (2020), "The Collective Action Problem for Sustainable Consumer Behavior: The Role of Goal Concreteness and Perceived Lack of Self-Efficacy," 2020 AMA Summer Conference, virtual, August 18-20.
- **Hinze, Tobias**, and **Magdalena Bekk** (2020), "Yes You Can – How to Reduce the Collective Action Problem For Sustainable Consumer Behavior," Association of Consumer Research Conference, Paris, France, virtual, October 1-3.
- **Marchand, André**, **Martin P. Fritze**, Andreas B. Eisingerich, and Martin Benkenstein (2020), "Psychological Ownership of Access-Based Services," 49th Annual Conference of the European Marketing Academy Conference, Budapest, Hungary, virtual, May 26-29.
- **Reinartz, Werner** (2020), "Artificial Intelligence (AI) Technologies in Global Marketing: Current Trends and Future Research Opportunities," Thought Leadership Conference on Global Marketing Strategy, virtual, August 10-17.
- **Reinhard, Julia**, and **Hernán A. Bruno** (2020), "The Effect of Chunking in Graphical Information Processing on Consumer Decision Making," Association of Consumer Research Conference, Paris, France, virtual, October 1-3.
- **Schöndeling, Andrea**, **André Marchand**, Elena Gros, David Schaeffer, and Sascha D. Kirsch (2020), "Revisiting the Phenomenon of 'Going Green to Be Seen' with Actual Consumption," 49th Annual Conference of the European Marketing Academy Conference, Budapest, Hungary, virtual, May 26-29.
- **Wichmann, Julian**, Abhinav Uppal, Amalesh Sharma, Marnik G. Dekimpe (2020), "The Marketing Mix across Time and Space: A global perspective on the Four Ps' Past, Present and Future," Thought Leadership Conference on Global Marketing Strategy, virtual, August 10-17.
- **Wirtz, Jochen**, Jonas Holmqvist, and **Martin P. Fritze** (2020), "Luxury Services," 11th SERVSIG, Brisbane, Australia, virtual, July 9-12.



Digital Transformation and Value Creation

Research Initiative:

The digital transformation of our economic and societal systems is fully underway. The changes are massive and long-lasting. Going digital reduces the costs of administering social and commercial transactions, allows for globally networked interactions, and is characterized by real-time, vast datasets that let us observe behavior at a societal scale and with unprecedented detail.

The research initiative wants to contribute to our understanding of how the digital transformation advances value creation commercially (customers and firms) and overall welfare for individuals and society.

Among the most pressing questions are:

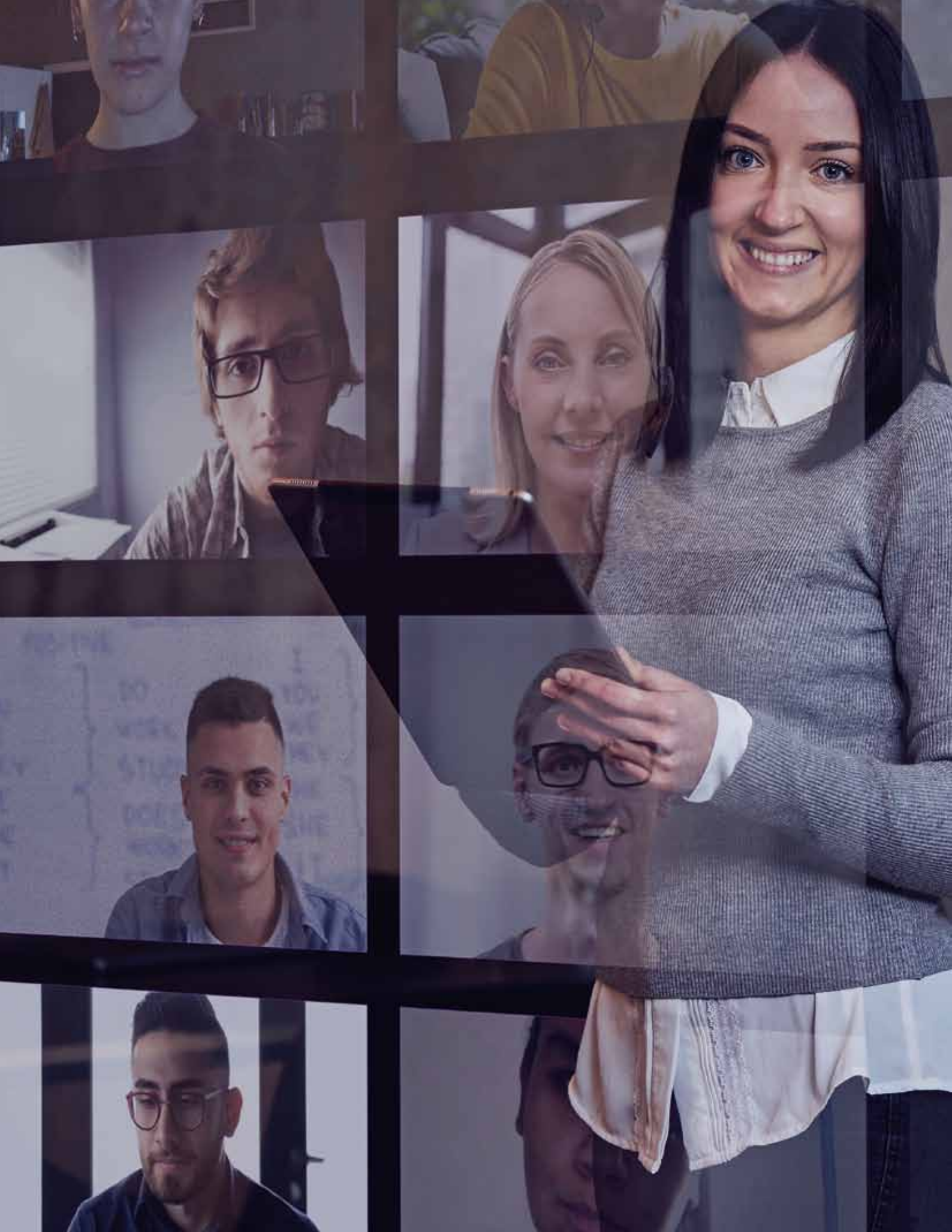
- When and how can customers benefit from the digital transformation?
- When and how can firms benefit from the digital transformation?
- When and how can individuals within society and society at large benefit from the digital transformation?

Follow the Digital Transformation Research Initiative on Twitter: @CologneDigital



Principal Investigators:

The interdisciplinary nature of the key research area “Digital Transformation and Value Creation” is reflected in the large number of participating researchers and scientific staff from diverse research areas of business, economics, and social sciences.





Teaching

TEACHING

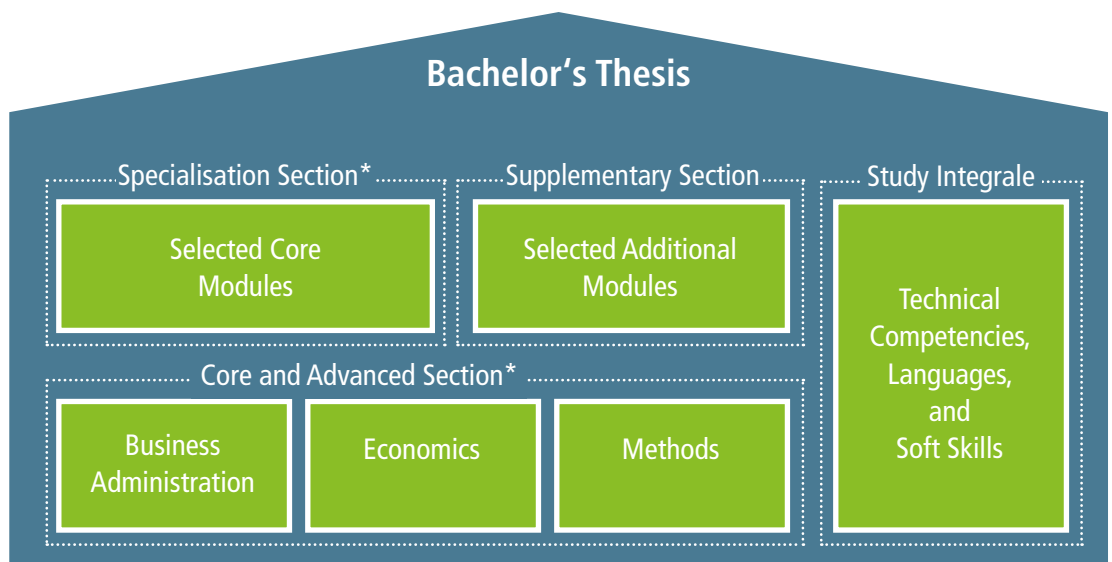
Mission Statement

The objective of our teaching is to convey knowledge, theories, and methods in marketing. Theories and methods are critical, because knowledge may become obsolete, whereas theories and methods can always be used to address new challenges.

To acquaint students with the practical implications of the course contents, theories and methodologies are being rigorously applied to real-life situations, using differential methods. Case studies, as they appear in many US-type MBA programs, are common tools. In addition, lectures frequently host guests from the corporate world to provide insights about relevant topics. Contemporary topics appear throughout seminars and students' theses, which are often conducted in cooperation with companies.

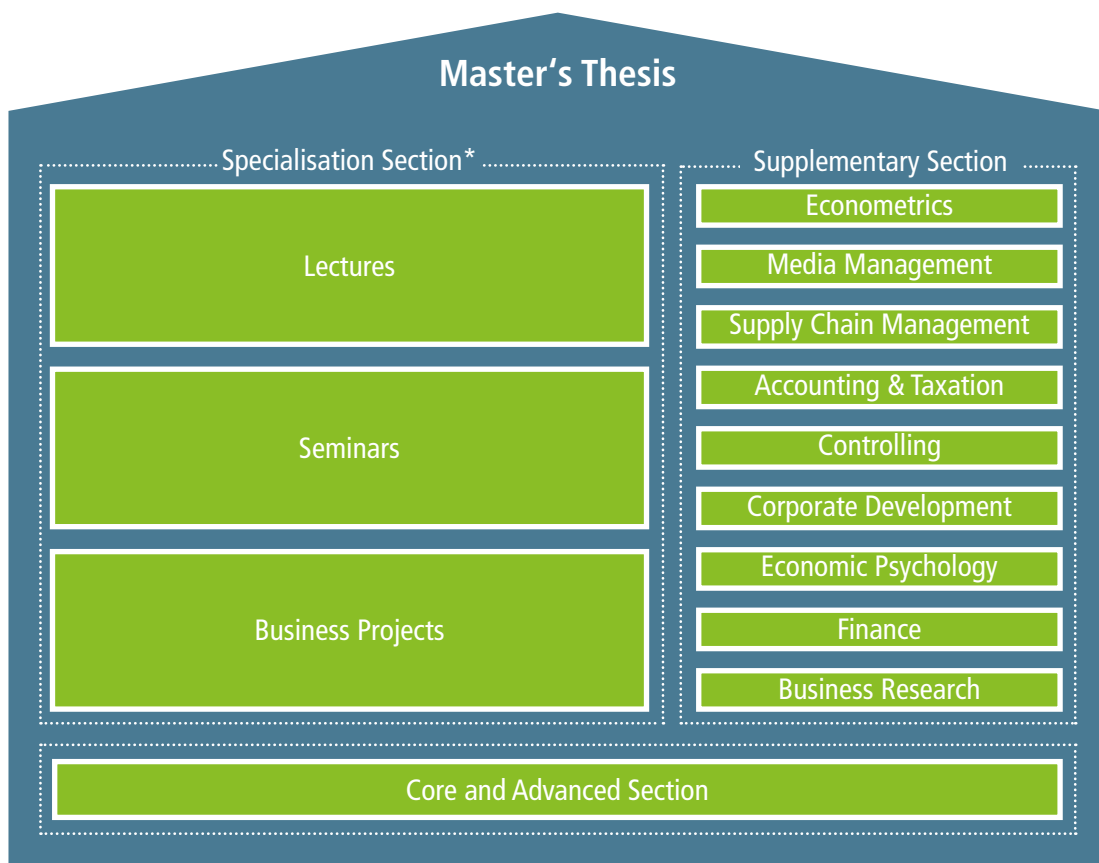
Program Structure

The **Bachelor of Science in Business Administration** is divided into four sections. The core and advanced section includes basics of business administration, economics, and methods. In the supplementary section, the emphasis is put on knowledge obtained in the basic section and on new areas from social sciences and information systems. As the specialisation section consists of a wide range of modules, students have the possibility to choose depending on their interests and professional aspirations. Finally, the studium integrale conveys additional topics such as language and IT skills, as well as other non-related competencies.



*offered by the Marketing Area

Within the program of the **Master of Science in Business Administration**, students can specialize in Marketing through the choice of their major. The Core and Advanced Section will cover methodical basics of the respective major. The Specialisation Section teaches major-specific basics and, in addition, advanced skills within the same area. The Supplementary Section serves as an additional section to develop a more specific profile – either by deepening and specialising or by diversifying knowledge. Further modules from business administration as well as from social sciences or economics are available to students.



* offered by the Marketing Area

For further information on the doctoral program, please visit www.cgs.uni-koeln.de

Doctoral students at the WiSo Faculty have to fulfill a **doctoral program**. The study consists of five courses, of which at least three are in the area “interdisciplinary methods and theories” [Fachübergreifende Methoden und Theorien] of the Cologne Graduate School. The members of the Marketing Area regularly offer doctoral courses on a wide range of topics, open to all doctoral students of the WiSo Faculty. In addition, internal research seminars, held by expert lecturers from other universities, frequently take place.



COLOGNE GRADUATE SCHOOL
in Management, Economics and Social Sciences



Course Program: Academic Year 2020

| Bachelor Degree Program | | | |
|--------------------------------------|--|---|----------|
| Course Name | Contents | Lecturer(s) | Students |
| Bachelor Seminar Marketing | Depending on the general topic of the main seminar (changes in every term), amongst others: <ul style="list-style-type: none"> · Retailing · E-Commerce · Customer Management · Brand Management · Employer Branding · Product Management · Communication Management · Market Research · Media Management · Mobile Marketing · Marketing of Movies | Prof. Marc Fischer | 29 |
| | | Denise Küpper, Jens Paschmann | 15 |
| | | Prof. Werner Reinartz | 14 |
| | | Dr. Nico Wiegand | 15 |
| | | Dr. Jan-Michael Becker Tobias Hinze | 19 |
| Concepts of Marketing Mix Management | Theoretical concepts of product innovation, brand management, pricing, and communication management | Dr. Alexander Edeling | 216 |
| Introduction to Marketing | Introduction to the basic concepts, methods and activities in marketing (e.g. consumer behavior, market research, marketing strategy, marketing mix) | Dr. Julian Wichmann | 183 |
| | | Assoc.-Prof. André Marchand (English course) | 99 |
| | | Prof. Franziska Völckner | 604 |
| Methods of Marketing Mix Management | Design and implementation of market research projects. This course provides the core idea of market research (e.g., data collection methods, statistical tests) and application of multivariate data analysis methods and regression | Prof. Hernán A. Bruno | 247 |
| Operative Trade Fair Management | Concepts and methods of operative trade fair management, such as trade fair logistics, booth design, pricing and on-site services | Dr. Christian Glasmacher | 7 |
| | | Asst.-Prof. Martin P. Fritze | |
| Strategic Trade Fair Management | Concepts and methods of strategic trade fair management, such as trade fair alliances, services marketing and strategic sales management | Asst.-Prof. Martin P. Fritze | 14 |
| Bachelor' Theses | Supervised conceptual or empirical thesis about a wide range of marketing topics, e.g., brand and media management, e-commerce, product innovations, consumer behavior, and many others | Prof. Hernán A. Bruno | 4 |
| | | Prof. Marc Fischer | 24 |
| | | Asst.-Prof. Martin P. Fritze | 9 |
| | | Asst.-Prof. Monika Im-schloss | 8 |
| | | Assoc.-Prof. André Marchand | 4 |
| | | Prof. Werner Reinartz | 16 |
| | | Prof. Franziska Völckner | 26 |

| Master's Degree Program | | | |
|---|---|--|----------|
| Course Name | Content | Lecturer(s) | Students |
| Applied Marketing in Cooperation with L'Oréal | Understand and work on an applied marketing question | Rouven Schwerdtfeger, Jens Paschmann | 17 |
| Brand Management | Introduction to brand management (e.g., customer-based brand equity, brand value, branding strategies, brand portfolio management) | Prof. Franziska Völckner | 82 |
| Business Model Innovation and Entrepreneurship | Comprehensive overview of the basic concepts, theories, and methods in product innovation management and their practical application, especially in the context of digitization challenges | Dr. Markus Pfeiffer | 22 |
| Business Project in Cooperation with Bayer | The students develop a new concept for an e-learning platform that can be used in the communication with pharmacies | Philip Pollmann-Schweckhorst | 4 |
| Business Project in Cooperation with Boehringer Ingelheim | Analysis of market threats and opportunities using data on new product developments | Philip Pollmann-Schweckhorst | 3 |
| Business Project in Cooperation with Mars Petcare | Developing a marketing strategy to increase consumer acquisition and market penetration of the brand "Cesar" | Prof. Werner Reinartz | 12 |
| Business Simulation | Learn how to make strategic business decisions by using a strategic marketing simulation game | Dr. Magdalena Bekk, Rouven Schwerdtfeger | 12 |
| CEMS-Business Project in Cooperation with ABB | Performance Management – Tell a cohesive story in our reporting ARP – ABB's analytical Reporting Platform | Tobias Hinze | 4 |
| CEMS-Business Project in Cooperation with A.T. Kearney | Gen-Z and the beauty industry – How will future consumers reshape the industry? | Dr. Alexander Edeling | 5 |
| CEMS-Business Project in Cooperation with Beiersdorf | Developing a market response model to evaluate marketing effectiveness | Philip Pollmann-Schweckhorst | 5 |
| CEMS-Business Project in Cooperation with Compensaid (Lufthansa Innovation Hub) | Growth strategy for Compensaid | Friederike Gobrecht | 5 |
| CEMS Case Study Course | Students learn how to approach and solve case studies, present solutions, and create their own case study | Prof. Werner Reinartz | 13 |
| Consumer Psychology and Behavior | Discussion of psychological concepts from the fields of evolutionary, biological, cognitive, and social psychology as they pertain to understanding consumer behavior | Asst.-Prof. Monika Imschloss | 34 |
| Customer Relationship Management | Analysis and evaluation of different CRM strategies, marketing performance, and customer value management | Prof. Werner Reinartz | 27 |
| Management Skills | In this seminar students reflect on how to successfully overcome the growing pressure in studies, job and personal life due to a more and more demanding and digitalizing world | Zeynep Karagür | 42 |
| Marketing Data Analysis and Visualisation in R | Students are introduced to loading, transforming, cleaning, exploring, visualizing, analyzing and reporting data using the statistical program "R" | Prof. Hernán A. Bruno | 19 |
| Marketing of Digital Innovations | Students learn about the interplay between marketing and digital innovations and what it means to play pinball in a digital world | Assoc.-Prof. André Marchand | 40 |
| Marketing Performance Management | Theoretical foundation and practical relevance of marketing performance management (e.g., discussion of fundamental instruments for the evaluation of marketing activities such as market response models) | Prof. Marc Fischer | 27 |
| Marketing Seminar: Content Mining in Marketing | The goal of this seminar is to analyze the current developments in automated text mining, video mining, and consumer sentiment mining. Students analyze, integrate, and consolidate the marketing and technology literature to derive a holistic picture of the marketing challenges and opportunities specific content mining in marketing | Prof. Werner Reinartz, Dr. Thomas Scholdra | 15 |

| | | | |
|--|--|------------------------------|----|
| Marketing Seminar: Entertainment Media Marketing | The seminar deals with the dramatic challenges that the rise of digital and social media bring for marketing. It provides insights into current academic research in the relevant areas and prepares students for the new business environment | Nicolas Weber | 15 |
| Marketing Seminar: Marketing at the University of Cologne | Guided by the principle of research-based learning, students apply theoretical and methodological knowledge from marketing and statistics, by creating a marketing concept for a clearly defined area of the University of Cologne | Assoc.-Prof. André Marchand | 10 |
| Marketing Seminar: Replication Studies in Marketing: Celebrity Endorsement | Students replicate empirical research of substantive and highly relevant marketing papers to accumulate more knowledge and gain greater understanding of marketing research | Andrea Schöndeling | 10 |
| Practical Applications in Retailing | Practical application of various marketing concepts, among them market and value positioning, retail brand building, vertical integration process, and internationalization | Dr. Peter Linzbach | 50 |
| Price Management | Students learn how to measure price response, set optimal prices, implement pricing strategies and cope with behavioral pricing issues | Dr. Jan-Michael Becker | 78 |
| Retailing | Fundamental concepts of retail management (e.g., category management, retail pricing, store brands) and consumer behavior in retailing | Prof. Werner Reinartz | 77 |
| Service and Media Marketing | Organizational challenges of media management, and broad instruments for planning and controlling media management with respect to films, music, and print media products | Prof. Marc Fischer | 62 |
| Service Innovation | State-of-the-art research on service marketing and innovation management. Particular emphasis is placed on exploring the influence of customer value/experience on service design, delivery and evaluation | Asst.-Prof. Martin P. Fritze | 11 |
| Sustainability in Marketing and Consumer Behavior | Understand sustainability from the perspective of marketing and consumer behavior | Dr. Magdalena Bekk | 47 |
| Value Creation in the Digital World | Understand the technological trends that are changing the operation of business, restructuring industries and enabling new business models | Prof. Hernán A. Bruno | 60 |
| Master's Theses | Supervised conceptual or empirical thesis about a wide range of marketing topics, e.g., brand and media management, e-commerce, product innovations, consumer behavior, and many others | Prof. Hernán A. Bruno | 3 |
| | | Prof. Marc Fischer | 17 |
| | | Asst.-Prof. Martin P. Fritze | 2 |
| | | Asst.-Prof. Monika Imschloss | 1 |
| | | Assoc.-Prof. André Marchand | 4 |
| | | Prof. Werner Reinartz | 12 |
| | | Prof. Franziska Völckner | 13 |

Doctoral Degree Program

| Course Name | Lecturer(s) | Contents |
|--|--------------------------|--|
| Empirical Research in Marketing, Business Psychology, and Related Fields | Prof. Franziska Völckner | Discussions of challenges in empirical research and advanced methods to solve them, development of new research ideas and discussions of how to position empirical research projects |
| How to Publish in A-Journals | Prof. Marc Fischer | Analysis of existing papers and discussion of revision strategies on the one hand, and presentations and discussions within the seminar sessions on the other hand |
| How to Publish in A-Journals | Prof. Franziska Völckner | This seminar focuses on writing a powerful introduction including the positioning relative to the literature and understanding reviews and drawing conclusions for revising the manuscript |

External Teaching Activities

| Course Name | Lecturer/Advisor | University | Term |
|---|-----------------------|--|--------------|
| Current Developments in Consumer Research | Dr. Magdalena Bekk | Seeburg Castle University, Austria | Winter 19/20 |
| Quantitative Research Methods | Dr. Magdalena Bekk | Seeburg Castle University, Austria | Winter 19/20 |
| Research Seminar | Dr. Magdalena Bekk | Seeburg Castle University, Austria | Winter 19/20 |
| Consumer Behavior | Dr. Magdalena Bekk | Seeburg Castle University, Austria | Summer 20 |
| Data Analysis for Marketing Decisions | Prof. Hernán A. Bruno | Erasmus University, Rotterdam, Netherlands | Summer 20 |
| Multivariate Statistics | Dr. Magdalena Bekk | Seeburg Castle University, Austria | Summer 20 |
| The Psychology of Marketing and Advertising | Dr. Magdalena Bekk | Seeburg Castle University, Austria | Summer 20 |

Guest Lectures: Academic Year 2020

BACHELOR DEGREE PROGRAM

| Guest Lecturer | Title | Course | Term |
|--|---|---------------------------|--------------|
| Dr. Martin Gehring, Head of Automotive Practice, Simon-Kucher & Partners | Introduction to Pricing Strategy and Behavioral Economics | Introduction to Marketing | Winter 19/20 |

SIMON • KUCHER & PARTNERS
Strategy & Marketing Consultants

MASTER DEGREE PROGRAM

| Guest Lecturer | Title | Course | Term |
|---|---|----------------------------------|--------------|
| Robert Müller-Grünow, CEO, SCENTCOMMUNICATION | Scent – The Underestimated Way to Communicate | Consumer Psychology & Behavior | Winter 19/20 |
| Dr. Dag Piper, Head of Consumer Technical Insights Global Innovation Center, MARS Petcare | Innovation in Times of Changing Consumer Behavior | Consumer Psychology & Behavior | Winter 19/20 |
| Marian Paul, CMO and Vanessa Siegbert, Head of HR, Kaptén & Son | Marketing: How to Leverage Social Networks to Increase and Retain our Customer Base | Customer Relationship Management | Winter 19/20 |
| Hugo Minoprio, Domain Owner CRM Strategies & Analytics, METRO Group | CRM at METRO Cash & Carry | Customer Relationship Management | Winter 19/20 |
| Johanna Hoffmann and Felix Har-muth, Consultants, Capgemini invent | Design Thinking | Marketing of Digital Innovations | Winter 19/20 |
| Rafael Mroz, Head of Digital Management and Patrick Erbacher, Social Media Manager, Pernod Ricard | Influencer Marketing, @Pernod Ricard | Marketing of Digital Innovations | Winter 19/20 |
| Dr. Martin Gehring, Partner, Simon-Kucher & Partners | Pricing – and why it is so Important | Price Management | Winter 19/20 |
| Sven Heitmann, Senior Trade Marketing Manager, Ferrero | Retailing – Drivers of Success for Retailers and Manufacturers | Retailing | Winter 19/20 |
| Michael Messelis, Head of Shopper & Category Management and Anika Meier, Category Manager, Beiersdorf | Trade Marketing @Beiersdorf –The German way of FMCG Shopping | Retailing | Winter 19/20 |
| Dr. Gerald Schönbacher, CEO, Real Digital | Linking Offline and Online Retailing in a Digitalized World | Retailing | Winter 19/20 |
| Johannes Hill, Business Leader Marketing Garnier Coloration, L'Oréal | How to Change the Perception of a Brand | Brand Management | Summer 2020 |
| Simon Aschermann, Senior Consultant and Bianca Winterkamp, Junior Consultant, GLOBEONE | The Power of Purpose. 'Corporate Purpose' as the Anchor to Transformation Processes | Brand Management | Summer 2020 |
| Franziska Becker, Senior Consultant Brand Strategy, and Peter Reimer, Junior Designer, Interbrand | The Role of Brands | Brand Management | Summer 2020 |
| Almut Wandres, Manager Strategie Handel Deutschland, Rewe | Private Labels – From Scratch to Success Using the Example of REWE Feine Welt | Brand Management | Summer 2020 |

SCENTCOMMUNICATION

MARS

KAPTÉN & SON

METRO

Capgemini invent

Pernod Ricard

SIMON • KUCHER & PARTNERS
Strategy & Marketing Consultants

FERRERO

Beiersdorf

real.digital
we ♥ digital commerce

L'ORÉAL

GLOBEONE®
STRATEGY • BRAND • COMMUNICATION

Interbrand

REWE

TEACHING



Marketing Area – University Services

Prof. Hernán A. Bruno

- Academic Director of the Doctoral programme for business studies (“BWL”), WiSo Faculty, University of Cologne (2020-today)
- Speaker for the Key Research Initiative “Analytics and Transformation”, WiSo Faculty, University of Cologne (2020-today)

Prof. Marc Fischer

- CEMS Academic Director and program director, Master in International Management: CEMS network is a global alliance of 33 leading business schools in 32 countries, WiSo Faculty, University of Cologne (2017-today)
- Member of the Centre for Business Intelligence and Data Analytics (BIDA), University of Technology Sydney (2016-today)
- Head of the student talent program “Circle of Excellence in Marketing”, WiSo Faculty, University of Cologne (2012-today)
- Trustee for MTP student organization, University of Cologne (2011-today)

Asst.-Prof. Martin P. Fritze

- CEMS lectures “Sustainable Marketing” and “Marketing and Sustainability”, WiSo Faculty, University of Cologne (2020-today)
- Volunteer mentor for „Mentoring+” (mentoring program to support Master’s students and doctoral candidates from non-academic family backgrounds in their doctoral program), WiSo Faculty, University of Cologne (2020-today)
- Member of PhD admission committees, Cologne Graduate School, University of Cologne (2020-today)
- Member of CEMS student admission committees, WiSo Faculty, University of Cologne (2020-today)
- Member of several PhD examination committees, WiSo Faculty, University of Cologne (2019-today)

Assoc.-Prof. André Marchand

- Member of several PhD examination committees, Cologne Graduate School, University of Cologne (2018-today)
- Member of CEMS student admission committees, WiSo Faculty, University of Cologne (2019-2020)
- Co-Founder and project leader of the faculty wide “Digital Research Community” (with Assoc.-Prof. Dr. Jörn Grahl), WiSo Faculty, University of Cologne (2018-2020)
- Trustee for MTP student organization, University of Cologne (2018-2020)

Prof. Werner Reinartz

- Speaker of Marketing Area, WiSo Faculty, University of Cologne (2020-today)
- Member of Examination committee Business Information Systems (Wirtschaftsinformatik) (2019-today)
- Academic Director for study program Marketing Master, WiSo Faculty, University of Cologne (2019-today)
- Elected member of the Faculty Evaluation Committee, WiSo Faculty, University of Cologne (2016-today)
- Coordinator of the research initiative "Digital Transformation and Value Creation", WiSo Faculty, University of Cologne (2017-2020)
- Speaker of the award committee for the Hans Kelsen Prize in recognition for outstanding research performance in Management, Economics, Social Sciences and Law, University of Cologne (2016-2020)

Prof. Franziska Völckner

- Academic Director of the B.Sc. in Business Administration, WiSo-Faculty, University of Cologne (2019-today)
- Speaker of the Marketing Area, WiSo-Faculty, University of Cologne (2019-2020)
- Member of the University Council (Hochschulrat) of the University of Cologne (2016-today)
- Member of the Institutional Strategy Steering Committee, i.e., the managing board of the institutional strategy of the University of Cologne (2015-today)
- Deputy member of the "Admission Committee for the School's Master's Programs" (Master-Zulassungsausschuss Gesundheitsökonomie und gemeinsamer Master-Zulassungsausschuss der WiSo- Fakultät), WiSo Faculty, University of Cologne (2008-today)
- Member of several search committees for Professorships, WiSo Faculty, University of Cologne (2007-today)
- Trustee for MTP student organization (2007-today)
- Deputy member of the managing board of the Center for Brand Management and Marketing (which offers the student-talent program "ZMM+") (2003-today)

Dr. Jan-Michael Becker

- Elected deputy member of the academic staff (non-professors) in the gender equality committee, University of Cologne (2019-2020)
- Elected member of the academic staff (non-professors) in the faculty council, Faculty of Management, Economics, and Social Sciences, University of Cologne (2018-2020)





Transfer

TRANSFER

Rethinking Digital Change

The Rise of Digital (Retail) Platforms

Platform businesses have become the poster child of the digital transformation. In the past two decades, no other business model has seen faster growth and disrupted more industries. This success has aroused covetousness: Long gone are the times when eBay and Amazon were the only ones reaping the benefits of the platform approach. Today, companies from many different industries, as well as manufacturers, retailers, and suppliers to consumers and businesses, are acknowledging the need to grapple with digital platforms in one way or another, by pushing initiatives to create platforms on their own or using third-party offerings as retail channels. However, in many companies, understanding of platform markets is still limited and reactions to the platformization threat are unsystematic and hasty. Against this background, this study aims to address two questions:

- How exactly do (retail) platforms differ from traditional “pipeline” models of retailing?
- How can firms survive and thrive in an increasingly platformized market environment?

In answering these questions, the authors draw on a mixed conceptual–empirical approach, synthesizing and extending knowledge from the academic and business literatures, linking it to market observations, and extending this knowledge via business expert and consumer insights. Our findings indicate that innovating an existing business model through platform creation is not for everybody, and some firms may be better off cooperating or competing with third-party platforms in their home arena. We identify different positions that players may occupy in the new market order and give concrete advice on how to avoid loss of relevance.

Core Features and Consequences of Digital Platforms



FOCUS ON MEDIATION



AUTONOMY OF PARTICIPANTS



NETWORK EFFECTS



DIGITAL INFRASTRUCTURE



Find the full whitepaper on

https://marketing.uni-koeln.de/sites/marketingarea/Document/Research/2019_IFH_Whitepaper_ENG_Reinartz_Wiegand_Wichmann.pdf

Prof. Marc Fischer and Prof. Mark Heitmann in an Interview: „Artificial Intelligence is Like an Owl“

Jesko Perrey, Sascha Lehmann and Nils Liedtke from McKinsey spoke with Prof. Marc Fischer and Prof. Mark Heitmann in July 2020.

McKinsey: For years it has been said that data is the new gold or oil. But especially in brand strategy, having a brilliant vision often seems to count for more than data-based optimization. There are also still gurus who warn against leading brands too data-driven. Should companies focus more on one or the other? Or rather seek a better balance, and if so, how would one find that balance?

Marc Fischer: I believe that everyone has to figure this out for themselves and that the right approach varies from company to company. What I see positively is a stronger data orientation, or analytical orientation, as part of the brand strategy. But you won't get along without vision. In the end, it's the combination that makes the difference. Which balance you need, depends on the company. Some may emphasize data orientation too much, others the visionary. But I do not see a general imbalance.

Mark Heitmann: In my opinion, visions are overrated. I also believe that we no longer live in times in which one vision is preconceived by a single person, who then helps a company to succeed for years. The world is changing too fast for that. Today, visions can only be developed in a meaningful way if you have data. You have to be able to quickly recognize and use opportunities that arise. Only by doing so, one can make wise decisions that are in line with the market. Plans should be seen as starting points that need to be constantly questioned. More important than the original plan are the insights gained by continuous observation. This includes thinking about brand management not purely top-down, but always bottom-up as well. Then it is possible to make use of the creativity that is present in many areas of the company. The better the entire company is informed about market developments, the higher the creative potential. The resulting ideas need to be tested in a targeted manner to ensure that brands are always in tune with the spirit of the times.

McKinsey: How important is the use of new market research and analytical methods for creating and managing strong brands?

Mark Heitmann: There has never been greater change in market research than today, and this change will continue to gain momentum in the future. Opportunities arise not only from the steadily growing volume of data available to companies. But new opportunities also bring the risk of making new mistakes. My impression is that at the moment, for example, unnecessary confusion is repeatedly created because poor data and poor analytical procedures are used that can suggest wrong conclusions. The danger of disappointment is great if the hoped-for positive results do not appear. Nevertheless, the problem then often lies not in the approach, but in the implementation. For the user, however, the difference is not always transparent. An example: Behavioral data are currently very popular. Occasionally, the impression is created that such behavioral data could replace survey data. I consider this to be an aberration. Just because you know what people do, you don't know why they do it. Only by combining the „what“ and the „why“, you get a holistic picture of the customer. Another example is social media tracking, in which one initially had high hopes. People thought they had real-time information and knew exactly what customers were thinking about a brand at any given moment. But in reality, you often don't even know who is talking, whether the person is part of the brand's target group, or whether they are creating chat bot content. As useful as such trackings undoubtedly are for idea generation, they can hardly replace classic and robust trackings. Here, even the best artificial intelligence is not helpful.

Marc Fischer: New methods are important and relevant, especially when it comes to evaluating unstructured data such as images, videos and texts, for example. However, one thing must be carefully considered: We have

to distinguish between a long-term, strategic perspective and the operational implementation perspective. Brand management is also a strategic topic. In order to strategically reposition or build a brand, you can't base it only on information that changes on a daily basis, such as any social media posts. That's why the old methods are not suddenly irrelevant. The application of market research methods per se does not create brands. I don't believe that artificial intelligence will create brand promises in the foreseeable future. That requires an idea or a creator.

McKinsey: Especially in the area of branding, there are many decision-makers who are not satisfied with the methods because most brand tracking today still looks the same as it did 15 years ago. At the same time, it is well known that many established market research institutes are not doing very well financially. That doesn't suggest that the old methods are still as relevant.

Marc Fischer: I don't think the problem is that brand tracking per se is wrong. The problem is that the institutes do not really know which questions can be answered with it. Even today, such tracking is still useful, for example, to identify long-term changes and thus answer strategic questions. But they are also often used to derive from changes in brand perception how one should react to current issues. Brand tracking is not well suited for this purpose. I need agile methods, new approaches that bring together much more short-term information that says something about my brand. For this I need analytics, machine learning and so on. This is exactly where many market research institutes are not well positioned. They lack competence, and they have realized too late that the old approaches have actually not created enough value for customers.

Read the whole interview on www.mckinsey.de

Publications in Business Media

Business Journal Publications

- Reinartz, Werner, Thomas Scholdra, and Julian R. K. Wichmann (2020), "Geschäftsmodellinnovation in der Konsumgüterbranche," Selected Publications of the IFH Sponsors, Vol. 10.



Interviews and Media

- Latest Thinking produced a video on “What Is the Relationship Between Market Share and Financial Firm Performance?” (<https://www.youtube.com/watch?v=WHBRJXWYwTM>) about the *Journal of Marketing* article by **Dr. Alexander Edeling** and Alexander Himme, March.
- **Prof. Marc Fischer’s** study about the media coverage of brand transgressions was featured in the article by Peter De Waard “Do newspapers listen to advertisers?” [Laten kranten hun oren naar adverteerders hangen?], *De Volkskrant*, April.
- The *Focus Business* interviewed **Prof. Marc Fischer** about successful image changes of traditional companies, April.
- The study “When Does Corporate Social Irresponsibility Become News? Evidence from More than 1,000 Brand Transgressions Across Five Countries” conducted by **Prof. Marc Fischer** and Dr. Samuel Stähler received a high level of attention in social media with over 17,000 upvotes and more than 500 comments on reddit, November.
- A video was released about **Prof. Marc Fischer’s** paper “When Does Corporate Social Irresponsibility Become News? Evidence from More than 1,000 Brand Transgressions Across Five Countries,” (<https://youtu.be/5m3KglAncS4>), December.
- The *Süddeutsche Zeitung* interviewed **Asst.-Prof. Martin P. Fritze** on the topic of online fairs [Onlinemessen: Rund um die Uhr], September.
- **Asst.-Prof. Monika Imschloss** gave an interview on WDR Servicezeit on music in supermarkets [Beitrag über Einkaufsradios im Supermarkt], April.
- **Asst.-Prof. Monika Imschloss** gave an interview on Deutschlandfunk Kultur on the influence of music on consumer behavior [Von der Fahrstuhlmusik zum Streaming], May.
- The *Kölner Stadt-Anzeiger* interviewed **Assoc.-Prof. André Marchand** on the reasons for panic buying, April.
- Christine Fleischer interviewed **Prof. Werner Reinartz** about the history of loyalty programs [Die Geschichte der Rabattmarken] for the special “Sammeln” in SWR2 Matinee, May.
- Der *Tagesspiegel* interviewed **Prof. Werner Reinartz** on the structural changes in retailing [Der Strukturwandel hätte manche auch ohne Pandemie getroffen], December.
- Uffe Jørgensen Odde interviewed **Prof. Werner Reinartz** about the role of artificial intelligence in the advertising creative process for the article “Creativity works” [Kreativitet virker] in the Danish market research magazine *MARKEDSFØRING*, December.





Key Notes and Practitioner Presentations

- **Fischer, Marc**, "When Does Corporate Social Irresponsibility Become News? Evidence from More than 1,000 Brand Transgressions Across Five Countries," *Journal of Marketing Webinar Series: Insights for Managers*, virtual, July 15.
- **Imschloss, Monika**, "Sensory, Happiness and Luxury" [Sensorik, Glück und Luxus], Panel Discussion, ITB New Luxury Panel, Berlin, March 13.
- **Reinartz, Werner**, "Platforms as Infrastructure of the future" [Plattformen als Infrastruktur der Zukunft], ECC Webtalk, April 16.
- **Reinartz, Werner**, "Business Model Innovation in Consumer Goods" [Geschäftsmodellinnovationen in der Konsumgüterbranche], Faszination Handel, University of Cologne, Digital Format, September 21.
- **Reinartz, Werner**, "Review/Outlook Retailing 2020" [Rückblick/Ausblick Handel 2020], ECC Webtalk, December 10.

Bridging Research and Practice

Douglas Case Study

Expanding the Traditional Retail Model: Douglas' Path Towards a Multichannel Beauty Platform (2020) ECCH case 520-0102-1

Douglas, the leading European beauty retailer, was highly successful with stationary retail of premium beauty products until the 2000s. However, since the rise of digital channels, it has been struggling with major disruptions in the beauty products industry. Tina Müller's goal as a CEO has been to make Douglas the number 1 destination for beauty. In 2019, Douglas has launched a platform for online beauty appointment booking (Douglas Beauty Booking) and has opened its online shop to selected third-party sellers. Not only does the launch of DBB represent a step into a new market, the beauty service market, but these platforms also operate under a fundamentally different business model. It becomes obvious that the new business model requires different organizational capabilities and a strategy to attract enough users on the supply and the demand side and to make the platforms fit to Douglas' positioning as a premium beauty company. Now, Tina Müller is facing pressure from Douglas' financial investor to go public, which adds the challenge of transforming the new business model into a sustainable new revenue stream. Furthermore, the question arises whether the platforms need to be developed further, how they should be positioned in relation to Douglas' existing business model, and if the establishment of these two platforms is enough to reach Douglas' ultimate goal of becoming the number 1 beauty destination.

Also available: Teaching Note ECCH 520-0102-8



DOUGLAS

You want to know more about the IFH Association or about the membership? Please find further information under: www.ifh-foerderer.de

Contact:
foerdergesellschaft@ifhkoeln.de



The Center for Research in Retailing (IFH)

The IFH offers research and consulting services around wholesaling and retailing sector in the digital age. Retailers as well as manufacturers in the consumer goods value chain benefit from the variety of services and the deep retailing knowledge of the IFH-experts. Founded at the University of Cologne in 1929, the IFH is committed to apply and transfer profound academic research into managerial practice of the retailing industry. The objective is to be the number one academic sparring partner for companies in the retailing value chain when it comes to address current wholesaling and retailing challenges.

IFH-Associates (Förderverein)

The IFH Association's goal is to build the bridge between the university and the IFH. With its non-for-profit status and its university affiliation, it represents an important entity in the field. Its objective is to support research into current challenges of the retail sector as a whole and to provide relevant information to all stakeholders such as firms, NGO's, political parties, and associations. It does this primarily through closely cooperating with the University of Cologne's Department of Retailing and Customer Management (Prof. Dr. Reinartz). IFH Associates members include retailers and manufacturers, service providers, professional associations, chambers and public institutions. They gain from original research, databases of knowledge, events and lectures. The board of the IFH Associates comprises renowned figures from the German retail sector. The IFH Associates support the dialogue between research and practice and thereby gain from the added value such dialogue generates.

IFH Activities

The IFH Association has been operating as a non-profit organization since 1929 positioning itself at the interface between research and practice. It promotes the exchange of knowledge between academia and commerce in practice.

We dedicated this year's focus study to the very important issue of business model innovations. The resulting whitepaper „Relevance and Growth: Business Model Innovation in Retail“, was published in the Fall of 2020 and was presented at the annual member event 'Faszination Handel'.

The design of one's own business model is one of the most fundamental strategic decisions, that entrepreneurs and managers make. It determines how value is created and which stakeholders participate in the value creation and in which manner. Also, it accounts for how one is anchored in competition. By their very nature, business models are not static. Rather, they are undergoing a constant transformation. Not only do entirely new players enter established industries, but also opportunities open up for new and sometimes radical ways to generate benefits. The retail and consumer goods sector clearly shows the importance and dynamics of business model innovations. Finally, digital technologies catalyze new business models, which generate benefits for all stakeholders involved. Against this background, the focus study of the IFH associates aims to answer the following questions:

- *How can business model innovations generally be understood and 'mapped'?*
- *What is the current situation with respect to business model innovations in the consumer goods industry (DYI & Garden, Fast Moving Consumer Goods - FMCG, Living & Furnishing), for both retailers and manufacturers?*
- *Which trends are emerging around the topic of business model innovation in the consumer goods sector and what are the implications for do they entail?*

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Event: Fascination Retailing

“Special years require special measures.” With these words, the IFH Managing Director Dr. Kai Hudetz opened the Fascination Retailing (Faszination Handel) 2020. As a result of the COVID-19 crisis, the annual event of the IFH associates could not take place as usual in the university this year. Instead, the Fascination Handel took place as digital event with a live stage from the MMC Studios in Cologne-Ossendorf. Members watched the event and participated digitally.

IFH Associates director Prof. Dr. Werner Reinartz presented as a lead-in the key insights of the focus study “Business Model Innovation in the Consumer Goods Industry”. He made the case for the need for developing new business models for the future viability of organizations. Towards this point, he showed that the viability of current business models is shrinking and that therefore companies have to systematically develop new ones in order to stay competitive. Against this background, he then presented a strategy matrix that allows to classify and to understand business model innovations. While many innovation activities can be observed currently it also became clear radical business model innovations are not yet strongly represented. At the same time, platform innovations were dominant both on the retailer as well as the manufacturer side.

Dr. Benedikt Erdmann, CEO of Soennecken eG, continued with giving insights into the office supplies sector and how innovations can be implemented there. He suggested that due to the corona pandemic and the associated drastic increase of home office use, a phase of so-called “forced digitization” has set in. Physical products, such as college notepads or calendars, are increasingly being exchanged for laptops or smartphones. Dr. Erdmann also stressed that products within the scope of hygiene and cleaning have now become more important. Finally, the next challenge is that the pure sale of office furniture is not enough anymore but rather the design of modern high-quality office spaces is taking center stage.



Andrea Euenheim, CHRO at Metro AG, made it clear how critical the corporation’s culture is for innovation and transformation. She stressed the importance of defining the corporate values together with the employees: “Sustainable cultural change does not mean creating corporate values for posters on the wall!”. According to Euenheim, corporate values have to come to life into the employment cycle, they have to be the reason why people want to work successfully in the company, and why they want to develop into new areas. For sustainable corporate success, it is therefore necessary to be in constant dialog and exchange with employees.

The final agenda point of the Faszination Handel was a joint discussion between Werner Reinartz, Benedikt Erdmann and Sven Spork (MD, REWE Group) around issues such as: How do business model innovations come about?, How do you develop organizations further?, What is the difference in that respect between corporations and small and medium-sized companies?. One perspective united almost all the questions: It is important to get as many people on board as possible. Especially younger employees should be more daring. Dr. Erdmann would like to see more “Greta Thunbergs” who are committed to their future and make themselves visible in the company. At the same time, companies must give their employees proper guidance, but also create freedom and allow a culture of mistakes.

| Speaker | Topic |
|--|---|
| Prof. Dr. Werner Reinartz (Director IFH Associates, University of Cologne) | Relevance and Growth: Business Model Innovation in Retail |
| Dr. Benedikt Erdmann (CEO, Soennecken eG) | Forced digitization in the office supplies sector |
| Andrea Euenheim (CHRO, METRO AG) | Employees are the focus of sustainable corporate success |



You want to know more about MASB or about the membership?

Please find further information under: www.theMASB.org

Contact: info@themasb.org

The Marketing Accountability Standards Board (MASB)

The Marketing Accountability Standards Board (MASB), established in 2007 and authorized by the Marketing Accountability Foundation, is an independent, private sector, self-governing group of academics and practitioners that establishes marketing measurement and accountability standards intended for continuous improvement in financial performance, and for the guidance and education of users of performance and financial information.

MASB sets standards and processes for evaluating marketing measurement to ensure credibility, validity, transparency, and understanding. The Board does not endorse specific measures. Rather, it documents how measures stack up against the Marketing Metric Audit Protocol (MMAP). The intention is that the market will select specific measures based on these evaluations. The Board's Dynamic Marketing Metrics Catalogue is intended to be the primary vehicle for documentation and publication.

Board members meet twice every year at its summits to discuss and foster the advancements in marketing metrics and methods in practice and academia. Prof. Marc Fischer is a founding member of the Advisory Council. The council includes prominent personalities from the academic and business world (see below).



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MASB Advisor, Professor of Marketing at the faculty of the Kellogg School of Management at Northwestern University, Professor of Journalism and Media in the Medill School and a Professor of psychology at Northwestern



PROF. MARC FISCHER
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COO and President of Maddock Douglas



CHRIS MURPHY
President of Analytics, Millward Brown



Institute of Trade Fair Management

You want to know more about the Institute of Trade Fair Management and the International Summer University? Please find further information under: <http://www.messe.uni-koeln.de>

The Institute of Trade Fair Management is associated with the Chair of Marketing and Brand Management (Prof. Franziska Völckner) and the Juniorprofessorship for Trade Fair Management and Marketing (Asst.-Prof. Martin P. Fritze). The Institute of Trade Fair Management was co-founded by the University of Cologne and the Koelnmesse GmbH in 1999 as the first institute dedicated to trade fair management at a German university level. Ever since, the Institute of Trade Fair Management has become a competence center for the trade fair industry with recognition in academia and practice.



The first lectures by the Institute of Trade Fair Management were held at the University of Cologne in the year 2000. The institute offers an elective in "Trade Fair Management" to bachelor students in management, economics and social sciences. The two-semester program focuses on strategic and operative issues in trade fair management, such as brand management, strategies of internationalization as well as applications of marketing instruments to the trade fair industry. The versatile teaching schedule is completed by guest lectures from exhibition managers, workshops and excursions to trade show venues. Furthermore, the Institute of Trade Fair Management supervises bachelor's and master's theses as well as dissertations.



PROF. FRANZISKA VÖLCKNER
Director of the Department of Marketing and Brand Management, University of Cologne



ASST.-PROF. MARTIN P. FRITZE
Assistant Professor for Trade Fair Management and Marketing, Department of Marketing and Brand Management, University of Cologne



PROF. EM. WERNER DELFMANN
Affiliated Member of the Institute of Trade Fair Management and Marketing

International Summer University (ISU)

The Institute of Trade Fair Management organizes the International Summer University for Trade Fair Management (ISU) in cooperation with UFI, the Global Association of the Exhibition Industry and Koelnmesse GmbH. The three-day seminar is targeted at the middle and senior management of trade fair venues, organizers and associated companies. The ISU functions as a platform for exchanging the expertise of participants with international colleagues from the industry and academia. The schedule includes practical workshops, presentations of acknowledged management concepts, discussions and transfer to current topics of the trade fair business. Social events, get-togethers and an excursion provide opportunities for networking activities.

Ever since its start in 2006, more than 300 exhibition professionals from over 40 countries have participated in the ISU. Over the last years, the ISUs covered current trends and developments in the trade fair industry, such as sales and distribution, product innovation and visitor marketing. Note: This year's edition of the ISU had to be canceled due to the Corona pandemic.

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ISU 2019:

"Transforming Exhibitions – Core Competencies of Tomorrow's Matchmaking"

Circle of Excellence in Marketing



Circle of Excellence
in Marketing

For further information on the Circle of Excellence in Marketing, please visit www.circle-of-excellence-marketing.de

The Circle of Excellence in Marketing (CoEM) is an exclusive talent program for outstanding students from top German universities. The one-year leadership program offers students the opportunity to extend their Marketing knowledge beyond the university program and come in close contact with companies, professors, and assistants. It thus opens up opportunities for attractive starting positions in international companies. The participating universities include the University of Cologne (Chair in Marketing Science and Analytics), the University of Münster, and the Free University Berlin.

At the core of the program, company workshops offer students the possibility to work on case studies that focus on real-world management challenges. At the same time, company representatives have the chance to meet potential job candidates in an interactive situation. Informal practitioner meetings, alumni meetings, and get-togethers with Marketing chairs also help students look behind the scenes of the Marketing function in well-known companies.

Students from the University of Cologne participated in the following CoEM workshops in 2020:

| Company | Location | Workshop Contents | Date |
|-------------------|-----------|---|----------------------------|
| Porsche | Stuttgart | CRM | January 16 – 17 |
| Unilever | Online | Brand Management | July 26 and August 6 |
| L'Oréal | Online | Building a Plastic-free Future in the Beauty Industry | October 26 – 27 |
| Henkel | Online | Hair Care | November 13 |
| Johnson & Johnson | Online | Digital Marketing | November 25 and December 2 |



Freie Universität



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Impressions from CoEM workshops



Center for Brand Management and Marketing (ZMM)

*For further information
on the ZMM, please
visit www.zmm.uni-koeln.de*

The Center for Brand Management and Marketing (Zentrum für Markenmanagement und Marketing—ZMM) supports exchanges between academia and practice centered on current topics in brand management and marketing. The ZMM is a joined initiative of the Chair of Marketing and Brand Management at the University of Cologne (Prof. Franziska Völckner) and the Institute of Marketing at the University of Hamburg.



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Markenmanagement und Marketing



The ZMM

The ZMM actively supports networking activities between students interested in marketing and the companies and departments affiliated with the ZMM. To achieve the aim of building a strong network, the program provides students with exclusive news from partner companies, job and internship offers, company contacts, practice projects, and other events.

The "ZMM+ " Program

The "ZMM+" program is exclusively dedicated to a small group of eligible, outstanding students. It provides them with an even more comprehensive mentoring program. In addition to all the benefits of the ZMM, this exclusive program entitles participants to engage in selected interactions with top managers in company workshops (e.g., case studies). Further offerings include contacts with alumni of the ZMM, get-togethers with the Chair of Marketing and Brand Management, and special networking events.

| Company | Location | Workshop Contents | Date |
|-------------------------|----------|---------------------------------|-------------|
| Horbach | Cologne | Salary Negotiations | January 16 |
| Globeone | Online | Application Day | April 28 |
| Henkel | Online | Career Talk | May 07 |
| Batten & Company | Online | Consulting Day | June 26 |
| / | Online | Summer Event with Alumni | August 20 |
| Capgemini | Online | Consulting Tools & Case | August 25 |
| Henkel | Online | Application Day | November 25 |
| Batten & Company | Online | Meet & Greet | December 01 |
| Schild Roth SEO Agentur | Online | Talk on SEO | December 07 |
| Henkel | Online | Virtual Coffee Chat with Henkel | December 16 |



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