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H A U P T G E B Ä U D E

Marketing Area

Annual Report 2021



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Editorial

The 10th edition of the Marketing Area Report invites you to look back on an engaging and inspiring year 2021. The Marketing Area of the University of Cologne represented by Professors Bruno, Fischer, Fritze, Reinartz, and Völckner as well as the team of postdocs, PhD students, and staff is pleased to share with you detailed insights into our work over the last twelve months.

After a year characterized by a world-changing pandemic that has forced us to rethink the way we live, work, and interact with each other, we worked diligently to bring back some personal interaction for research and teaching. Leaving behind the days of closed lecture halls, libraries, and other university facilities, we have returned to research seminars, face-to-face meetings as well as hybrid teaching. In the research, teaching, and transfer chapters of this annual report, you will learn more about the recent activities, projects, and achievements within the Marketing Area.

At the core of our work is academic research, where we constantly strive for innovative and impactful ideas. By initiating and collaborating in cutting-edge academic research, we address issues of high social, political, and economic relevance. Whether in person or virtually, members of the Marketing Area contributed at globally recognized conferences such as the Marketing Science Conference, the European Marketing Academy Conference, the American Marketing Association Global Marketing Conference or the Theory + Practice in Marketing Conference. Moreover, during the past five years, our department has been able to publish 27 research projects in world leading academic journals. Through excellence in research and fruitful knowledge transfer with external stakeholders, we are committed to remain a leading academic institution in the fields of management, economics, and social sciences in Europe.

The teaching section highlights the growing popularity among students for in-demand skills related to data analytics, customer relationship, brand or marketing performance management. Building a network of members of the Marketing Area and affiliated lecturers has enabled us to offer a total of 34 courses at the bachelor's, master's, and doctoral levels. High-quality and relevant teaching that successfully prepares the next generation for their future careers is a collaborative effort. We are grateful to our very dedicated lecturers and numerous speakers from the business community who greatly enrich our teaching activities. In addition to the course and seminar offerings, 148 students wrote their thesis with one of the Marketing Area - 92 at the bachelor's level and 56 at the master's level.

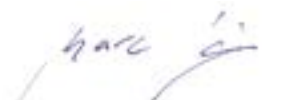
The entire achievement would not have been possible without our post-doctoral researchers, doctoral students, and student and secretarial assistants. We are grateful to have such an outstanding team to help us navigate challenges and excel in teaching, research, and administration.

We hope you enjoy reading our Marketing Area Report 2021 and look forward to speaking with you if you have any questions or comments or are interested in working with us.

Cologne, January 2022



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

This report will give you an overview and detailed insight into the scope of our accomplishments in 2021

01 2021



Prof. Reinartz gives an interview to Florian Kolf of the German business daily *Handelsblatt* on the digitalization challenges of the German retailing trade [Vorreiter und Abgehängte].

02



Prof. Fischer presents current research at the EMAC European Quant Marketing Seminar.

Dr. Thomas Scholdra is awarded with the "Science Award of the Markenverband and G-E-M" [Wissenschaftspreis des Markenverbandes und der G·E·M] (3rd place) and presents his dissertation on business cycles and consumer behavior at the G·E·M Markendialog.

03



Dr. Martin Hirche starts as a postdoctoral researcher in the Marketing Area.

Prof. Fischer runs an online workshop on research development at Durham University's Business School, United Kingdom.



Start of a new semester with cutting-edge digital offerings.



Prof. Reinartz receives the 2021 Jan Benedict E.M. Steenkamp Award for Long-Term Impact (for the 2009 *International Journal of Research in Marketing* paper "An Empirical Comparison of the Efficacy of Covariance-Based and Variance-Based SEM").

Frankfurter Allgemeine
ZEITUNG FÜR DEUTSCHLAND

Jonas Jansen from the *Frankfurter Allgemeine Zeitung (FAZ)* reports on the insights of the new IFH Associates study "Value creation in online retailing" [Der Onlinehandel ist besser als sein Ruf].



BERD
@NFDI

Prof. Fischer is co-speaker of the research consortium BERD@NFDI and acquires research funds from the German Research Foundation (DFG). The mission of BERD@NFDI is to develop, permanently provide, and operate a future-oriented and high-performance research data infrastructure that has the potential to raise the research data management in economics and related fields in Germany to an outstanding level.



Prof. Völckner is reappointed to the Editorial Review Board of the *International Journal of Research in Marketing*.

Prof. Reinartz concludes his 3-year term as Co-editor of the *International Journal of Research in Marketing*.



Prof. Fischer hosts the research seminar "Current Trends in Marketing Analytics and Digital Transformation" at the Fritz Thyssen-Stiftung in Cologne.

The annual event of the IFH Associates takes place as digital event again this year [Faszination Handel].

Dr. Thomas Scholdra and Dr. Julian R.K. Wichmann present their *Journal of Marketing* paper "Households Under Economic Change: How Micro- and Macroeconomic Conditions Shape Grocery Shopping Behavior" at the *Journal of Marketing* Webinar Series: Insights for Managers.



Dr. Jörn Küpper (McKinsey) starts as a lecturer in the Marketing Area.

Dr. Magdalena Bekk gives a lecture on the subject of "Circular Economy – A Behavioral Perspective" at the meeting of the State Working Group on Economy and Finance Bavaria, Bündnis 90/Die Grünen.

Dr. Alexander Edeling is appointed Associate Professor of Marketing at KU Leuven, Belgium.



Prof. Reinartz is member of the Grand Jury of the Effie Germany Award 2021 at the Effie Gala 2021.

Prof. Bruno presents current research at the EMAC European Quant Marketing Seminar.

Prof. Fischer presents current research at the HEC Marketing Research Camp in Paris, France.



The Marketing Area concludes the year with a very successful seminar series throughout November and December.





Introduction



University of Cologne – Good ideas since 1388

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

The University of Cologne is not only one of the oldest universities in Europe but also, with about 53,000 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.

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

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), Peter Grünberg (Nobel Prize in Physics, 2007), and Benjamin List (Nobel Prize in Chemistry, 2021) to name just a few.

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

École des Hautes Études 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)

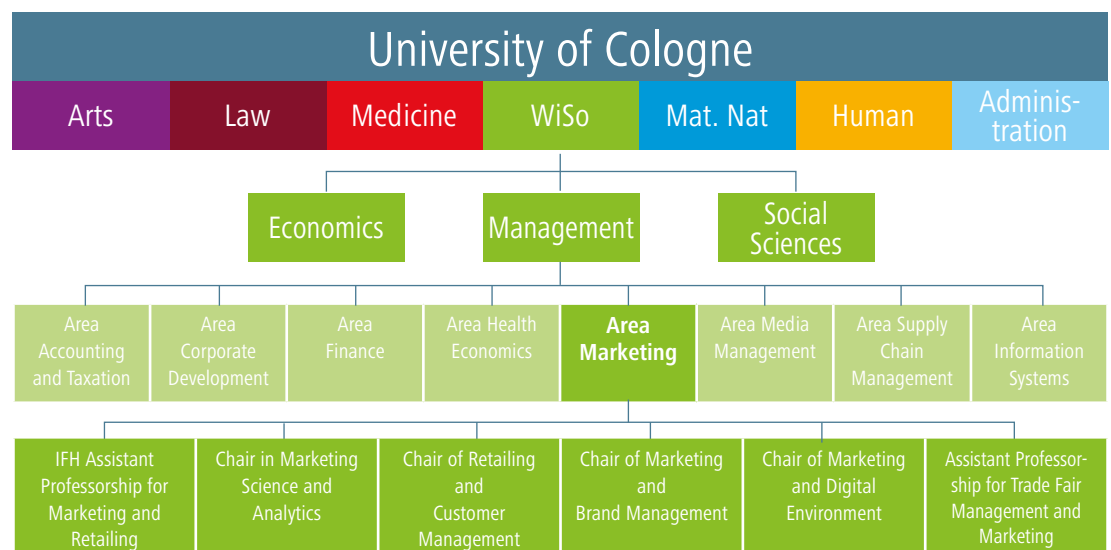


The WiSo Faculty represents one of the largest, most reputable schools of management, economics, and social sciences in Europe, with more than 9,000 students and a large variety of chairs. In keeping with its excellent reputation, the WiSo Faculty has created an outstanding research environment. Many 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 140 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., 3rd place among German faculties for Business Administration, 4th place among German faculties for Economics, and 6th for Information Systems in 2021).

For details, please see www.wiso.uni-koeln.de



Marketing Area – Mission Statement

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

In our research, we cover a broad spectrum of research topics, ranging from customer and brand management, digital 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

Prof. Werner Reinartz
Retailing and Customer Management

Prof. Franziska Völckner
Marketing and Brand Management



Notebook: d3 Images - Fotolia.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 was a professor of marketing (part-time) at the UTS Business School, University of Technology Sydney, from 2014-2020 and Professor of Marketing and Services at the University of Passau (2007-2010). 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 34 top universities from 33 countries around the world.

His expertise includes the measurement and management of marketing performance, marketing analytics applications, brand management and the optimization of marketing mix. His articles have appeared in *Journal of Marketing Research*, *Journal of Marketing*, *Marketing Science*, *Management Science*, *Quantitative Marketing and Economics*, *International Journal of Research in Marketing*, *Interfaces*, and other academic journals. Seven articles won major awards or were finalists, including Gary L. Lilien ISMS-MSI Practice Prize (2x), *JMR* Paul E. Green Award, *JM* AMA/MSI/H. Paul Root Award, INFORMS Franz Edelman Award, *JM & JMR* Lehmann Award, and VHB Best Paper Award (2x). Dr. Fischer serves as an Associate Editor for *Journal of Marketing* and on the Editorial Review Boards of *Journal of Consumer Research* and *International Journal of Research in Marketing*.

In 2001 and 2002, Prof. Fischer suspended his academic career to assume a position as associate at McKinsey&Company. He has consulted with various multinational companies from diverse industries, such as retail, automotive, pharmaceutical, transportation, media/entertainment, financial services, market research services, consumer-packaged goods, logistics services, and business services, and served as expert witness for international law firms, especially in matters of branding.

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), 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. 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 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 one of the highest cited scholars in top marketing journals outside the US, and in terms of research productivity among the very top ranked economists (*Wirtschaftswoche*, *Handelsblatt*, *Journal of Marketing*). His total Google scholar citation count is 21452 and his research citation g-index is 143 (Harzing.com). His average Scopus Citation Percentile of all of his top journal publications is 98 which means that all his topics are being highly referenced by his peers. With respect to the research dimension, the *Frankfurter Allgemeine Zeitung (FAZ)* lists him consistently as one of the top economists in German speaking countries. In the Stanford global citation ranking, he lists among the top 2% globally in business & management research.

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, Steenkamp Award for long-term impact, ISBM-David Wilson-Sheth Foundation Award for Long-Term Impact). 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*. From 2018-2021, he was co-editor of 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.



Prof. 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, speaker of the Marketing Chapter of the German Academic Association for Business Research (VHB) and speaker of the research initiative “Digital Transformation and Value Creation” at the University of Cologne.

Previous Area Members With New Appointments

Dr. Alexander Edeling (alexander.edeling@kuleuven.be)

Alexander Edeling received his doctoral degree in Marketing in 2016 from the University of Cologne. After that, he was a postdoctoral researcher at the Marketing Area until October 2021, when he started his new appointment at KU Leuven (Belgium). 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.



Assistant Professors (Habilitation System)



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

Martin Hirche is a postdoctoral researcher at the University of Cologne in the Department of Marketing and Brand Management. Prior to joining the University of Cologne in 2021, he worked at the University of Melbourne and the Ehrenberg-Bass Institute for Marketing Science, Adelaide where he was responsible for the entire lifecycle of market research from problem definition to client solutions as well as working on industry-funded R&D programs. Martin Hirche also worked in marketing and management roles in the beverage industry for wine and trading businesses globally and managed international key accounts with major grocery retailers in Europe, the UK, North America, and Australia. Earlier, Martin also gained experience in the hospitality industry at Michelin-starred businesses in France and Germany. Martin Hirche's research focuses on the physical availability of brands, retail distribution and related brand performance metrics. He analyses unstructured and structured big data, and is specialized in syndicated retail store and panel data. In his research, Martin Hirche deals with data mining techniques, predictive analytics, forecasting and trend analytics, as well as data visualization and data science. His work is published in industry journals as well as peer-reviewed academic journals.



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 Münster, 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. His work has been published in the *Journal of Marketing*.



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

Julian R. K. Wichmann is a post-doctoral researcher at the Chair of Retailing and Customer Management since 2020. In his research, Julian explores digital platforms, online advertising, and the future of retailing and city centres. His research has been published in top-tier Journals such as the *Journal of Marketing* and the *International Journal of Research in Marketing*. Julian 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". Besides his experience in academia, he has gained valuable insights into multiple industries through internships and joint research projects, such as fashion retailing, telecommunication, and online advertising.

Doctoral Students



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Research Areas:

- Marketing-Finance Interface
- Marketing in Social Media



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- Digital Transformation
- Consumer Behavior



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Research Areas:

- Market & Brand Research
- Consumer Attitudes & Behavior



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Research Areas:

- Brand Portfolio Management
- Sustainable Consumption



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Research Areas:

- Digital Marketing
- Sustainable Product Management



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Research Areas:

- Social Media Marketing
- Marketing Performance Management



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Research Areas:

- Brand Management
- Market Research



M. Sc. Denise Küpper

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Research Areas:

- Serious Games in (Employer) Branding
- Digital Branding



M. Sc. Paula Liebig

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Research Areas:

- Consumer Behavior
- Digital Marketing



M. Sc. Julia Reinhard

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Research Areas:

- Consumer Decision-Making
- Digital Transformation



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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



Dr. Hans-Willi Schroiff (Hon.-Prof. at RWTH Aachen)

Former Corporate Vice President at Henkel KGaA, CEO and Founder of MindChange

Areas of Interest:

- New Product Development
- Brand Building
- Market Research

Offered Course: Consumer-Centric New Product Development





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Research

Top Academic Publications of the Marketing Area

Forthcoming/in press

Scholdra, Thomas, Julian R. K. Wichmann, Maik Eisenbeiß and Werner Reinartz (2022), "Households under Economic Change: How Micro- and Macroeconomic Conditions Shape Grocery Shopping Behavior," *Journal of Marketing*, in press.



ABSTRACT: Economic conditions may significantly affect households' shopping behavior and, by extension, retailers' and manufacturers' firm performance. By explicitly distinguishing between two basic types of economic conditions micro conditions in terms of households' personal income and macro conditions in terms of the business cycle this study analyzes *how* households adjust their grocery shopping behavior. The authors observe more than 5,000 households over eight years and analyze shopping outcomes in terms of *what*, *where*, and *how much* they shop and spend. Results show that micro and macro conditions substantially influence shopping outcomes, but in very different ways. Microeconomic changes lead households to adjust primarily their overall purchase volume that is, after losing income, households buy fewer products and spend less in total. In contrast, macroeconomic changes cause pronounced structural shifts in households' shopping basket allocation and spending behavior. Specifically, during contractions, households shift purchases toward private labels while also buying and consequently spending more than during expansions. During expansions, however, households increasingly purchase national brands but keep their total spending constant. The authors discuss psychological and sociological mechanisms that can explain the differential effects of micro and macro conditions on shopping behavior and develop important diagnostic and normative implications for retailers and manufacturers.

Wichmann, Julian R. K., Nico Wiegand and Werner Reinartz (2022), "The Platformization of Brands," *Journal of Marketing*, 86 (1), 109-131.



ABSTRACT: Digital platforms that aggregate products and services, such as Google Shopping or Amazon, have emerged as powerful intermediaries to brand offerings, challenging traditional product brands that have largely lost direct access to consumers. As a countermeasure, several long-established brands have built their own flagship platforms to resume control and foster consumer loyalty. For example, sports brands like Nike, adidas, or ASICS launched tracking and training platforms that allow for ongoing versatile interactions among participants beyond product purchase. The authors analyze these emerging platform offerings, whose potential brands struggle to exploit, and provide guidance for brands that aim to platformize their business. This guidance comprises the conceptualization of digital platforms as places of consumer crowdsourcing (i.e., consumers drawing value from platform participants such as the brand, other consumers, or third-party businesses) and crowdsending (i.e., consumers providing value to platform participants) of products, services, and content along with a well-defined framework that brands can apply to assemble different types of flagship platforms. Evaluating the consequences of crowdsourcing and crowdsending for consumer-platform relationships, the authors derive a typology of archetypical relationship states and develop a set of propositions to help offline-born product brands thrive through platformization.

Karagür, Zeynep, Jan-Michael Becker, Kristina Klein and Alexander Edeling (2021), "How, Why, and When Disclosure Type Matters for Influencer Marketing," *International Journal of Research in Marketing*, in press.



ABSTRACT: Consumers' changing media consumption behaviors and skepticism toward traditional forms of advertising have prompted the growth of influencer marketing. Even as regulatory authorities call on brands and influencers to disclose the posts as advertising, no consistent guidelines exist. The distinct effects of self-generated versus platform-initiated disclosures also remain unclear, nor has research addressed the interplay of key influencer characteristics and marketing disclosures. This article reports on findings from the first academic field study of influencer marketing disclosures, as well as three experimental studies, which indicate that disclosure is a double-edged sword. When provided through a platform-initiated branded content tool, disclosure consistently exerts the strongest effect on perceptions of advertising, negatively relating to influencer trustworthiness and consumer engagement. The effects of disclosure type also depend on the number of followers and number of previously endorsed products (i.e., influencer characteristics). Yet consumers also express appreciation for transparency when influencers disclose posts as advertising, which increases perceived trustworthiness of the influencer and engagement with the post. The implications of these findings should inform choices by public policy makers, brand managers, and influencers.

Kopalle, Praveen, Manish Gangwar, Andreas Kaplan, Divya Ramachandran, Werner Reinartz and Aric Rindfleisch (2022), "Artificial Intelligence (AI) Technologies in Global Marketing: Current Trends and Future Research Opportunities," *International Journal of Research in Marketing*, in press.



ABSTRACT: Artificial intelligence (AI) has captured substantial interest from a wide array of marketing scholars in recent years. Our research contributes to this emerging domain by examining AI technologies in marketing via a global lens. Specifically, our lens focuses on three levels of analysis: country, company, and consumer. Our country-level analysis emphasizes the heterogeneity in economic inequality across countries because the adoption and use of AI requires considerable economic resources. Our company-level analysis focuses on glocalization because while the hardware that underlies these technologies may be global in nature, their application necessitates adaptation across various local cultures. Our consumer-level analysis examines consumer ethics and privacy concerns in relation to AI, since these technologies typically collect, store and process a cornucopia of personal data, and have now become a global issue. Through the prism of these three lenses, we examine two important dimensions of AI technologies in marketing: (1) human-machine interaction and (2) automated analysis of text, audio, images, and video. Based on our analysis of the interaction between these two key dimensions of AI via our global lens, we develop a set of research questions for future marketing scholarship in this increasingly important domain.

Wichmann, Julian R. K., Abhinav Uppal, Amalesh Sharma and Marnik G. Dekimpe (2022), "A Global Perspective on the Marketing Mix across Time and Space," *International Journal of Research in Marketing*, in press.



ABSTRACT: The marketing mix (MM) is an integral part of a firm's marketing strategy sitting at the nexus between a company and the marketplace. As such, it evolves together with the marketplace and its stakeholders. Over the past decade, three fundamental global drivers have emerged – advancements in technology, socio-economic and geopolitical shifts, and environmental changes that have caused major ongoing and intensifying evolutions in the marketplace, its stakeholders, and, in turn, the MM. We describe the resulting evolutions in the MM along four central questions: who is involved in the MM, what constitutes the MM, how is it implemented, and where is it deployed. We identify a blurring of roles and responsibilities relating to the MM (who), an extension and integration of the MM instruments (what), an increase in customization and fragmentation of its actions (how), and a growing recognition of emerging-market idiosyncrasies (where). Taking a look into the future, we observe that along each of the four dimensions, the MM has arrived at a crossroad, with opposing scenarios for its future: (i) more inter-firm collaboration versus marketing-mix protectionism, (ii) added complexity versus increased simplicity, (iii) further automation versus an increased recognition of the human touch, and (iv) local adaptation versus global uniformity in the marketing mix. Applying a contingency approach, we derive relevant moderators for these forthcoming evolutions and provide an extensive set of future research questions.



Glossary



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Top Academic Publications of the Marketing Area Published 2021

Donthu, Naveen, **Werner Reinartz**, Satish Kumar and Debidutta Pattnaik (2021), "A Retrospective Review of the First 35 Years of the International Journal of Research in Marketing," *International Journal of Research in Marketing*, 38 (1), 232-269.



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 (2021), "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*, 38 (4), 857-876.



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.

Han, Simeng, **Werner Reinartz** and Bernd Skiera (2021), "Capturing Retailers' Brand and Customer Focus," *Journal of Retailing*, 97 (4), 582-596.



ABSTRACT: This article uses information from two data sources, Compustat and Nexis Uni, and textual analysis to measure and validate the brand focus and customer focus of 109 U.S. listed retailers. The results from an analysis of their 853 earnings calls in 2010 and 2018 outline that on average, both foci increased over time. Although both foci vary substantially, brand focus varies more widely across retailers than their customer focus.

Both foci are independent of each other. Specialty retailers have the highest brand focus, and internet & direct marketing retailers have the highest customer focus. A positive correlation exists between a retailer's customer focus and its profitability, but not between a retailer's brand focus and its profitability. The authors use the results to generate a research agenda that can direct future research in further systematically exploring firms' brand and customer focus.


Hirche, Martin, Paul W. Farris, Luke Greenacre, Yiran Quan and Susan Wei (2021), "Predicting Under- and Overperforming SKUs within the Distribution–Market Share Relationship," *Journal of Retailing*, 97 (4), 697-714.



ABSTRACT: This research presents a retail analytics application which uses machine learning (ML) to identify and predict under- and overperforming consumer packaged goods (CPGs) using retail scanner data. Essential to measuring market performance at the SKU level is the relationship between distribution and market share (the velocity curve). We validate that ML can reproduce the velocity curve, and ML is further used to predict under-

performing, in-line performing, and overperforming SKUs relative to the velocity curve, based on a range of variables (SKU features) at a point in time. Our ML approach can correctly predict 83% of SKUs as under-, in-line-, or overperforming based on their characteristics. The research analyzes 9,321 SKUs of 2,565 brands across seven product categories of CPGs which were sold in 8,117 stores from 49 different retail chains of five different retail channels located in the US states of California, New York, Texas, and Wisconsin. The retail stores comprise convenience stores, drug stores, food stores, liquor stores, and mass merchandise retail stores. The data is Nielsen retail store scanner data for the calendar year 2014. The relationship between distribution and market share is a market-wide proxy for the ratio of relative sales in a category to, for example, aggregate shelf space, a key retail productivity metric. We further find indications that the distribution of SKUs across different store sizes, the stores' category specialization, the line length of the brands, the overall performance of the parent brand, and sales consistency are the most important characteristics for the prediction of market share performance beyond the velocity curve. The methods and results presented will help CPG marketers (suppliers and retailers) understand which SKUs are under-, in-line-, or overperforming and the potential factors contributing to that performance. Optimizing assortments and portfolios is essential to decrease failure rates of individual SKUs. ML approaches can evolve to complementary support tools for such management problems.

Summary of Top Publications 2017-2021 in Marketing and General Business Journals

Journal	Number of Publications (2017-2021)
<i>(Remark: Based on the journals ranked in the marketing section of the VHB ranking.)</i>	
 Journal of Marketing	11
 Journal of Marketing Research	
 Journal of Consumer Research	
 Marketing Science	
 Management Science	
 International Journal of Research in Marketing	16
 Journal of the Academy of Marketing Science	
 Journal of Service Research	
 Journal of Retailing	
 Journal of Product Innovation Management	
 Journal of Consumer Psychology	

Top Publications in Marketing and General Business Journals 2017-2020

- Bruce, Norris I., Maren Becker and **Werner Reinartz** (2020), "Communicating Brands in Television Advertising," *Journal of Marketing Research*, 57 (2), 236-256.
- 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.
- **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.
- Becker, Maren, Nico Wiegand and **Werner Reinartz** (2019), "Does It Pay to Be Real? Understanding Authenticity in TV Advertising," *Journal of Marketing*, 83 (1), 24-50.
- Chae, Iyoung, **Hernán A. Bruno** and Fred M. Feinberg (2019), "Wearout or Weariness? Measuring Potential Negative Consequences of Online Ad Volume and Placement on Website Visits," *Journal of Marketing Research*, 56 (1), 57-75.
- **Fischer, Marc** (2019), "Managing Advertising Campaigns for New Product Launches: An Application at Mercedes-Benz," *Marketing Science*, 38 (2), 343-359.
- Klein, Kristina, **Franziska Völckner, Hernán A. Bruno**, Henrik Sattler and Pascal Bruno (2019), "Brand Positioning Based on Brand Image–Country Image Fit," *Marketing Science*, 38 (3), 516-538.
- Eisingerich, Andreas B., André Marchand, **Martin P. Fritze** and Lin Dong (2019), "Hook vs. Hope: How to Enhance Customer Engagement Through Gamification," *International Journal of Research in Marketing*, 36 (2), 200-214.
- Kannan, P.K., Iris Hung, **Werner Reinartz** and Andrew Stephen (2019), "Leading IJRM on the Path to Prominence," *International Journal of Research in Marketing*, 36 (1), 1-2.

- **Reinartz, Werner**, Nico Wiegand and Monika Imschloss (2019), "The Impact of Digital Transformation on the Retailing Value Chain," *International Journal of Research in Marketing*, 36 (3), 350-366.
- Venkatesan, Rajkumar, **Werner Reinartz**, Alexander Bleier and Nalini Ravishanker (2019), "Improving Customer Profit Predictions with Customer Mindset Metrics Through Multiple Overimputation," *Journal of the Academy of Marketing Science*, 47 (5), 771-794.
- **Bruno, Hernán A.**, José Javier Cebollada-Calvo and Pradeep Chintagunta (2018), "Targeting Mr. or Mrs. Smith: Modeling and Leveraging Intrahousehold Heterogeneity in Brand Choice Behavior," *Marketing Science*, 37 (4), 631-648.
- **Edeling, Alexander** and Alexander Himme (2018), "When Does Market Share Matter? New Empirical Generalizations from a Meta-Analysis of the Marketing Share–Performance Relationship," *Journal of Marketing*, 82 (3), 1-24.
- Ptok, Annette, Rupinder Jindal and **Werner Reinartz** (2018), "Selling, General, and Administrative Expense (SGA) - Based Metrics in Marketing: Conceptual and Measurement Challenges," *Journal of the Academy in Marketing Science*, 46 (6), 987-1011.
- Lobschat, Lara, Ernst C. Osinga and **Werner Reinartz** (2017), "What Happens Online Stays Online? – Segment-Specific Online and Offline Effects of Banner Advertisements," *Journal of Marketing Research*, 54 (6), 901-913.
- Bruno, Pascal, Valentyna Melnyk and **Franziska Völckner** (2017), "Temperature and Emotions: Effects of Physical Temperature on Responses to Emotional Advertising," *International Journal of Research in Marketing*, 34 (1), 302-320.
- **Fischer, Marc** and Alexander Himme (2017), "The Financial Brand Value Chain: How Brand Investments Contribute to the Financial Health of Firms," *International Journal of Research in Marketing*, 34 (1), 137-153.
- Hofmann, Julian, Michel Clement, **Franziska Völckner** and Thorsten Hennig-Thurau (2017), "Empirical Generalizations on the Impact of Stars on the Economic Success of Movies," *International Journal of Research in Marketing*, 34 (2), 442-461.
- Worm, Stefan, Sundar G. Bharadawaj, Wolfgang Ulaga and **Werner Reinartz** (2017), "When and Why do Customer Solutions Pay off in Business Markets?," *Journal of the Academy of Marketing Science*, 45 (4), 490-512.

Further Publications in Peer-Reviewed Journals in 2021

- Klein, Kristina, Valentyna Melnyk and **Franziska Völckner** (2021), "Effects of Background Music on Evaluations of Visual Images," *Psychology & Marketing*, 38, 2240-2246.
- Küpper, Denise M., Kristina Klein and **Franziska Völckner** (2021), "Gamifying employer branding: An integrating framework and research propositions for a new HRM approach in the digitized economy," *Human Resource Management Review*, 31 (1), 100686.
- Wirtz, Jochen, **Martin P. Fritze**, Elina Jaakkola, Katja Gelbrich and Nicole Hartley (2021) "Service Products and Productization," *Journal of Business Research*, 137 (December), 411-421.
- **Hirche, Martin**, Luke Greenacre, Magda Nencyz-Thiel, Simone Loose and Larry Lockshin (2021), "SKU Performance and Distribution: A Large-scale Analysis of the Role of Product Characteristics with Store Scanner Data," *Journal of Retailing and Consumer Services*, 61, 102533.
- Hudetz, Kai and **Werner Reinartz** (2021), "Non-Food Einzelhandel vor, während und nach der Pandemie," *Marketing Review St. Gallen*, 5, 44-51.
- **Wichmann, Julian R.K.**, Nico Wiegand and **Werner Reinartz** (2021), "Towards Perpetual Brand-Consumer Relationships," *Marketing Review St. Gallen*, 2, 888-995.
- **Hirche, Martin**, Juliane Haensch and Larry Lockshin (2021), "Comparing the Day Temperature and Holiday Effects on Retail Sales of Alcoholic Beverages – a Time-series Analysis," *International Journal of Wine Business Research*, 33 (3), 432-455.

Books and Book Chapters of the Marketing Area 2021

- **Reinartz, Werner** (2021), "Kundenansprache in Zeiten digitaler Transformation" in *Marketing Weiterdenken*, 2nd ed., eds. Manfred Bruhn and Manfred Kirchgeorg, Springer Gabler: Wiesbaden, 341-356.
- Venkatesan, Rajkumar, V. Kumar and **Werner Reinartz** (2021), "Customer Relationship Management in Business Markets" in *Handbook of Business to Business Marketing*, 2nd ed., eds. Gary L. Lilien and Rajdeep Grewal, Edward Elgar Publishing Ltd.: Cheltenham UK.
- **Wichmann, Julian R. K., Thomas Scholdra** and **Werner Reinartz** (2021), "What Drives Inner City Attractiveness for Society? The Role of Brick-and-mortar Stores" in *Marketing Accountability for Marketing and Non-Marketing Outcomes*, eds. Viswanathan Kumar and David Stewart, Emerald Publishing Ltd.: Bingley, 279-317.
- Wirtz, Jochen, Jonas Holmqvist and **Martin P. Fritze** (2021), "Digital Luxury Services: Traditions vs. Innovation in Luxury Fashion" in *Services Marketing: People, Technology, Strategy*, 9th ed., eds. Jochen Wirtz and Christopher Lovelock, World Scientific Publishing Co. Inc.: Hackensack, 550-552.

Reviewing Activities of the Marketing Area 2021

Editorship

- Fischer, Marc: *Journal of Marketing*, Associate Editor
- Reinartz, Werner: *International Journal of Research in Marketing*, Co-Editor

Editorial Boards

- Fischer, Marc: *Journal of Consumer Research*
- Reinartz, Werner: *Journal of Marketing*
- Völckner, Franziska: *Journal of Marketing*
- Fischer, Marc: *International Journal of Research in Marketing*
- Reinartz, Werner: *Journal of Retailing*
- Völckner, Franziska: *International Journal of Research in Marketing*
- Fritze, Martin P.: *Journal of Public Policy and Marketing*

Reviewer for Research Competitions

- Fischer, Marc: MSI's Alden G. Clayton Doctoral Dissertation Proposal Competition
- Fischer, Marc: EMAC McKinsey Marketing Dissertation Award
- Fritze, Martin P.: AMA 2021 Mary Kay Inc. Doctoral Dissertation Competition
- Fritze, Martin P.: DFG (Deutsche Forschungsgemeinschaft) Research Funding Applications
- Reinartz, Werner: MSI's Alden G. Clayton Doctoral Dissertation Proposal Competition

Editorial Advisory Board

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

Completed Dissertations of Members of the Marketing Area 2021

AUTHOR: Denise Küpper

TITLE: Essays on Digital Interactions in Marketing Contexts

SUPERVISOR: Prof. Franziska Völckner



Guiding consumers' and other stakeholders' digital encounters with brands and companies has become a critical task for managers. This cumulative dissertation conceptually and empirically examines how to create and manage digital interactions with consumers and other relevant company stakeholders in different marketing contexts. Within the frame of such digital interactions, this dissertation focuses on two important topic areas and stakeholders: building a company's employer brand with digital games to appeal to job seekers, and enhancing a company's interactions with consumers through chatbots. Employer branding aims to foster job seekers' learning about a potential employer, thus attracting them to a company. One way to educate job seekers about an employer could be the use of serious games, which are digital games with an educational purpose. The first essay of this dissertation provides a conceptualization of gamifying employer branding through serious games and derives propositions to guide future research. The second essay empirically examines the effects of serious games on job seekers' distinct learning processes and levels and on downstream consequences of learning, as well as the effects of relevant design factors on learning. Next to potential employees, consumers are crucial stakeholders of companies, interacting with them in digital environments. Companies increasingly implement chatbots, especially in their customer service and relationship management, but there are instances where consumers reject interacting with chatbots. The third essay empirically examines the effects of perceived situational complexity on consumer acceptance of chatbots.

AUTHOR: Rouven Wulf Schwerdtfeger

TITLE: Brand Management in the Entertainment Industry

SUPERVISOR: Prof. Franziska Völckner



Brand management is a topic of ongoing scholarly and practical interest, especially so in the entertainment industry, where brands are of heightened importance due to the experiential characteristics of entertainment content. In three projects and using diverse quantitative research methods on large datasets of entertainment brands, this cumulative dissertation addresses how entertainment companies can build, measure and manage brand equity in their brand portfolios. The first project of this dissertation develops an option thinking-based decision framework for the valuation and selection of new marketing content that combines real-options theory with virtual markets. In the second project, a network-based perspective of brand alliances is developed to understand the nature of spillovers in complex brand networks. Finally, the third project of this dissertation analyzes stock market reactions to *New Product Preannouncements* (NPPs) for book adaptations, as they represent early market evaluations of these brand extensions and forecast adaptation success.

Awards and Achievements of the Marketing Area 2021

- **Prof. Werner Reinartz** has been selected Member of the Advisory Board, Centre for Research Excellence in Marketing (CREM), MICA, Ahmedabad (2021-today).
- **Prof. Werner Reinartz** has been Winner of the 2021 Jan Benedict E.M. Steenkamp Award for Long-Term Impact (for the 2009 *International Journal of Research in Marketing* paper “An Empirical Comparison of the Efficacy of Covariance-Based and Variance-Based SEM”).
- **Prof. Werner Reinartz** has been Winner of the 2021 ISBM-David T. Wilson-Sheth Foundation Award for Long-Term Impact in B2B Marketing (for the 2011 *Journal of Marketing* paper, “Hybrid Offerings: How Manufacturing Firms Combine Goods and Services Successfully”).
- **Prof. Werner Reinartz** has been ranked in the Top 2% worldwide of the 2021 Elsevier-BV/Stanford study on career-long impact (1960-2020), drawing on a database of almost 7 million scientists worldwide. The subdiscipline of Marketing includes 11636 scholars worldwide.
- **Dr. Thomas Scholdra** has been awarded with the “Science Award of the Markenverband and G-E-M” [Wissenschaftspreis des Markenverbandes und der G-E-M] (3rd place) for his dissertation on business cycles and consumer behavior.

Research Grants of the Marketing Area 2021

- **Prof. Marc Fischer** is co-speaker of the research consortium BERD@NFDI, which has acquired research funds of EUR 15 million (1.2 million UoC) from the German Research Foundation (DFG).
- **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.

Organized Events 2021

The „Cologne Research Seminar - Current Trends in Marketing Analytics and Digital Transformation“, hosted by Prof. Marc Fischer, took place at the Fritz Thyssen-Stiftung in Cologne. The topics discussed revolve around current developments in marketing analytics, such as image mining and machine learning approaches.



Invitations to Members of the Marketing Area to Conferences and Research Seminar Series 2021

- **Bruno, Hernán A.**, "Customer Purchasing Behavior over the Business Cycle in B2B Markets," Research Seminar, Vrije Universiteit Amsterdam, Amsterdam, Netherlands, March 3.
- **Bruno, Hernán A.**, "Driving Mobile App User Engagement through Gamified Reward Engines," Research Seminar, European Quant Marketing Seminar, European Marketing Academy (EMAC), virtual, November 18.
- **Fischer, Marc**, "Unlocking Brand Value Potential," Research Seminar, European Quant Marketing Seminar, European Marketing Academy (EMAC), virtual, February 4.
- **Fischer, Marc**, "The Brand Value Gap: Concept, Measurement, and Measures to Close the Gap," Research Seminar, University of Essex, United Kingdom, virtual, November 4.
- **Fischer, Marc**, "Predicting negative corporate trigger events," Research Seminar, Marketing Research Camp 2021, HEC Paris, Paris, France, November 19.
- **Fritze, Martin P.**, "Fragmented majorities or converged minorities? Individual-related explanatory approaches" [Fragmentierte Mehrheiten oder konvergierte Minderheiten? Individuenbezogene Erklärungsansätze], Presentation at Workshop, Fragmented Public?, University of Cologne, virtual, June 3.
- **Gemmer, Lars**, "Predicting Corporate Crisis Events: A Machine Learning Approach," Research Seminar, Cologne Research Seminar: Current Trends in Marketing Analytics and Digital Transformation, Cologne, Germany, September 27.
- **Hirche, Martin**, Chair of the Marketing Analytics Track, Annual Conference of the Australian and New Zealand Marketing Academy (ANZMAC), University of Melbourne, Melbourne, Australia, November 29 & December 1.
- **Reinartz, Werner**, "The Past and Future of CRM Research," 50th Annual Conference of the European Marketing Academy Conference, Madrid, Spain, May 26.
- **Reinartz, Werner**, "Managing the Interface to the Customer: Where Brands, Retailers, and Platforms Collide," MSI Conference on Remaining Connected in Times of Digital Disruption, virtual, June 23.
- **Reinartz, Werner**, Faculty Fellow, AIM AMA Sheth Doctoral Consortium, virtual, June 25-27.
- **Reinartz, Werner**, "Generating Impactful Research," Developmental Workshop at Doctoral and Junior Faculty Consortium, AMA Global Marketing Conference 2021, Taormina Congress Palace, Taormina, Italy, October 1.
- **Reinartz, Werner**, "Post-Covid Business School in a Global Context: More of the Same or a new Start?," AMA Global Marketing Conference 2021, Taormina Congress Palace, Taormina, Italy, October 2.
- **Reinartz, Werner**, Faculty Fellow, AMA Global Marketing SIG Doctoral and Junior Faculty Consortium 2021, Taormina, Italy, October 1-3.
- **Reinartz, Werner**, "Households under Economic Change: How Micro- and Macroeconomic Conditions Shape Grocery Shopping Behavior," Research Presentation, University of Leeds, United Kingdom, November 1.



Presentations at Academic Conferences of Members of the Marketing Area 2021

- **Edeling, Alexander**, Simone Wies and Alexander Bleier (2021), "Influencer Follower Count and Social Media Engagement," 43th Marketing Science Conference, virtual, June 3-5.
- **Edeling, Alexander**, Simone Wies and Alexander Bleier (2021), "Influencer Follower Count and Social Media Engagement," 50th Annual Conference of the European Marketing Academy Conference, virtual, May 25-28.
- **Edeling, Alexander** and **Marc Fischer** (2021), "Service failure in the Public Transportation Industry Measuring It s Impact on Sales," 2021 AMA Winter Academic Conference , virtual, February 17-19.
- **Fischer, Marc** (2021), "Managerial Assessments of Marketing Performance," 11th Theory + Practice in Marketing (TPM) Conference, virtual, June 9-10.
- **Fischer, Marc** and Simone Wies (2021), "The Brand Value Gap: Concept, Measurement, and Measures to Close the Gap," 50th Annual Conference of the European Marketing Academy Conference, virtual, May 25-28.
- **Fischer, Marc**, Samuel Stäbler and Max Backhaus (2021), "Coping with a Brand Crisis: Consumers' and Investors' Reactions to The Firm's Actions," 2021 American Marketing Association Global Marketing SIG Conference, Taormina, Italy, October 1-3.
- **Gemmer, Lars, Marc Fischer** and Samuel Stäbler (2021), "Predicting Corporate Crises: A Machine Learning Approach," 2021 Artificial Intelligence in Management Conference, virtual, May 14-15.
- **Gemmer, Lars, Marc Fischer** and Samuel Stäbler (2021), "Predicting Corporate Crises: A Machine Learning Approach," 50th Annual Conference of the European Marketing Academy Conference Doctoral Colloquium, virtual, May 24-25.
- **Gemmer, Lars, Marc Fischer** and Samuel Stäbler (2021), "Predicting Corporate Crises: A Machine Learning Approach," 43th Marketing Science Conference, virtual, June 3-5.
- Han, Simeng, **Werner Reinartz** and Bernd Skiera (2021), "Firms' Focus on Brand and Customer Management: Measurement and Development," 50th Annual Conference of the European Marketing Academy Conference, Madrid, Spain, May 25-28.
- **Paschmann, Jens W., Franziska Völckner, Hernán A. Bruno**, Harald J. van Heerde and Kristina Klein (2021), "Driving Mobile App Customer Engagement Through Gamified App Features," 43th Marketing Science Conference, virtual, June 3-5.
- **Reinhard, Julia** (2021), "Frequency Matters: How and When the Modal Rating Affects Consumer Decisions," 50th Annual Conference of the European Marketing Academy Conference, Madrid, Spain, virtual, May 25-28.
- **Reinartz, Werner** (2021), "CRM: Where it has Been and Where it's Going," 50th Annual Conference of the European Marketing Academy Conference, Madrid, Spain, May 25-28.
- **Reinartz, Werner** (2021), "CRM: Where it has Been and Where it's Going," 2021 American Marketing Association Summer Educator Conference, Boston, USA, August 4-5.
- **Reinartz, Werner** (2021), "How to Craft a Great Manuscript for Publication?," 2021 American Marketing Association Summer Conference, Boston, USA, August 13-15.
- **Scholdra, Thomas, Julian R. K. Wichmann** and **Werner Reinartz** (2021), "Households under Economic Change: How Micro- and Macroeconomic Conditions Shape FMCG Shopping Behavior," 50th Annual Conference of the European Marketing Academy Conference, Madrid, Spain, May 25-28.
- **Schöndeling, Andrea, Alexander Edeling**, Alexa Burmester, André Marchand and Michel Clement (2021), "Marvelous Advertising Returns? A Meta-Analysis on Advertising Elasticities in the Entertainment Industry," 50th Annual Conference of the European Marketing Academy Conference, Madrid, Spain, virtual, May 25-28.
- **Wichmann, Julian R. K., Werner Reinartz** and **Thomas Scholdra** (2021) "City Patronage Around the Globe: Investigating Changes in Retailing Patterns," 2021 American Marketing Association Winter Educator Conference, February 20-21.

Key Research Initiative

The Key Research Initiative (KRI) "Analytics and Transformation" bundles and integrates expertise and knowledge within the WiSo Faculty (and beyond) under four major themes:

1. Customer and Business Analytics
2. Artificial Intelligence
3. Digital Transformation
4. Digital Innovation

Aims

We study cross-cutting research topics that address key challenges of the ongoing digitisation in business and society. We work within the four major themes and their intersections in a fundamentally transdisciplinary manner.

In concrete terms, the objectives of the initiative are:

- to generate novel insights and findings and disseminate this knowledge in international top-tier journals,
- to inform organisations and regulators using evidence-based approaches,
- to develop the next generation of scholars with an interest in examining the impact of data analytics and artificial intelligence on management, organisations, and society,
- to enhance visibility and reputation of the University of Cologne, and the WiSo Faculty in particular, as a leading institution for transdisciplinary research on relevant and timely questions related to the digital transformation of the economy and society.

Learn more about the KRI online: <https://wiso.uni-koeln.de/en/research/key-research-initiatives/analytics-and-transformation>

MARKETING



Prof. Dr. Hernan Bruno



Prof. Dr. Marc Fischer



Prof. Dr. Werner Reinartz



Prof. Dr. Franziska Völckner



Prof. Dr. Andreas Fügner



Prof. Dr. Wolf Ketter



Prof. Dr. Christoph Rosenkranz



Prof. Dr. Christian Schwens



Prof. Dr. Fabian Sting

Principal Investigators:

The interdisciplinary nature of the key research initiative „Analytics and Transformation“ is reflected in the large number of participation researchers and scientific staff from diverse research areas of business, economics, and information science

RESEARCH INITIATIVE

Joint activities and collaboration

The following activities will foster the exchange of ideas and collaboration:

- regular, joint research seminar series
- jointly supervised PhD dissertation projects
- practitioner symposium
- international visitor programme

These activities are crucial for achieving the mentioned goals and to provide a platform for exchange and collaboration within and outside the KRI. They have an immediate impact on the visibility of the WiSo Faculty to attractive young researchers, the international research community, as well as media and business practice.

We collaborate intensively within a wide network of internal, national, and international partners. Our partner institutions include the Department of Design & Innovation at Case Western Reserve University, the Centre for Future Enterprise at Queensland University of Technology, and the Swedish Centre for Digital Innovation. We are also involved in an international consortium dedicated to building a national adaptive research infrastructure (BERD@NFDI). We are involved as mentors in the EXIST-Programm. We further collaborate with the Centre for Business Intelligence and Analytics at the Queensland University of Technology, the Morrison Center for Marketing and Data Analytics at UCLA, Los Angeles, the Marketing Accountability Standards Board in Chicago, and the Excellence Startup Center Gateway at the University of Cologne.



Transfer

Our research initiative seeks to foster close linkages with practitioners in order to transfer current research findings and to be inspired by pressing and current new topics and challenges. To ensure regular and intense exchanges, we implement different measures like a practitioner symposium. Building on our broad experience and relations with companies and other stakeholders, we are planning an annual or bi-annual nationwide practitioner event. This conference demonstrates the relevance of the KRI to practice and society. It offers a platform for showcasing our research and the experiences of practitioners. We expect this event to generate high media attention and to increase WiSo's visibility.

In addition, we will cooperate with companies and other institutions to develop and implement new analytic tools and support the digital transformation process within companies with our expertise.

Research Seminar Series, May 6th - July 1st 2021

Organizer: Prof. Hernán A. Bruno

Lecturers and Topics:

- Prof. David Schweidel (Emory University): "Opportunities with Text Data"
- Prof. Anocha Aribarg (Michigan Ross): "Confirmation Bias in Quality Learning from Consumer Reviews"
- Prof. Georgios Zervas (Boston University): "Consumer Reviews and Regulation: Evidence from NYC Restaurants"

Research Seminar Series, November 25th - January 13th 2022

Organizer: Prof. Werner Reinartz

Lecturers and Topics:

- Prof. Amir Heiman (The Hebrew University Israel): "Adoption of Virtual Dressing Room Technologies"
- Prof. Bram P. J. Foubert (Maastricht University): "Managing Contractual and Noncontractual Donors: The Role of Direct Marketing, Advertising, and Publicity in a Charity Context"





Teaching

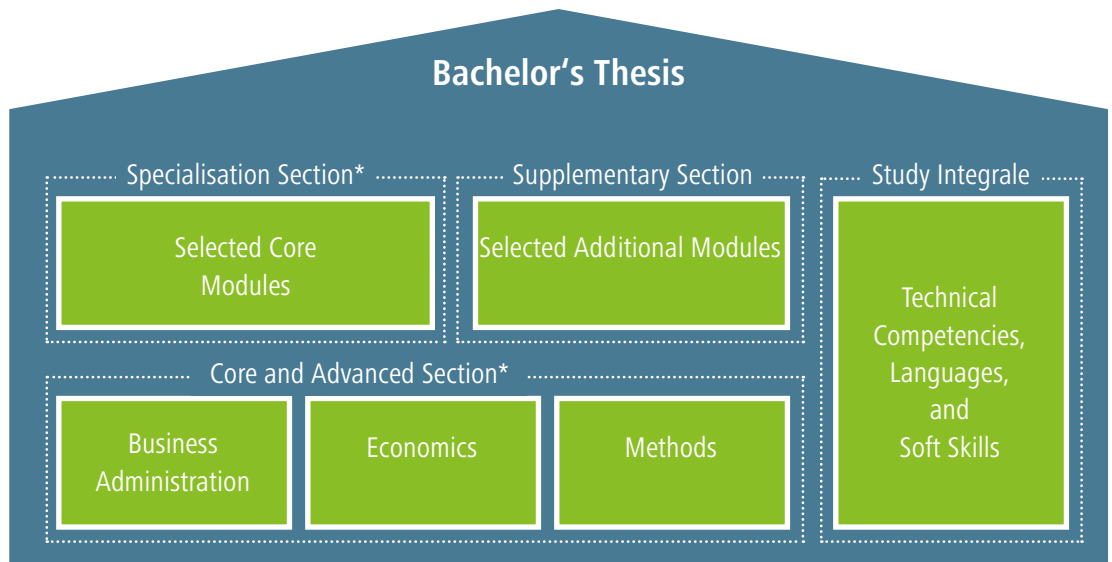
Mission Statement

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.

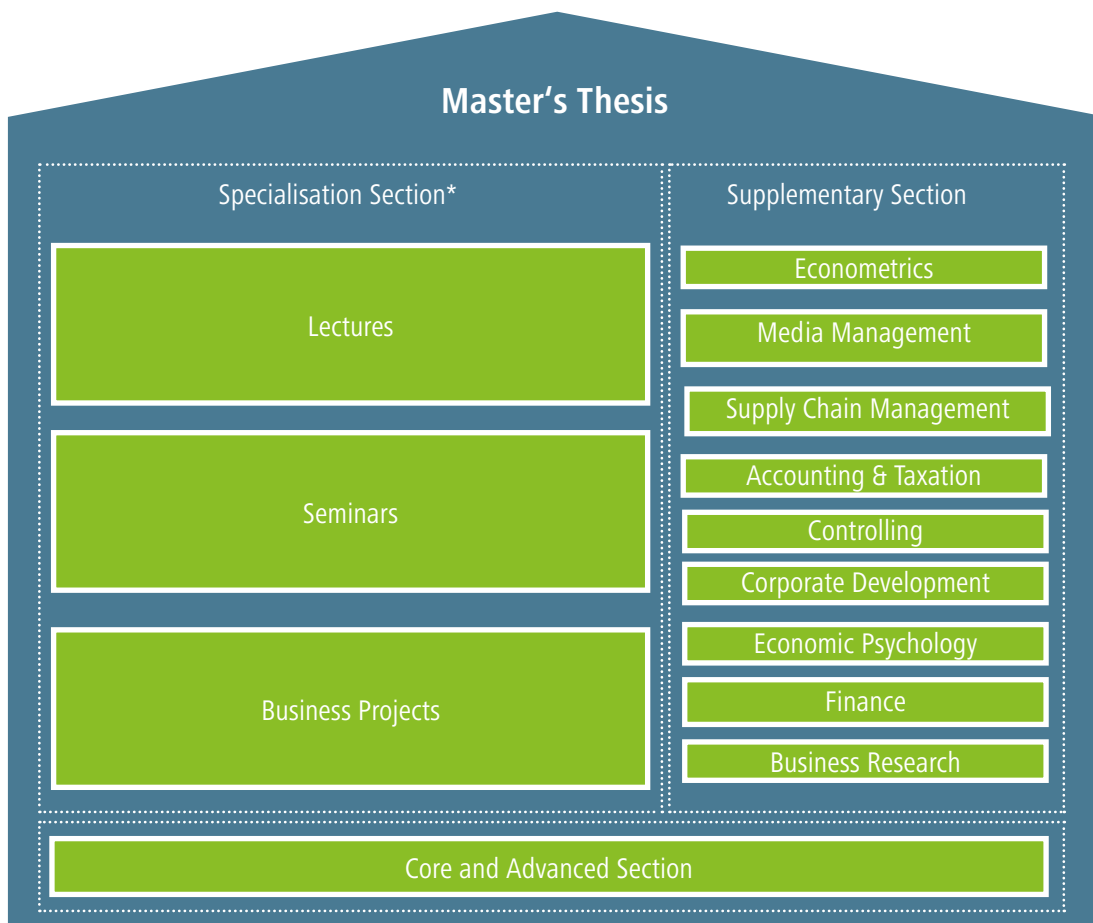
Program Structure

The **Bachelor of Science in Business Administration** is divided into four sections. The Core and Advanced Section include 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 Study 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 specialise 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.



Course Program: Academic Year 2021

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 - Digital Marketing and Data Protection - Digital Marketing and Analytics 	Prof. Marc Fischer	37
		Denise Küpper	20
		Prof. Werner Reinartz	29
		Tobias Hinze	20
Concepts of Marketing Mix Management	Theoretical concepts of product innovation, brand management, pricing, and communication management	Dr. Alexander Edeling	207
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 R. K. Wichmann	610
		Asst. Prof. Martin P. Fritze	600
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	209
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	12
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	12
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	5
		Prof. Marc Fischer	29
		Asst.-Prof. Martin P. Fritze	6
		Prof. Werner Reinartz	22
		Prof. Franziska Völckner	30

Master's Degree Program

Course Name	Content	Lecturer(s)	Students
Applied Digital Marketing and Business Analytics	The course is conducted in cooperation with Simon-Kucher & Partners, and addresses students who want to step in the shoes of a strategy and marketing consultant	Prof. Franziska Völckner	14
Applied Marketing in Cooperation with L'Oréal	Understand and work on an applied marketing question	Jens Paschmann	20
Brand Management	Introduction to brand management (e.g., customer-based brand equity, brand value, branding strategies, brand portfolio management)	Prof. Franziska Völckner	75
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	15
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	8
Business Project in Cooperation with Boehringer Ingelheim	Analysis of market threats and opportunities using data on new product developments	Dr. Alexander Edeling	8
Business Project in Cooperation with OC fulfillment, by REWE digital	Developing a marketing strategy for fulfillment tools, a B2B fulfillment platform, focusing on mid-size and large enterprises as a target group in cooperation with OC fulfillment, by REWE digital	Dr. Thomas Scholdra	18
Business Simulation	Learn how to make strategic business decisions by using a strategic marketing simulation game	Rouven Schwerdtfeger	17
CEMS-Business Project in Cooperation with Beiersdorf	Are consumers telling the truth? – measuring & understanding claimed vs. actual purchase	Dr. Julian R. K. Wichmann	4
CEMS-Business Project in Cooperation with Groupe SEB	Reshaping the shopper experience on brand websites to ultimately create a win-win relationship with our customers	Philip Pollmann-Schweckhorst	3
CEMS-Business Project in Cooperation with Henkel	Developing Direct-to-Consumer (D2C) Strategies for Mass Market Beauty and Personal Care Products	Dr. Thomas Scholdra	4
CEMS-Business Project in Cooperation with Metro	B2B Customer Activation 2.x	Lars Gemmer	4
CEMS Case Study Course	Students learn how to approach and solve case studies, present solutions, and create their own case study	Prof. Werner Reinartz	18
Consumer Centric New Product Development	This course introduces and discusses a fundamental process model of proven workstreams which allows to transform consumer insights into winning product concepts, pair it with a meaningful brand carrier, consistently orchestrate the relevant consumer touchpoints (prototyping) and make a volume/ prediction in the context of a business plan	Dr. Hans-Willi Schroiff	17
Customer Relationship Management	This course gives a unified treatment of the strategic and tactical aspects of customer relationship management as we know it today. It stresses developing an understanding of economic customer value as the guiding concept for marketing decisions.	Prof. Werner Reinartz	64
Empirical Consumer Research Studies	Consumption & Consumer behavior in the Circular Economy by setting up and conducting an empirical study on the topic	Dr. Magdalena Bekk	19
Management Skills	Self-marketing in a broader sense, which has gained in importance especially due to the rise of digitization and the related establishment of social online networks	Dr. Alexander Edeling	37
	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	20

Marketing of Digital Innovations	Dealing with the interplay between marketing and digital innovations, it provides a general framework of the paradigm shift in the era of digitalization	Andrea Schöndeling	71
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	65
Marketing Seminar: The Human-Machine Interface in Retailing	The goal of this seminar is to analyze, integrate, and consolidate the marketing and technology literature to derive a holistic picture of the marketing challenges and opportunities specific to human-machine interaction in a retailing context	Dr. Thomas Scholdra	17
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	59
Retailing	Fundamental concepts of retail management (e.g., category management, retail pricing, store brands) and consumer behavior in retailing	Prof. Werner Reinartz	62
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	80
Service Innovation	The nature of services has shifted dramatically in recent years. The course explores state-of-the-art research on service marketing and innovation management	Asst.-Prof. Martin P. Fritze	3
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	47
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	4
		Prof. Werner Reinartz	12
		Prof. Franziska Völckner	20

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
Graduate Seminar in Marketing Strategy	Prof. Werner Reinartz	Introduction to the substantive literature in marketing strategy. The domain revolves around marketing-related questions where the objective function is a performance metric (e.g. market share, click rate, customer acquisition rate, etc.) that can be influenced through marketing decisions and that is relevant to managers
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 20/21
Quantitative Research Methods	Dr. Magdalena Bekk	Seeburg Castle University, Austria	Winter 20/21
Research Seminar	Dr. Magdalena Bekk	Seeburg Castle University, Austria	Winter 20/21
Research Development Workshop	Prof. Marc Fischer	Durham University Business School, United Kingdom	Winter 20/21
Bachelor Research Seminar	Dr. Magdalena Bekk	Seeburg Castle University, Austria	Summer 21
Consumer Behavior	Dr. Magdalena Bekk	Seeburg Castle University, Austria	Summer 21
Multivariate Statistics	Dr. Magdalena Bekk	Seeburg Castle University, Austria	Summer 21
Data Analysis for Marketing Decisions	Prof. Hernán A. Bruno	Erasmus University, Rotterdam, Netherlands	Summer 21
Digital Marketing and Operation	Prof. Hernán A. Bruno	University of Cologne	Summer 21
Strategic Marketing Management	Prof. Hernán A. Bruno	Erasmus University, Rotterdam, Netherlands	Summer 21
Marketing Strategy Performance: Theory, Models, and Empirical Applications	Prof. Marc Fischer	German Academic Association of Business Research	Summer 21

Guest Lectures: Academic Year 2021

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 20/21
Thomas Laux, Head of Marketing Kinder Snacks Ferrero MSC GmbH & Co KG	The Kinder Brand Conquers the Biscuit Shelf [Die Marke Kinder erobert das Kekesregal]	Introduction to Marketing	Summer 21
Karsten Muschke, Teamlead Marketing Engineering und Controlling, Lorena Esser, HR Manager at real-digital	Data Driven Marketing at Kaufland.de	Introduction to Marketing	Summer 21
Moritz Bles, Co-founder and CMO of the Kölner Vierfreunde GmbH	How to Sell Stuff Online – Fast. The Big Picture of DTC	Introduction to Marketing	Summer 21
Yasmin Erol, HR & Corporate Strategy Officer, ITU	As a Marketer at the United Nations. An Experience Report [Als Marketer bei den Vereinten Nationen. Ein Erfahrungsbericht]	Introduction to Marketing	Summer 21

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MASTER DEGREE PROGRAM

Guest Lecturer	Title	Course	Term
Dr. Alexander Hombach, Head of CRM department of ERGO Direct AG	Implementing a Strategy-Driven and Analytics-Based CRM Approach at an Insurance Company	Customer Relationship Management	Winter 20/21
Stefan Knapp, Head of Customer Analytics & CRM, Stefanie Holl, Head of Cross Channel and Christian Heß, Head of Business Development, toom Baumarkt GmbH	CRM@toom	Customer Relationship Management	Winter 20/21
Michael Messelis, Head of Marketing and Business Development Global Hair Business Unit, Mia Seyfert, Brand Manager Global NIVEA Hair Business Unit, Janice Hyungyoon Han, Young Talent Acquisition	Shopping Behavior in Germany & The Development Process of New Brands	Retailing	Winter 20/21
Andreas Michalski, Product Owner Marketing Technology	Product Strategy at Real Digital: How to Create Tech Products	Retailing	Winter 20/21
Simon Aschermann and Katerina Schäfer, GLOBEONE	Corporate Purpose – How Companies Re-define their Reason for Existence	Brand Management	Summer 21
Cornelia Großmann, Batten & Company	Brand Equity Valuation in Practice	Brand Management	Summer 21
Mareike Pannen, Henkel	Brand Management @Henkel Beauty Care	Brand Management	Summer 21
Christian Rosenkranz, REWE	Private Labels – From Scratch to Success Using the Example of REWE Feine Welt	Brand Management	Summer 21
Andreas Wagner, L'Oréal	Brand Management	Brand Management	Summer 21
Andrea Eggers, Head of Marketing Germany, Unibail-Rodamco-Westfield	MARKETING@URW	Services and Media Marketing	Summer 21

ERGO

toom

Beiersdorf



GLOBEONE
STRATEGY - BRAND - COMMUNICATION

Batten & Company



REWE

L'ORÉAL



TEACHING

Marketing Area – University Services

Prof. Hernán A. Bruno

- Member of the Commission of the Doctoral Program (Promotionsausschuss) (2021-today)
- 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

- Elected member of the Faculty Commission (“engere Fakultät”), WiSo Faculty, University of Cologne (2021-today)
- Member of Dean’s advisory council, WiSo Faculty, University of Cologne (2021-today)
- Speaker of the Marketing Area, WiSo Faculty, University of Cologne (2021-today)
- Co-leader of Key Research Initiative “Analytics and Transformation”, WiSo Faculty, University of Cologne (2020-today)
- CEMS Academic Director and program director, Master in International Management: CEMS network is a global alliance of 34 leading business schools in 33 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

- 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)
- Volunteer mentor for “Mentoring+” (mentoring program to support Master’s students and doctoral candidates from non-academic family backgrounds in their doctoral program), University of Cologne (2019-today)
- CEMS lectures (Global Alliance in Management Education, Community of European Management Schools); “Sustainable Marketing” at CEMS seminar “Business Response to Climate Change,” University of Cologne (2021)

Prof. Werner Reinartz

- Member of the Studienbeirat (student advisory board) of the WiSo Faculty (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).
- Member of several search committees for Professorships, WiSo Faculty, University of Cologne (2007-today)
- Member of several search committees for Professorships, WiSo Faculty, University of Cologne (2007-today)
- Coordinator of the research initiative "Digital Transformation and Value Creation", WiSo Faculty, University of Cologne (2017-2021)
- 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)
- 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)
- Speaker of the Marketing Area, WiSo-Faculty, University of Cologne (2019-2021)





Transfer

TRANSFER

City centers in times of digitalizations

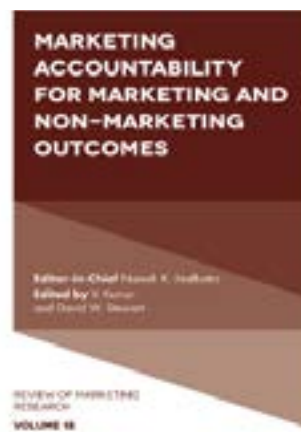
The future of city centers is a heatedly discussed topic in politics and the media – and for good reason: Amidst demographic changes, technological evolutions, and a prolonged pandemic, city centers in much of the developed world are facing profound structural shifts. At the same time, city centers play an important part from economic, socio-cultural, and political perspectives by providing access to stores, gastronomy, theaters, museums, public spaces, and government services. As such, the evolution of city centers can have profound ripple effects throughout a society at large.

Prof. Werner Reinartz and his team from the Marketing Area of the University of Cologne sets out to explore this issue in multiple projects. With two initial studies published in 2021, the team contributes to this research area. Specifically, the researchers shed light on how city center attractiveness has evolved over the past years and the role stores and retailers play as key drivers of city center attractiveness.



Reinartz, Werner, Julian R.K. Wichmann, and Thomas Scholdra (2021), "Innenstadthandel in Zeiten der Digitalisierung," Selected Publications of the IFH Sponsors, Vol. 11.

[available here](#)



Wichmann, Julian R. K., Thomas P. Scholdra, and Werner J. Reinartz (2021), "What drives inner city attractiveness for society? The role of brick and mortar stores." in Marketing Accountability for Marketing and Non-marketing Outcomes. Review of Marketing Research, Vol. 18, Emerald Publishing House, pp. 279-317.

[available here](#)

Retailing in city centers faces serious competition from e-commerce offerings and shopping centers, which leads to deteriorating city centers. Between 2010 and 2019, German city centers reported 18,000 store closures while in England and Wales around 8% of stores closed since 2013. And this development has been further accelerated by the Covid-19 pandemic. To make matters worse, store closures can lead to a vicious cycle: Increasing vacancies and a decreased offering reduce attractiveness, leading to further declining customer frequencies, leading to lower revenues, which further increase vacancies.

Against this background, the researchers study the following research questions:

- How has perceived city center attractiveness evolved over time and what are its drivers?
- How does retailing affect city center attractiveness?
- Which city center clusters emerge from their idiosyncratic strengths and weaknesses?

For this purpose, the authors rely on data from large-scale surveys conducted by the IFH KÖLN, a German research institute in the retailing sector. Every two years (2014, 2016, 2018, and 2020) around 50,000 pedestrians from more than 100 German cities were surveyed on their perceptions of the respective city center. The authors further compliment this data with information on city-specific characteristics from the German Federal Statistical Office covering socio-economic data, and information on the retail environment for each city crawled from the OpenStreetMap (OSM) project. This leads to a comprehensive data set comprising more than 3 million individual data points.



German cities that are part of the survey

The (unapproachable) beauty



The underestimated all-rounder



The pragmatic shopping city



The attractive shopping city



The small provider city



City clusters identified in the studies; images: Flaticon.com

Using this data, the authors show in their studies that a city center's retailer and store landscape indeed is strongly associated with the attractiveness of that city center. However, there are substantial differences among product categories. While categories such as clothing, gastronomy, and books are strongly associated with a positive city center ambience and attractiveness, electronics stores and optometrists show a negative association.

The research also shows that consumers have become increasingly negative about city centers' store and service provider portfolio over time; especially in large cities and metropolitan areas, while small and medium-sized towns are catching up. This suggests that online retailing levels-out differences in consumer perceptions of store portfolios across city sizes. The authors find evidence that the quality and diversity of the store and service provider portfolio could play a much greater role in the future instead of pure quantity.

Nonetheless, there is also great potential for city centers. The perceived overall attractiveness of city centers has increased significantly over the years. This seems to be primarily driven by hedonic attributes such as a city's ambience and leisure offerings. In addition, although consumers visit city centers less frequently, they do so in a more targeted manner and their length of stay per visit has increased significantly over the years. As such, in times of Instagram and Google Maps, shop owners are better-advised to invest in advertising, relationship building, and in-store experiences, instead of being located in the most frequented streets.

Hence, as consumers are less likely to visit the city center to buy a specific product, the role of city centers evolves from that of a distribution of goods towards a space for experiences, inspiration, cultural exchange, and social gathering.

However, there is no one-size-fits-all strategy for city centers. Instead, Prof. Werner Reinartz and his colleagues identify five different types of city centers, each with their own strengths and weaknesses, opportunities and challenges:

- The (unapproachable) beauty that features outstanding ambience but lacks in accessibility,
- the underestimated all-rounder that might not be well-known among tourists but delivers on accessibility, ambience as well as "shoppability",
- the pragmatic shopping city showing its greatest strength in its stores and service providers,
- the attractive shopping city featuring strong ambience as well as stores and service providers, and
- the small provider city focused on satisfying the everyday needs of its local population.

In the future, the team spearheaded by Prof. Werner Reinartz is planning to further extend the analysis of city centers in order to derive well-founded predictions for the future of city centers. For this endeavor, the team has purchased extensive geolocation data from GfK Germany and continues to cooperate with the IFH KÖLN and individual retail chains of national importance to expand the study. Future data collection may also include stakeholders from regional governments in order to paint a holistic picture and develop actionable insights on multiple levels.

Publications in Business Media

Business Journal Publications

- **Reinartz, Werner, Julian R. K. Wichmann** and **Thomas Scholdra** (2021), "City-Center Retailing in Times of Digitalization," [Innenstadthandel in Zeiten der Digitalisierung], White Paper, the Center for Research in Retailing (IFH), University of Cologne.

Blogs

- Stähler, Samuel and **Marc Fischer** (2021), "When Do News Media Cover Corporate Sustainability Problems?," Network for Business Sustainability, January 27.



Interviews and Media

- The business magazine *Harvard Business Manager* (German spin-off outlet of *Harvard Business Review*) interviewed **Prof. Marc Fischer** on corporate social irresponsibility [“Böse sind immer die anderen“], March.
- WDR 5 Quarks radio interviewed **Asst.-Prof. Martin P. Fritze** on the topic of “Status Symbols”, September.
- **Asst.-Prof. Martin P. Fritze** published the newspaper article “Change the Hard Way” in the journal *Absatzwirtschaft*, September.
- **Asst.-Prof. Martin P. Fritze** published the newspaper article “With good service through the crisis: These brands would be most likely recommended by customers” in *Handelsblatt*, August.
- **Asst.-Prof. Martin P. Fritze** was interviewed by hr-Info radio about the “Fashion-Week in Frankfurt: The next digital trade fair” [“Fashion-Week in Frankfurt: Die nächste Digital-Messe“], July.
- Canan Dogan interviewed **Lars Gemmer** for DHL’s corporate publishing magazine *Network* (a magazine aimed at managers and board members of the group) about predicting corporate socially irresponsible behavior through machine learning [“Seeds of the future“], November.
- Florian Kolf of the German business daily *Handelsblatt* quoted **Prof. Werner Reinartz** about the challenges of stationary retailers during the lock down stage [“Rekordumsatz trotz Lockdown“], January.
- **Prof. Werner Reinartz** was interviewed by Florian Kolf of the German business daily *Handelsblatt* on the digitalization challenges of the German retailing trade [“Vorreiter und Abgehängte“], January.
- **Prof. Werner Reinartz** weighed in on the strategies of stationary retailers during the lockdown stage in *Handelsblatt* [“Mit diesen Strategien versuchen Händler, den Lockdown zu überleben“], January.
- **Prof. Werner Reinartz** reflected on the opportunities and risks of Galeria-Karstadt-Kaufhof post pandemic government support in *Tagesspiegel* [“Galeria Karstadt Kaufhof erhält hunderte Millionen Staatshilfe“], January.
- Uwe Bettendorf interviewed **Prof. Werner Reinartz** on the reasonableness of the government loans for Galeria-Karstadt-Kaufhof in SWR2 radio [“Fass ohne Boden? Galeria Karstadt Kaufhof braucht erneut Staatshilfe“], January.
- Stephan Karkowsky from Deutschlandfunk interviewed **Prof. Werner Reinartz** on the subject the retail advertising ban in Saarland during the COVID lockdown [“Was bringt das Lockdown-Werbeverbot im Saarland?“], February.
- Yvonne Schleinhege cited **Prof. Werner Reinartz** in the discussion of the advertising ban in Saarland in Tagesschau.de [“Die Prospekte werden dünner“], February.
- **Prof. Werner Reinartz** weighed in the *Tagesspiegel* article on the retailing store re-opening plans in Germany [“Wie der Einzelhandel die sofortige Wiedereröffnung erwirken will“], February.
- Joachim Hofer and Florian Kolf cited **Prof. Werner Reinartz** on the subject of Click&Collect Shopping during Corona times in *Handelsblatt* [“Termin-Shopping, die teure Illusion“], March.
- **Prof. Werner Reinartz** commented extensively on the new IFH study on stationary retailing developments in *Handelsblatt* [“Eine Chance in der Stadt zu überleben“], March.
- Christoph Kapalschinski and Larissa Holzki cited **Prof. Werner Reinartz** on the subject of the latest financing round for grocery delivery service Gorillas in *Handelsblatt* [“Lieferservice Gorillas rast zur Milliarden-Bewertung“], March.
- Carsten Dierig from the daily *Welt* reported on **Prof. Werner Reinartz**’ IFH Associates study “Value creation in online retailing” [“Böser Onlinehandel? Diese 46 Prozent enttarnen die Nörgler“], May.
- Jonas Jansen from the *Frankfurter Allgemeine Zeitung (FAZ)* provided details on **Prof. Werner Reinartz**’ IFH Associates study “Value creation in online retailing” [“Der Onlinehandel ist besser als sein Ruf“], June.
- **Prof. Werner Reinartz** weighed in on abcNews on the personell strikes at Gorillas retailing start-up in Berlin [“Gorilla tactics: Berlin delivery riders take on \$1B startup“], June.
- Katharina Lindt from *Pforzheimer Zeitung* interviewed **Prof. Werner Reinartz** on the way forward of innercity revival post Corona [“Die Zukunft für den Handel: Online vernetzen - Golden Sunday als Vorreiter“], June.



Key Notes and Practitioner Presentations

- **Bekk, Magdalena**, "Sustainable Consumption," KölnAlumni Weltweit Summer School, virtual, September 28.
- **Scholdra, Thomas**, "Business Cycles and Consumer Behavior," G-E-M Markendialog "Customer and Brand Experience in the New Normal" [Customer und Brand Experience im New Normal], virtual, February 24-25.
- **Scholdra, Thomas**, "Households Under Economic Change: How Micro- and Macroeconomic Conditions Shape Grocery Shopping Behavior," *Journal of Marketing* Webinar Series: Insights for Managers, virtual, September 22.
- **Reinartz, Werner**, "How does the retailing trade proceed after the pandemic?," Bundesvereinigung der deutschen Arbeitgeberverbände BDA, ["Wie geht es nach Corona für den Handel weiter?"], virtual, March 1.
- **Reinartz, Werner**, "Retailing coming out of the crisis: proceeding digitally after the pandemic" ["Digital aus der Krise: Eine Zwischenbilanz für Handel und Mittelstand"], Mittelstandsgipfel PEAK, ZGV e.V., virtual, May 12.
- **Reinartz, Werner**, "Value Creation in Online Retailing," Online symposium, Bundesverband E-Commerce und Versandhandel Deutschland e.V. (bevh), virtual, June 17.
- **Reinartz, Werner**, "Wertschöpfung im Onlinehandel," the Center for Research in Retailing (IFH), University of Cologne, Germany, September 7.
- **Reinartz, Werner**, "Business Model Innovation in Consumer Goods" [Geschäftsmodellinnovationen in der Konsumgüterbranche], Faszination Handel, University of Cologne, virtual, September 7.



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



Contact:
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The IFH offers research and consulting services around the 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-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 presentations. 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 study to the focal topic of "City-Center Retailing in Times of Digitalization". The white-paper was published in the Fall 2021 and presented at the annual members' event "Fascination Retailing".

Digitalization in general and e-commerce in particular pose major challenges for stationary retail and German city centers. As more and more consumers source their goods and services online, a downward spiral of declining frequency of pedestrians is emerging, resulting in store closures, thereby reducing the attractiveness of city centers and further lowering foot traffic. This development affects not only stationary retailers, but also restaurant operators, service providers, and cultural offerings which are losing large numbers of walk-in customers. This development is further aggravated by the Corona pandemic because almost all consumers have been forced, at least temporarily, to shift some of their shopping online. This has led to a further increase in e-commerce acceptance and the habit of shopping online which is likely to be maintained by many consumers even beyond the pandemic. Against this background, the focus study of the IFH associates aimed to answer the following questions:

- 1) *What makes city centers attractive from a consumer perspective?*
- 2) *How have perceptions of German city centers evolved over the past six years?*
- 3) *Which types of city centers exist in Germany and what are their unique strengths, weaknesses, opportunities, and challenges?*

Board of the IFH associates



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Event: Fascination Retailing

The annual event of the IFH associates took place as digital event again this year. The core theme was "Rethinking the city and retailing - shaping the future." Moderator Dr. Kai Hudetz and host Prof. Dr. Werner Reinartz made it clear at the beginning, that the question of the attractiveness of city centers is about much more than "just" retailing.

IFH Associates director Prof. Dr. Werner Reinartz presented as a lead-in the key insights of the brand-new IFH focus study "City- Center Retailing in Times of Digitalization ". He showed that the perceived overall attractiveness of the city-centers has been increasing significantly in recent years. Interestingly, while larger cities enjoy higher perceived attractiveness, the improvement in overall attractiveness is more pronounced in smaller cities whereas larger cities tend to become less attractive on average over the years. The reason for this, according to Reinartz: "The Internet is the great equalizer. Large cities can no longer exploit the advantage of a variety of offerings in the age of online retailing as they did a few years ago." Towards this point, he introduced a clustering that shows where cities can start to increase their attractiveness. This analysis distinguishes five inner-city types, each with its own strengths and weaknesses: The "aloof beauty," the "underestimated all-rounder," the "pragmatic shopping city," the "attractive shopping city" and the "small provider city. Particularly important from Reinartz's point of view: "Cities must develop from a "place of commerce" to a "place of experience".

In the second presentation, Julia Erdmann from JES (Julia Erdmann Socialteature) presented her approach for the city-center of tomorrow. One key, she said, is a mixed-use concept that varies by location and city. The guiding principle today is the functionally mixed and livable city - above all from a sustainability point of view. Julia Erdmann also provided information on how the process can lead to this goal. In her opinion, three perspectives on the city-center are important for this process: city- centers must be thought of holistically, individually and humanely. City-centers must be advanced as an overall organism, the core of the respective city must be the focus, and the people who make up the place must play a supporting role.

Another approach to successfully linking local and digital commerce was presented by Oliver Klinck, Director of eBay Germany. His heart's desire is to link digital and local commerce more closely together. Against this background, eBay has launched the "eBay Your City" project. Launched in April 2021, the project attracted 20 cities already. The idea behind the project is to sustainably strengthen local retail. For this, eBay provides a platform for cities to create their own local online marketplaces.



With Frank Schuffelen, Spokesman of the Board of ANWR Group, the participants got an insight into how omni-channel can be successfully implemented. Schuffelen used the example of the running store “Absolut Run” in Bonn to show how stationary and digital excellence can be successfully intertwined, ultimately leading to increased sales. “Absolut Run” addresses customers on social media, where it’s not just about products, but also about running and its protagonists. Existing and potential customers can network there. And of course it combines the professional online store and a Click&Collect offer.

In the last slot, Dr. Ulrich Schückhaus from the Mönchengladbach Economic Development Corporation was an insider on stage from the perspective of the cities. “Corona hurt a lot,” he admits at the outset, calling for new solutions and concepts that will help young people in particular come back to the cities. It is important to react to the growing e-commerce, says the expert. For example, Mönchengladbach has installed FashionBox, a retail store in the city center where goods ordered online can be tried on, picked up or returned. Schückhaus also reminded us to keep an eye on further financing after the initial funding. And: “Think multifactorially!” Because not every store can be occupied with retail. To this end, he says, it is essential that real estate owners rethink, because current and already looming vacancies are primarily due to rising rents.

For the final summary of the day, IFH associates director and host Prof. Dr. Werner Reinartz together with Kai Hudetz emphasizes: “In order to successfully advance cities, it is important that various stakeholders engage in exchange.” Cooperation between cities and municipalities is the be-all and end-all. Finally, the coordination of analog and digital must come to the fore. In this context, the human factor is indispensable. Kai Hudetz concludes: “In the end, it is people and individual ideas that make the difference.

Speaker	Topic
Prof. Dr. Werner Reinartz (Director IFH Associates, University of Cologne)	City-Center Retailing in Times of Digitalization
Julia Erdmann (Director, JES Sociallecture)	Rethinking city-centers – into the future with mixed use concepts
Oliver Klinck (Director, eBay Germany)	Your city, your commerce(s) – How we unite digital and local and shape them together
Frank Schuffelen (Spokesman of the Board of ANWR Group)	The role of stationary retail in the city-center of the future
Dr. Ulrich Schückhaus (Mönchengladbach Economic Development Corporation) Boris Hedde (Director, IFH Köln)	Local resilience after the crisis – strategies for retail, gastronomy & co

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



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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](http://www.messe.uni-koeln.de)

Institute of Trade Fair Management



The Institute of Trade Fair Management is associated with the Chair of Marketing and Brand Management (Prof. Franziska Völckner) and the Junior professorship 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.



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Director of the Department of Marketing and Brand Management, University of Cologne



ASST.-PROF. MARTIN P. FRITZE
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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.



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 2021:

Company	Location	Workshop Contents	Date
Unilever	virtual	New Communication Strategy for the Knorr Brand	March 25
Bain & Company	virtual	Advanced Marketing in Consumer Goods	June 10
L'Oréal	virtual	Medical Efficacy Meets TikTok Hype	June 16
EY Parthenon	virtual	European Media Company Wants to Invest in Online Gaming - Attractive or Not?	September 23
Johnson & Johnson	virtual	Marketing in the Pharmaceutical Industry	November 25



Freie Universität



Berlin



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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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 14
Globeone	Online	Insights into a current “Brand Strategy” project in brand consulting	January 29
L’Oréal	Online	Workshop on “POS of the future”	April 21
Globeone	Online	ZMM+ applicant day in collaboration with Globeone	April 28
Henkel	Online	Workshop on “Customer Experience Management”	May 07
Batten & Company	Online	Consulting Day – A day in the life of a strategic management consultant	June 11
Unilever	Online	Webinar on “Application Process & Personnel Selection at Unilever”	June 16
Capgemini	Online	Workshop on “Data Science in Marketing”	June 24
Sonja Görlich Consulting	Online	Fireside Evening on “Setting up a company and self-employment in the consulting industry”	June 30
ZMM	Online	Summer Event with Alumni	August 19
Henkel	Online	ZMM+ applicant day in collaboration with Henkel	October 28
Globeone	Cologne	Workshop “Transforming Businesses – Change Management and Communication”	November 04
Batten & Company	Cologne	Fireside Evening	November 09
Simon-Kucher & Partners	Online	Workshop “Competitive Pricing Simulation Game”	November 18
Henkel	Online	Career Q&A	December 16



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