



# Marketing Area

# Annual Report 2018



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M.Sc. Jens Paschmann	
M. Sc. Rouven Schwerdtfeger	
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Ulrike Kersting	
University of Cologne	
Department of Communications and Marketing	
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## Editorial

We are very happy to share with you the 7<sup>th</sup> edition of the Marketing Area Report. The members of the Marketing Area of the University of Cologne, Professors Hernán Bruno, Marc Fischer, Martin Fritze, Monika Imschloss, André Marchand, Werner Reinartz, Franziska Völckner and their teams of researchers, doctoral students, and secretarial support can look back on a successful 2018 and share the highlights with you.

*This report will give you an overview and detailed insight into the scope of our accomplishment in 2018*

We have had an exciting and productive year on the research front. The range of topics we are interested in is wide: branding performance, advertising effectiveness, multi-channel strategy, amongst others. More and more, our research topics are asking how the digital transformation is changing our understanding on these central marketing topics. Our research approach remains unchanged: we conduct rigorous empirical work to gain insights on relevant marketing phenomena. The output of our work has been published in the top journals of our field and presented at the most important conferences. Moreover, consistent with our view that research should have an impact on practice and society, we have shared our insights in a broad range of outlets, not just academic journals. The details are included in this report.

We train our doctoral students and researchers to become leading academics in top institutions. We are delighted to announce in 2018, that Kristina Klein, a post-doctoral researcher, joined the University of Bremen as Professor of Marketing. Samuel Stäbler obtained his doctoral degree and joined Tilburg University as Assistant Professor of Marketing. Developing the next generation of leading researchers is one of our central objectives as a research group, and we are proud what our students and junior colleagues have achieved.

In the academic year 2018, we offered a total of 35 courses at the bachelor, master and doctoral level, as well as courses targeted to professionals in the University of Cologne Executive School. We believe in teaching excellence and caring about students; it shows: our courses frequently receive very high to excellent ratings from students and are often among the top courses across business, economics and sociology. A total of 145 students completed their theses at the Marketing Area (93 at the bachelor level and 52 at the master level).

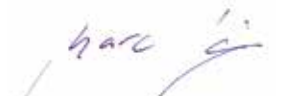
Our courses aim to provide a balanced mixed of rigorous thinking and practical advice. Most of our courses have benefitted from guest lectures and talks from managers and business leaders across all industries. Furthermore, our two talent programs for students, ZMM Marketing and More and the Circle of Excellence in Marketing, provide our students and business partners an opportunity to cooperate and learn from each other.

We hope you enjoy our annual report. If you would like to know more about our work and vision, or are interested in specific aspects of our research and teaching, please contact us or our team.

Cologne, February 2019



Assoc.-Prof. Hernán A. Bruno  
Marketing and Digital Environment



Prof. Marc Fischer  
Marketing and Market Research



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



Asst.-Prof. Monika Imschloss  
Marketing and Retailing



Assoc.-Prof. André Marchand  
Marketing and Digital Environment



Prof. Werner Reinartz  
Retailing and Customer Management



Prof. Franziska Völckner  
Marketing and Brand Management



Photo: Lisa Beller

Asst.-Prof. Fritze joins the Marketing Area as Professor for Trade Fair Management and Marketing



Prof. Völckner visits the School of Communication, Journalism and Marketing at Massey University, Albany Campus, New Zealand as a visiting scholar.

Photo: Prof. Dr. Henrik Sattler, Chair of Marketing &amp; Branding, University of Hamburg



The DFG research unit FOR 1452 with deputy speaker Prof. Völckner hosts the side event "science@OMR" during the 2018 *Online Marketing Rockstars (OMR)* Festival in Hamburg.

Prof. Marchand was invited to present his research at the Interactive Marketing Research Conference hosted by Marketing EDGE and Vrije Universiteit Amsterdam.

04



Prof. Marchand establishes a research cooperation with Ubisoft Entertainment SA (a global market leader for video games).

Prof. Reinartz discusses differentiated prices in retail with the Advisory Committee of Retailing and Consumer Protection at the German Parliament.

Asst.-Prof. Imschloss receives a "Network & Exchange" grant as part of the Women Professors Program of the University of Cologne.

05

Members of the area present their work at the *European Marketing Academy Conference 2018*, University of Strathclyde, Glasgow, UK.

Dr. Becker receives the Science Price of the Brand Association and the Society for Brand Research

06



Photo: Lisa Beller

Prof. Völckner receives the female career award of HEC Lausanne and presents a research project on brand positioning at the award ceremony.

Prof. Fischer is invited to join the editorial review board of the *Journal of Marketing (JM)*.



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.

Prof. Fischer presents at the Global Marketing Conference in Tokyo.



Prof. Reinartz is appointed co-editor of the renowned *International Journal of Research in Marketing (IJRM)*.



Asst.-Prof. Fritze visits the Imperial College Business School in London as a visiting scholar.

Prof. Reinartz hosts the annual "Fascination Retailing", which focuses on the challenges traditional retailers face to maintain their direct interface to the customer

Dr. Klein discusses scientific evidence for choosing brand names at the Volkswagen Naming Conference.



Dr. Klein, PostDoc at the Department of Marketing and Brand Management, starts as a Professor of Marketing at the University of Bremen.

Prof. Bruno receives the Excellence in Teaching Award (Best Teacher EMBA class of 2018).

Photo: Andrea Schöndeling



Prof. Fischer is keynote speaker on machine learning and artificial intelligence at the inaugural UNSW/U Sydney/UTS joint marketing research camp in Sydney.



Dr. Stähler starts as Assistant Professor of Marketing at Tilburg University.

Prof. Fischer represents the University of Cologne at the 2018 CEMS Annual Event in Malta.





# Introduction



## University of Cologne— Good ideas since 1388

The University of Cologne is not only one of the oldest universities in Europe but also, with about 50,000 students and 631 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.

*For further information on these and other features of the University of Cologne, please visit [www.uni-koeln.de](http://www.uni-koeln.de)*

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

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

## Selected University Partnerships

### Australia

University of Sydney, Sydney

### Brazil

Escola de Administração de Empresas de São Paulo, São Paulo

### Canada

McGill University, Montreal

### China

Fudan University, Shanghai

The Hong Kong University of Science and Technology, Hong Kong

### France

Ecole des Hautes Etudes Commerciales (HEC), Paris

### India

Indian Institute of Management, Bangalore

### Italy

Università Commerciale Luigi Bocconi, Milan

### Japan

Hitotsubashi University, Tokyo

Keio University, Tokyo

### Netherlands

Rijksuniversiteit Groningen, Groningen

### Singapore

National University of Singapore, Singapore

### South Africa

University of Stellenbosch Business School, Bellville

### South Korea

Korea University Business School (KUBS), Seoul

### Spain

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

### Switzerland

Universität St. Gallen, St. Gallen

### United Kingdom

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

### USA

Duke University, Durham, North Carolina

Emory University, Goizueta Business School, Atlanta, Georgia

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

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

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

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



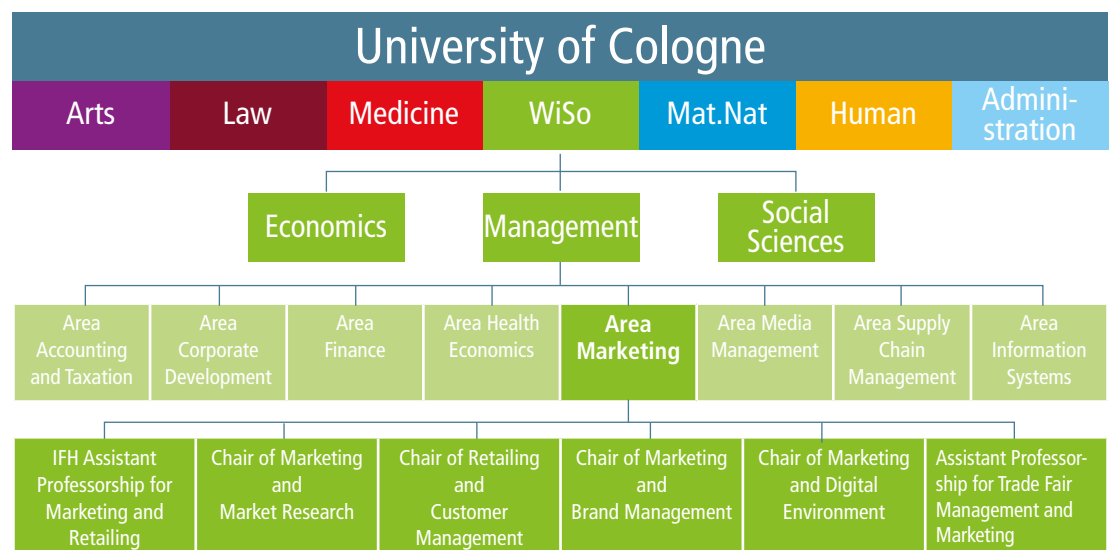
The WiSo Faculty represents one of the largest, most reputable schools of management, economics, and social sciences in Europe, with more than 8,600 students and a large variety of chairs. In keeping with its excellent reputation, the WiSo Faculty has created an outstanding research environment. Many 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 with 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 120 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).

Since 2012, the WiSo Faculty has been accredited by the European Quality Improvement System (EQUIS) which reflects not only the high general quality of the education provided but also the outstanding degree of internationalization. Thus far, the WiSo Faculty is one of only six German accredited institutions.

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., 3<sup>rd</sup> rank for Management and 4<sup>th</sup> for Economics in the 2016 national university ranking of the weekly Wirtschaftswoche).

For details, please see [www.wiso.uni-koeln.de](http://www.wiso.uni-koeln.de)



## Marketing Area—Mission Statement

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

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

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

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

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

*Assoc.-Prof. Hernán A. Bruno*  
Marketing and Digital Environment

*Prof. Marc Fischer*  
Marketing and Market Research

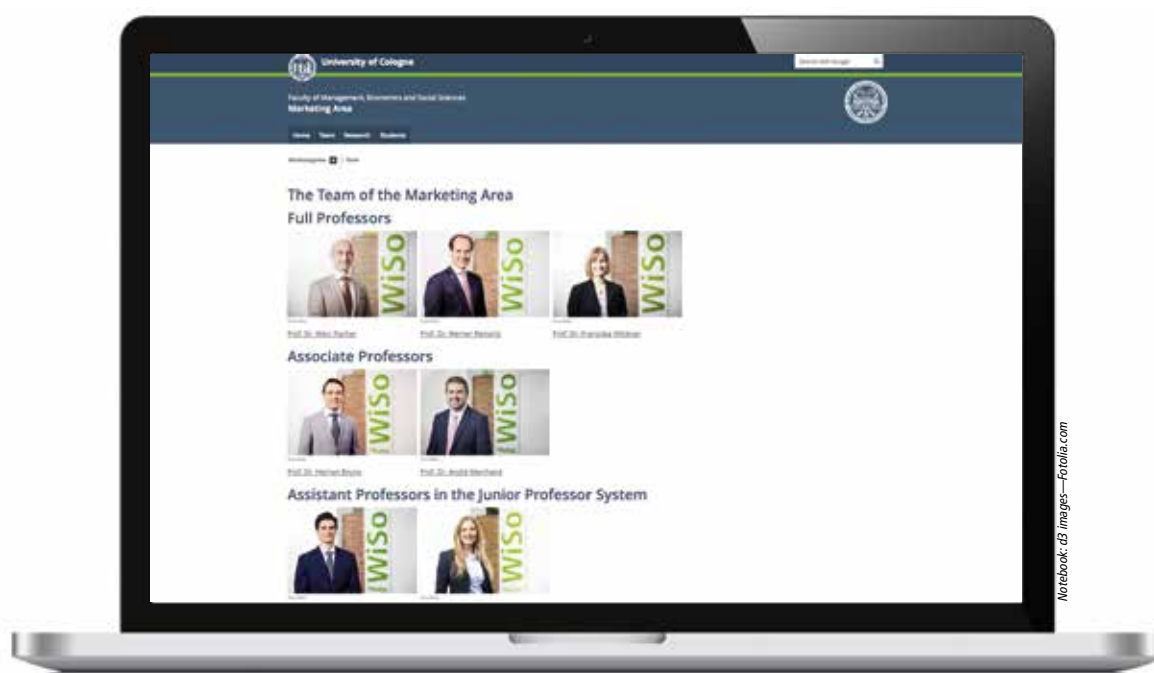
*Asst.-Prof. Martin Paul Fritze*  
Trade Fair Management and Marketing

*Asst.-Prof. Monika Imschloss*  
Marketing and Retailing

*Assoc.-Prof. André Marchand*  
Marketing and Digital Environment

*Prof. Werner Reinartz*  
Retailing and Customer Management

*Prof. Franziska Völckner*  
Marketing and Brand Management



Notebook: d3 Images—fotolia.com



# Marketing Area - cologne

The Team of the Marketing Area  
Full Professors

Assistant Professors

Assistant Professors in the Junior Professor System



# Marketing Area—Team Members



## Assoc.-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* 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 and Market Research at the University of Cologne since 2011. He is also Professor of Marketing at the University of Technology Sydney. Previously, he was Professor of Marketing and Services at the University of Passau. Prof. Fischer is Morrison Faculty Fellow at the Anderson Graduate School of Management at UCLA, Los Angeles. He is also the academic director of CEMS-MIM at the University of Cologne, which is a globally leading master program involving 32 top universities from 31 countries around the world.

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

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

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

Prof. Fischer received his doctoral degree from the University of Mannheim, Germany, and his habilitation from the Christians-Albrecht-University at Kiel, Germany.



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

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

He graduated from the University of Rostock in 2014 with a M.Sc. in Business Administration. Thereafter, he joined the Institute for Marketing and Service Research at the University of Rostock as a doctoral student. Dr. Fritze completed his doctoral studies 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), and at 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 corporate management and sustainable consumption.

He received his Ph.D. in Marketing from the University of Rostock in 2017. Dr. Fritze gained business experience in the Automotive and Finance industry.

His research focuses are on the intercept of consumer behavior, services marketing and strategy. Ongoing research projects deal with digitalization and the Sharing Economy. In 2018, he has received a best paper award by the American Marketing Association Conference (Summer AMA) in Boston for his paper on psychological ownership and access-based consumption. Asst.-Prof. Fritze frequently conducts large-scale field studies and works with international companies.



## Asst.-Prof. Monika Imschloss (Junior Professorship)

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

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

Her research focuses on consumer behavior in general and on consumer behavior in retailing contexts or at the point of sales in particular. Specifically, she is interested in aspects of multi-sensory marketing. As such, her research examines consumer decision-making and behavior, with an emphasis on the role of sensory and embodied processes. Her research especially examines how perception in one sensory modality affects consumers' perception in another sensory modality. Her research is primarily quantitative and employs different experimental research designs. The conference-paper on cross-modal effects of auditory and haptic perception was awarded the best-paper award for the consumer track of the Winter Marketing Educators' Conference of the American Marketing Association in February 2014.



## Assoc.-Prof. André Marchand

André Marchand is a Professor of Marketing and Digital Environment at the University of Cologne since June 2017. Before joining the University of Cologne, he was an Assistant Professor at the Department of Marketing & Media Research at the University of Muenster (WWU) from 2011-2017. During that time, he successfully finished his habilitation and was consequently promoted to “Privatdozent” (PD) status. Until 2011, he worked as a research assistant at the Chair for Marketing and Media Research, Bauhaus-University Weimar, where he completed his doctoral thesis (Dr. rer. pol.), which was funded by the Deutsche Forschungsgemeinschaft (DFG). Prior to his career in academia, he worked as a strategic business analyst for several German DAX and MDAX enterprises.

His research focuses on marketing, digital innovations, and new media. Digitalization transforms marketing at a remarkable pace. Currently, almost all business units face a digital wave of innovation. Consequently, all of Prof. Marchand’s ongoing research projects deal with digitalization related to Marketing. Among the issues addressed are necessary adjustments of strategic marketing management, digital distribution and communication policies, as well as digital products and services itself such as video games, social networks, and automated recommendation systems.

Prof. Marchand publishes his work in leading international journals such as the *Journal of Marketing*, *Journal of Service Research*, and *International Journal of Research in Marketing*. In 2014, he has received a best paper award by the *Journal of Interactive Marketing*, a journal with a high focus on digital marketing issues. Since 2017, he also serves this journal as an editorial board member. Prof. Marchand currently teaches Principles of Marketing and Marketing of Digital Innovations.



## 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), one of the largest applied research centers in the Faculty of Management and Economics. He is also the speaker of the research initiative “Digital Transformation and Value Creation” at the University of Cologne. Previously, he was the Cora Chaired Professor of Retailing and Management at INSEAD, France. Prof. Reinartz holds a Ph.D. in Marketing from the University of Houston (1999).

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

His research interest focuses on the subjects of marketing strategy, retailing, digital transformation, customer management, and advertising effectiveness. In terms of research productivity, he has been ranked among the top 2.5% of scholars in the world based on the time-adjusted publication rate in the top four journals in the marketing discipline. Likewise, the Handelsblatt and FAZ Economists research rankings list him consistently in the very top group among all German language economists. By 2018, his total Google scholar citation count amounted to 14281. Since 1999, he generated a total amount of research grants and awards of €1.2m. His research work has been recognized with major international academic awards, among those the 2003 and 2005 MSI/Paul Root Award of the Journal of Marketing, Finalist for the 2009 O’Dell Award, and the 2011 Sheth Foundation/Journal of Marketing Award for long-term contribution to the marketing discipline. He has published extensively in the top journals of the field such as *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *International Journal of Research in Marketing*, and *Journal of Retailing*. In addition, his research was presented in five different feature articles in *Harvard Business Review*. Furthermore, he is area editor at the *Journal of Marketing* and the *Journal of Marketing Behavior*. He has been a longstanding member on the editorial boards for many top journals including *Marketing Science*, *IJRM*, and *Journal of Retailing*. His text on “Customer Relationship Management: Concept, Strategy & Tools” co-authored with V. Kumar is the #1 textbook on the subject worldwide.

Prof. Reinartz has worked with a large number of international companies such as for example IBM (Germany), Allianz (Germany), the Cora Group (France), GfK (Germany), ABN AMRO (Netherlands), METRO (Germany), Henkel (Germany), AKBANK (Turkey), Comdirect Bank (Germany), CGG (France), The Nielsen Company (Germany) and ThyssenKrupp (Germany). In addition, he has conducted extensively executive training programs for many Fortune500 and EuroStoxx50 companies.



## Prof. Franziska Völckner

Franziska Völckner is a Professor of Marketing at the University of Cologne. Furthermore, she frequently visits the School of Communication, Journalism and Marketing, Massey University Albany Campus, New Zealand as a visiting scholar. Her research interests center on building and managing market-based assets, with a focus on the general question of how companies can build and maintain strong brands.

Her work has been published in leading academic journals such as *Journal of Marketing*, *Journal of Marketing Research*, *MIS Quarterly*, *International Journal of Research in Marketing*, *Journal of the Academy of Marketing Science*, and *Journal of Service Research*. In terms of research productivity, she has been ranked among the top 10% of scholars in business administration in German-speaking countries in terms of time-adjusted publication rate (*Handelsblatt* 2014 overall ranking "Lebenswerk") and number 17 of all researchers in business administration under 40 years (*Handelsblatt* 2014 ranking "Forscher unter 40"). 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.

Prof. Völckner serves on the editorial advisory board of the journal *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.



## Assistant Professors (Habilitation System)



**Dr. Jan-Michael Becker** (Tel: +49 (0)221 470 3821 | [j.becker@wiso.uni-koeln.de](mailto:j.becker@wiso.uni-koeln.de))

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



**Dr. Maren Becker** (Tel: +49 (0)221 470 1325 | [maren.becker@wiso.uni-koeln.de](mailto:maren.becker@wiso.uni-koeln.de))

Maren Becker is a post-doctoral researcher at the Chair of Retailing and Customer Management. She received her doctoral degree from the University of Cologne with a summa cum laude in 2017. In 2010, she graduated with cum laude from the University of Maastricht with a master in international business, majoring in strategic marketing and marketing finance. Maren Becker has two years of experience as a Senior Analyst and Consultant for a large market research company. Prior to that she did various internships in different industries (e.g. at an NGO in Sao Paulo, the United Nations in New York, and the Volvo Car Cooperation in Cologne) and worked as a Research Assistant at the University of Ontario Institute of Technology in Canada. Maren Becker has been rewarded with the "Best Thesis Award" at the University of Maastricht in 2011.



**Dr. Magdalena Bekk** (Tel: +49 (0)221 470 2599 | [bekk@wiso.uni-koeln.de](mailto: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. She has been a visiting scholar to Massey University, Auckland, New Zealand. In her research, she bridges the fields of psychology, consumer behavior, and branding, focusing on sustainable consumption, gamification, fit and personality in marketing and consumer behavior. 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 *Assessment* and the *Journal of Travel Research*.



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

Alexander Edeling received his doctoral degree in Marketing in 2016 from the University of Cologne and is currently a postdoctoral researcher at the Marketing Area. Two of his dissertation projects were published in the *Journal of Marketing Research* and *the Journal of Marketing*, respectively. These articles were featured in *forbes.com* and the German-speaking media *WirtschaftsWoche* and *NZZ am Sonntag*, among others. Furthermore, he received several awards for his dissertation, including the IMU Research for Practice Award 2017 by the University of Mannheim and the third place at the EMAC / Sheth Foundation Doctoral Dissertation Competition 2017. Before joining the University of Cologne, Alexander graduated from the University of Mannheim with a Diploma in Business Administration majoring in Marketing, Management Accounting and Intercultural Studies. During his studies, he gained valuable practical experience through internships in various fields such as automobile, telecommunication, and consultancy.





**Dr. Vanessa Junc** (Tel: +49 (0)221 470 4363 | [junc@wiso.uni-koeln.de](mailto:junc@wiso.uni-koeln.de))

Vanessa Junc is a post-doctoral researcher at the University of Cologne in the Department of Retailing and Customer Management. She studied business administration at the University of Duisburg-Essen, Germany and was awarded the prize of the best graduate of master studies. Vanessa obtained her doctoral degree in marketing at the University of Cologne in 2015. She has been a visiting scholar at the leading international business school of Northwestern University, Kellogg School of Management. Her research focuses on consumer behavior at the point of sale, including psychological processes and her work has been presented at leading international conferences, such as the Association for Consumer Research North American Conference.



**Dr. Kristina Klein** (Tel: +49 (0)221 470 2036 | [k.klein@wiso.uni-koeln.de](mailto:k.klein@wiso.uni-koeln.de))

Kristina Klein was a post-doctoral researcher at the University of Cologne in the Department of Marketing and Brand Management since September 2018. As of October, 1st 2018, she started as a Professor of Marketing at the University of Bremen. She received her doctoral degree in Marketing from the University of Cologne in 2012. She received the "Scientific Award 2013" of the German Marketing Association (Wissenschaftspreis des Deutschen Marketing-Verbandes) for her doctoral thesis. Her research focuses on international and employer branding, sensory marketing, and gamification, which is one of her latest research interests. Her work has been published, amongst others, in *the Journal of Marketing*, *the Journal of Business Research* and *Long Range Planning*.



**Dr. Nico Wiegand** (Tel.: +49 (0)221 470 4364 | [wiegand@wiso.uni-koeln.de](mailto:wiegand@wiso.uni-koeln.de))

Nico Wiegand studied business administration at the University of Muenster, Germany, and University of Rome "La Sapienza", Italy. He obtained his doctoral degree at the Marketing Center Muenster in 2014. Subsequently, Nico worked for the e-commerce start-up Mister Spex in Berlin and for Vodafone Germany in Duesseldorf. He joined the Department of Retailing and Customer Management in September 2016 as a post-doctoral researcher. Nico's research interests pertain mainly to marketing platform technologies, multichannel retailing, digital marketing effectiveness, and Marketing's managerial and societal relevance. His work has been published in academic and practice outlets, such as *the Journal of Marketing*, *the International Journal of Research in Marketing*, and *Harvard Business Manager*.



# Doctoral Students



## Dipl.-Kfm. Manuel Berkmann

Tel: +49 (0)221 470 3381

berkmann@wiso.uni-koeln.de

### Research Areas:

- Business-to-Business Marketing
- Sales Management



## M. Sc. Friederike Gobrecht

Tel: +49 (0)221 470 89253

gobrecht@wiso.uni-koeln.de

### Research Areas:

- Digital Transformation
- Consumer Behavior



## M. Sc. Dirk Buttke

Tel: +49 (0)221 470 8683

buttke@wiso.uni-koeln.de

### Research Areas:

- Market & Brand Research
- Consumer Attitudes & Behavior



## M. Sc. Tobias Hinze

Tel: +49 (0)221 470 3379

hinze@wiso.uni-koeln.de

### Research Areas:

- Brand Portfolio Management
- Sustainable Consumption



## M. Sc. Gabriel Chiummo

chiummo@wiso.uni-koeln.de

### Research Areas:

- Sensory Marketing
- Consumer Behavior



## M. Sc. Zeynep Karagür

Tel: +49 (0)221 470 8679

karaguer@wiso.uni-koeln.de

### Research Areas:

- Social Media Marketing
- Corporate Crisis



## M. Sc. René Eppmann

Tel: +49 (0)221 470 3379

eppmann@wiso.uni-koeln.de

### Research Areas:

- Gamification
- Reinforcement of Behaviors



## M. Sc. Denise Küpper

Tel: +49 (0)221 470 5446

denise.kuepper@wiso.uni-koeln.de

### Research Areas:

- Serious Games in (Employer) Branding
- Digital Branding



## M. Sc. Lars Gemmer

Tel: +49 (0)221 470 8681

gemmer@wiso.uni-koeln.de

### Research Areas:

- Brand Management
- Market Research



## M. Sc. Jens Paschmann

Tel: +49 (0)221 470 89807

jens.paschmann@wiso.uni-koeln.de

### Research Areas:

- Gamification
- Digital Marketing



### M. Sc. Julia Reinhard

Tel: +49 (0)221 470 89142  
reinhard@wiso.uni-koeln.de

#### Research Areas:

- Consumer Decision-Making
- Digital Transformation



### M. Sc. Rouven Schwerdtfeger

Tel: +49 (0)221 470 7360  
schwerdtfeger@wiso.uni-koeln.de

#### Research Areas:

- Marketing of Hedonic Media Products
- Brand Management



### M. Sc. M. Sc. Michael Schulz

Tel.: +49 (0)221 470 3400  
m.schulz@wiso.uni-koeln.de

#### Research Areas:

- Co-Creation
- New Product Development



### Dr. Samuel Stähler

Tel: +49 (0)221 470 8680  
staebler@wiso.uni-koeln.de

#### Research Areas:

- Brand Management
- Corporate Social Responsibility



### M. Sc. Andrea Schöndeling

Tel.: +49 (0)221 470 89251  
schoendeling@wiso.uni-koeln.de

#### Research Areas:

- Digital Transformation
- Retail Marketing



### M. Sc. Julian Wichmann

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

#### Research Areas:

- Consumer Behavior over the Business Cycle
- Digital Marketing

# Secretarial Assistants and Librarians

**SECRETARIAL ASSISTANT**  
**ASSOC.-PROF. HERNÁN A. BRUNO**  
**ASSOC.-PROF. ANDRÉ MARCHAND**



**Dorothee Zara-Moldenhauer**  
Tel: +49 (0)221 470 89167  
shared-office-1@wiso.uni-koeln.de



**Christa Körner**  
Tel: +49 (0)221 470 8676  
koerner@wiso.uni-koeln.de

**SECRETARIAL ASSISTANT**  
**PROF. WERNER REINARTZ**



**Patrizia Goltz**  
Tel: +49 (0)221 470 5751  
goltz@wiso.uni-koeln.de



**Brigitte Esser**  
Tel: +49 (0)221 470 5686  
office.voelckner@wiso.uni-koeln.de



**Daniela Schneiders**  
Tel: +49 (0)221 470 5686  
office.voelckner@wiso.uni-koeln.de

**LIBRARIAN MARKETING AREA**



**B. A. Friederike Meteling**  
Tel: +49 (0)221 470 2635  
meteling@wiso.uni-koeln.de



# Adjunct and Affiliate Faculty



## Hon.-Prof. Dr. Christian Glasmacher

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

### *Areas of Interest:*

- Trade Fair Management
- Business Development
- Strategic Marketing Management

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



## 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
- New Product Development
- Digital Transformation

Offered Course: New Product Management







# Research

# Academic Publications of the Marketing Area 2018

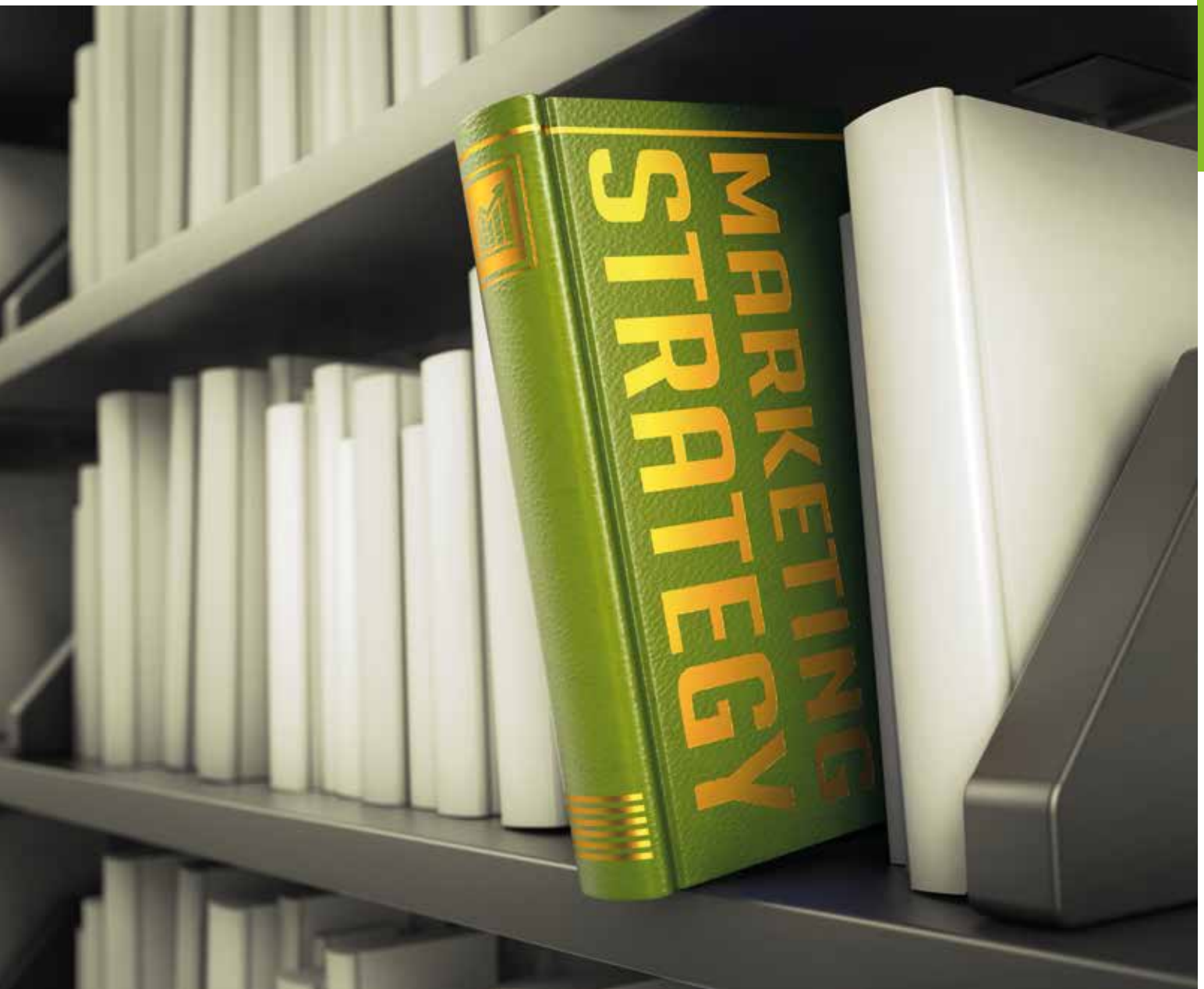
## Journal Publications

- **Bruno, Hernán,** 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.
- **Becker, Jan-Michael,** Christian M. Ringle, and Marko Sarstedt (2018), "Estimating Moderating Effects in PLS-SEM and PLSc-SEM: Interaction Term Generation\*Data Treatment," *Journal of Applied Structural Equation Modeling*, 2 (2), 1-21.
- **Eppmann, René, Magdalena Bekk,** and **Kristina Klein** (2018), "Gameful Experience in Gamification: Construction and Validation of a Gameful Experience Scale [GAMEX]," *Journal of Interactive Marketing*, 43 (3), 98-115.
- **Eppmann, René, Kristina Klein,** and **Magdalena Bekk** (2018), "WTG (Way to Go)! How to Take Gamification Research in Marketing to the Next Level," *Marketing ZFP – Journal of Research and Management*, 40 (4), 44-52.
- **Fritze, Martin P.,** Andreas B. Eisingerich, and Martin Benkenstein (2018), "Digital Transformation and Possession Attachment: Examining the Endowment Effect for Consumers' Relationships with Hedonic and Utilitarian Digital Service Technologies," *Electronic Commerce Research*, 18 (2), 1-27.
- **Fritze, Martin P.,** Florian Urmetzer, Gohar F. Khan, Marko Sarstedt, Andy Neely, and Tobias Schäfers (2018), "From Goods to Services Consumption: A Social Network Analysis on Sharing Economy and Servitization Research," *SMR-Journal of Service Management Research*, 2 (3), 3-16.
- **Imschloss, Monika** and Jana Lorenz (2018), "How Mobile App Design Impacts User Responses to Mixed Self-Tracking Outcomes: Randomized Online Experiment to Explore the Role of Spatial Distance for Hedonic Editing," *JMIR Mhealth Uhealth*, 6 (4), e81.
- Mölders, Sophie, Prisca Brosi, **Magdalena Bekk,** Matthias Spörrle, and Isabell M. Welpé (2018), "Support for Quotas for Women in Leadership: The Influence of Gender Stereotypes," *Human Resource Management*, 57 (4), 869-882.



# Books and Book Chapters of the Marketing Area 2018

- **Fischer, Marc** and Sönke Albers (2018), "Dynamic Optimization for Marketing Budget Allocation at Bayer" in *Handbook of Marketing Analytics: Methods and Applications in Marketing Management, Public Policy, and Litigation Support*, eds. Mizik, Natalie and Dominique M. Hanssens, Edward Elgar Ltd. Cheltenham UK, 458-470.
- Kumar, V. and **Werner Reinartz** (2018), *Customer Relationship Management: Concept, Strategy, and Tools*. 3rd ed., Heidelberg: Springer.
- **Lennartz, Eric M., Marc Fischer**, and Manfred Krafft (2018), "Drivers of B2B Brands - Insights from an International Study across Industries" in *B-to-B Brand Management*. 2nd ed., ed. Carsten Baumgarth, Springer Gabler: Wiesbaden, 89-107.
- **Reinartz, Werner** and **Peter Linzbach** (2018), "Customer Loyalty and Reward Programs in Retail in the Digital Age" in *Handbook of Research in Retailing*, eds. Katrijn Gielens and Els Gijsbrecht, Edward Elgar Publishing Ltd: Cheltenham UK, 296-330.



# Reviewing Activities of the Marketing Area 2018

## *Editorship*

- Fischer, Marc: *Business Research*, Department Editor Marketing (since 2015)
- Reinartz, Werner: *Journal of Marketing Behavior*, Area Editor (since 2013)
- Reinartz, Werner: *Journal of Marketing*, Area Editor (since 2014)
- Reinartz, Werner: *International Journal of Research in Marketing*, Co-Editor (since 2018)

## *Editorial Boards*

- Fischer, Marc: *Journal of Marketing* (since 2018)
- Fischer, Marc: *International Journal of Research in Marketing* (since 2015)
- Marchand, André: *Journal of Interactive Marketing* (since 2017)
- Reinartz, Werner: *Journal of Marketing* (since 2005)
- Reinartz, Werner: *Journal of Retailing* (since 2015)
- Imschloss, Monika: *Journal of Business Research* (since 2018)
- Junc, Vanessa: *Journal of Business Research* (since 2018)

## *Reviewer for Research Competitions*

- Fischer, Marc: MSI's Alden G. Clayton Doctoral Dissertation Proposal Competition (since 2012)
- Fischer, Marc: EMAC McKinsey Marketing Dissertation Award (since 2014)
- Reinartz, Werner: EMAC McKinsey Marketing Dissertation Award (since 2012)
- Reinartz, Werner: MSI's Alden G. Clayton Doctoral Dissertation Proposal Competition (since 2012)

## *Editorial Advisory Board*

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

## Werner Reinartz has been named member of the new editorial team for the *International Journal of Research in Marketing (IJRM)*

As of August 2018, P.K. Kannan (University of Maryland) heads IJRM's new editorial team, along with co-editors Iris Hung (Fudan University), Werner Reinartz (University of Cologne) and Andrew Stephen (University of Oxford). IJRM is being considered among the best academic journals in the marketing discipline and classified as VHB Jourqual A.

**Professor Kannan** is the Dean's Chair in Marketing Science at the Smith School of Business at the University of Maryland, USA. His main research focus is on marketing modeling and applying statistical and econometric methods to marketing data. His current research stream focuses on attribution modeling, media mix modeling, new product development, and customer relationship management.

**Professor Iris Hung** is Professor of Marketing, Special-Appointment Professor (Eastern Scholar) at the School of Management, Fudan University, China. She has been a Visiting Scholar at MIT Sloan School of Management, and tenured Associate Professor of Marketing at National University of Singapore. Her main research considers how cognitions and feelings impact consumer behavior and decision making.

**Professor Werner Reinartz** is Professor of Marketing at the Faculty of Management and Economics, University of Cologne, Germany, the Director of Center for Research in Retailing (IFH) and the coordinator of the research initiative "Digital Transformation and Value Creation". His research interest focuses on marketing strategy, retailing, digital transformation, and CRM.

**Professor Andrew Stephen** is the Associate Dean of Research, L'Oréal Professor of Marketing, and Director of the Oxford Future of Marketing Initiative at the Saïd Business School, University of Oxford, UK. His research examines phenomena at the intersections of marketing, consumer behavior, and technology. Recent topics of interest include social media advertising, consumer well-being in social media, influencer marketing, and digital transformation strategies. He is a senior editor at the *International Journal of Research in Marketing*, an associate editor at the *Journal of Consumer Research* and the *Journal of Marketing*, and on the editorial boards of *Journal of Marketing Research* and *Journal of Consumer Psychology*.



## Completed Dissertations of Members of the Marketing Area 2018

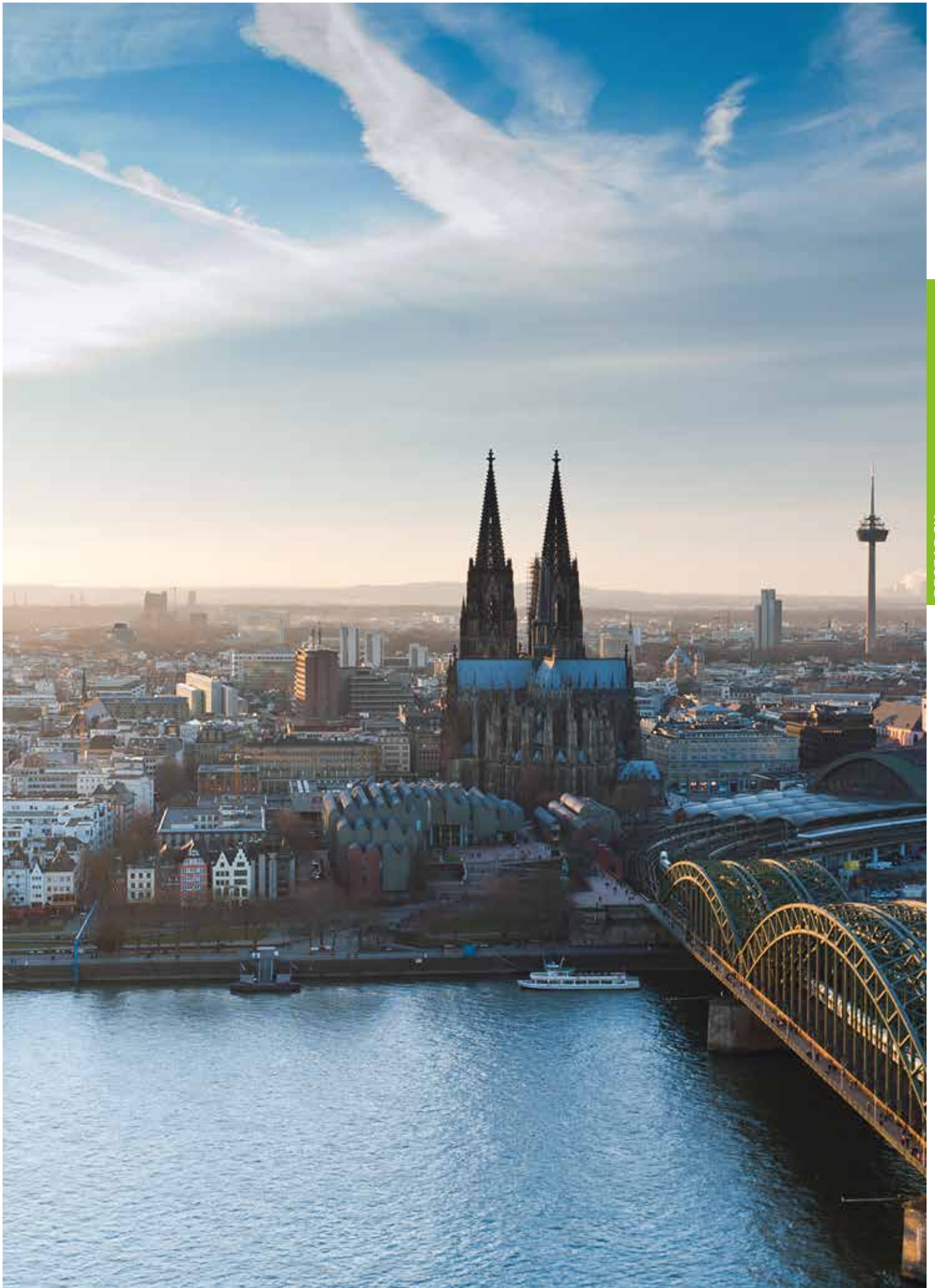
Author	Title	Supervisor
Samuel Stäbler	Three Essays on the Positive and Negative Consequences of Corporate Social Responsibility and Irresponsibility	Prof. Marc Fischer

This cumulative dissertation by Samuel Stäbler consists of three essays that all deal with questions of how events of corporate social responsibility (CSR) and irresponsibility (CSI) are published in public media and how they impact certain stakeholders. As public media coverage is a crucial driver of the consequences of corporate activities, the first paper of this dissertation identifies how public media selects specific CSI events among others. It identifies critical factors that drive the editorial selection process. The second and third papers explore how CSR and CSI events impact consumer brand perception and stock return. Samuel Stäbler is now working as an Asst.-Professor for Marketing at Tilburg University.

## Awards and Achievements of the Marketing Area 2018

- **Dr. Maren Becker** has won the Science Price of the Brand Association [Markenverband] and the Society for Brand Research [Gesellschaft zur Erforschung des Markenwesens (GEM)].
- **Manuel Berkmann** has won the 2018 AMA Sales SIG Doctoral Dissertation Proposal Competition.
- **Manuel Berkmann** has been accepted as a fellow at the Inaugural Marketing Strategy Consortium.
- **Prof. Hernán Bruno** has received the Excellence in Teaching Award (Best Teacher EMBA class of 2018).
- **Asst.-Prof. Martin P. Fritze** has won the 2018 Summer AMA Conference Best Paper Award (Services Marketing Track)
- **Lars Gemmer** was awarded the Henkel Thesis Award for his master thesis "Does Zeitgeist Sell? Analyzing the Role of Cultural Trend Topics for Product Success".
- **Prof. Werner Reinartz** has been ranked #22 in terms of research impact by the German newspaper Frankfurter Allgemeine Zeitung in their yearly ranking of Germany's most influencing economists [Deutschlands einflussreichste Ökonomen].
- **Prof. Werner Reinartz'** article "When and Why Do Customer Solutions Pay Off in Business Markets?" (together with Stefan Worm, Sundar Bharadwaj, and Wolfgang Ulaga) has been chosen as one of the finalists for the 2018 JAMS Sheth Foundation Award.
- **Dr. Samuel Stäbler** has been awarded with the SMA Doctoral Proposal Award (Runner-up) 2018.
- **Prof. Franziska Völckner** received the 2018 female career award of HEC Lausanne.





## Research Grants of the Marketing Area 2018

- **Tobias Hinze, Denise Küpper, and Michael Schulz** received an "IPaK" (International Promovieren an der Universität zu Köln) travel grant from the University of Cologne.
- **Asst.-Prof. Monika Imschloss** received a "Network & Exchange" grant as part of the Women Professors' Program of the University of Cologne.
- **Dr. Kristina Klein** received a "Mobility Grant" grant as part of the Excellence Initiative of the University of Cologne.
- **Prof. André Marchand** received a grant from the "Studierendenförderungsfonds" for a student assistant position.
- **Prof. André Marchand** received a seed capital from the WiSo faculty to support a project proposal for third party funding (e.g., ERC/DFG)
- **Michael Schulz** received a travel scholarship from the German Academic Exchange Service (DAAD).
- **Prof. Franziska Völckner** is principal investigator for the project on "Gamified market research in digital social media" in the German Research Foundation (DFG) Research Unit 1452 "Marketing of products in the age of digital social media." She also serves as deputy speaker for the research unit.

## Invitations to Members of the Marketing Area to Conferences and Research Seminar Series 2018

- **Bruno, Hernán**, "Understanding Intra-household Choices for Brands and Retail Categories," Research Presentation, VU Wien, Vienna, Austria, November 7.
- **Edeling, Alexander**, "Do Layoffs Hurt a Firm's Brand? An Event Study with Consumer Mindset Metrics," in the Research Seminar Series at the University of Münster, Germany, October 9.
- **Edeling, Alexander**, "Curated Shopping – A New Trend in E-Commerce," Research Workshop at FU Berlin, Germany, February 6.
- **Fischer, Marc**, "Machine Learning/AI – Are Econometric/Economic Models Dead?," Keynote at Inaugural 2018 UNSW/U Sydney/UTS Joint Marketing Research Camp, Sydney, Australia, November 29-30.
- **Fischer, Marc**, "Managing Advertising Campaigns for New Product Launches: A Data Analytics Approach," Research Seminar Series, Lancaster University Management School, UK, January 17-18.
- **Marchand, André**, "Consumer Confinement in Airline Travel," Research Presentation, Europa-Universität Viadrina, Frankfurt/Oder, April 9.
- **Marchand, André**, "Do Firms Need New Strategic Resources in a Digital Environment?," Research Seminar Series, University of Augsburg, Germany, June 20-21.
- **Marchand, André**, "Saving Main Street in the Digital Age: What Can Make Consumers Shop at Physical Stores?" Research Presentation, VU Wien, Vienna, Austria, October 29.
- **Reinartz, Werner**, Faculty Fellow, American Marketing Association (AMA)-AIM Sheth Doctoral Consortium, WeSchool, Prin. L.N. Welingkar Institute of Management, Bangalore, January 5-7.
- **Reinartz, Werner**, "From Point-of-Sale to Point-of-Need The Digital Transformation of Retailing," Foodretail meets Foodservice, EFMI Business School, Utrecht, The Netherlands, March 7.
- **Reinartz, Werner**, "The Only Constant is Change: The Impact of Macro- and Microeconomic

Conditions of FMCG Shopping Behavior," Research Seminar Series, Université Paris Dauphine, France, April 12.

- **Reinartz, Werner**, Faculty Fellow, American Marketing Association AMA Sheth Foundation Doctoral Consortium, Leeds, UK, June 27-30.
- **Reinartz, Werner**, "Does it Pay to Be Truthful? Understanding the Role of Authenticity in TV Advertising," Korea University, Seoul, South Korea, February 20.
- **Reinartz, Werner**, "Does it Pay to Be Truthful? Understanding the Role of Authenticity in TV Advertising," Hitotsubashi University, Tokyo, Japan, February 15.
- **Reinartz, Werner**, "More Than Just a Service Technician: Determinants of Lead Generation and Lead Conversion in B2B Service Encounters," Georgia State University, Atlanta, USA, October 17.
- **Stäbler, Samuel**, Fellow, American Marketing Association AMA Sheth Doctoral Consortium, University of Leeds, Leeds, UK, June 27-30.
- **Völckner, Franziska**, presentation within the CJM research seminar series, Massey University, Auckland, New Zealand, March 3.
- **Völckner, Franziska**, research seminar presentation at HEC Lausanne, Switzerland, June 7.
- **Wiegand, Nico**, "Who Owns the Customer? How the Digital Transformation Changes the Traditional Retailing-Customer Interface," Backhaus & Partner Seminar Series, University of Hohenheim, Hohenheim, Germany, March 20.
- **Wiegand, Nico**, "The Managerial Relevance of Marketing Research," Marketing Research Seminar Series, Goethe University, Frankfurt, Germany, July 10.

## Presentations at Academic Conferences of Members of the Marketing Area 2018

- **Becker, Maren, Nico Wiegand, and Werner Reinartz** (2018), "Does It Pay to Be Real? Understanding Authenticity in TV Advertising," 47<sup>th</sup> EMAC Conference, Glasgow, Scotland, May 30-June 1.
- **Becker, Maren, Nico Wiegand, and Werner Reinartz** (2018), "Does It Pay to Be Real? Understanding Authenticity in TV Advertising," 2018 AMA Winter Academic Conference, New Orleans, February 23-25.
- **Becker, Maren, Norris Bruce and Werner Reinartz** (2018), "Communicating Brands in Television Advertising," AMA Winter Academic Conference, New Orleans, LA, February 23-25.
- **Becker, Maren, Werner Reinartz, and Nico Wiegand** (2018), "Does It Pay to Be Real? Understanding Authenticity in TV Advertising" AMA Winter Academic Conference, New Orleans, LA, February 23-25.
- **Berkmann, Manuel, Maik Eisenbeiß, and Werner Reinartz** (2018), "More Than Just a Service Technician: Determinants of Lead Generation and Lead Conversion in B2B Service Encounters," 6<sup>th</sup> Biennial Enhancing Sales Force Productivity Conference, University of Missouri, Columbia, MO, USA, March 23-24.
- **Bruno, Hernán, Alina Ferecatu, and Jason Roos** (2018) "A Gentle Introduction to Bayesian Modeling Using Stan", 47<sup>th</sup> EMAC Conference, Glasgow, Scotland, May 30-June 1.
- **Edeling, Alexander, Benedict Falker, and Alexander Himme** (2018), "Disclosures of Pricing Information in Earnings Calls – An Empirical Investigation," 40<sup>th</sup> Marketing Science Conference, Philadelphia, USA, June 13-16.

- **Edeling, Alexander** and Anna Menge (2018), "Which Marketing Event Has the Largest Firm Value Impact? A Meta-Analysis," JAMS Thought Leaders' Conference on Generalizations in Marketing: Systematic Reviews and Meta-Analyses, Oslo, Norway, June 3-5.
- **Fischer, Marc** and **Alexander Edeling** (2018), "Service Failure in the Transportation Industry: Modeling its Impact on Sales," 20<sup>th</sup> Annual Meeting Quantitative Marketing, Frankfurt, Germany, September 16-18.
- **Fischer, Marc** and **Alexander Edeling** (2018), "Service Failure in the Transportation Industry: Modeling its Impact on Sales," 8<sup>th</sup> Theory and Practice in Marketing (TPM) Conference, Los Angeles, USA, May 16-18.
- **Fischer, Marc**, Rex Du, and Tobias Hornig (2018), "How Accurate are Commercial Brand Valuation Methods?," 2018 Global Marketing Conference, Tokyo, Japan, July 26-29.
- **Fritze, Martin P.**, Andreas B. Eisingerich, and Martin Benkenstein (2018), "Don't fight the Power – Employing Psychological Ownership to increase Sharing Service Consumption," Summer AMA Conference, Boston, USA, August 8-12.
- **Fritze, Martin P.**, Giugni, Lilia, and Francesca Di Nuzzo (2018), "Discrimination against Women and Girls – Prevention through education?," Macromarketing Conference, Leipzig, Germany, July 10-13.
- **Fritze, Martin P.**, Florian Urmetzer, Michael Leyer and Andy Neely (2018), "Servitization – The holy grail? Considering the strategic threats of servitization," SERVSIG Conference, Paris, France, June 14-16.
- **Hinze, Tobias**, **Rouven Schwerdtfeger**, **Franziska Völckner**, and Ann-Kristin Kupfer (2018), "Managing Spillover Effects in Brand Portfolios: The Case of the Marvel Brand Universe," 47<sup>th</sup> EMAC Conference, Glasgow, Scotland, May 30-June 1.
- **Hinze, Tobias**, **Rouven Schwerdtfeger**, **Franziska Völckner**, and Ann-Kristin Kupfer (2018), "Managing Spillover Effects in Brand Portfolios: The Case of the Marvel Brand Universe," 47<sup>th</sup> EMAC Doctoral Colloquium, Glasgow, Scotland, May 27-May 29.
- **Küpper, Denise**, **Kristina Klein**, and **Franziska Völckner** (2018), "The Impact of Serious Games on Companies' Employer Brand Equity," 47<sup>th</sup> EMAC Conference, Glasgow, Scotland, May 30-June 1.
- **Marchand, André**, Thorsten Hennig-Thurau, and Jan Flemming (2018), "Do Firms Need New Strategic Resources in a Digital Environment?," 47<sup>th</sup> EMAC Conference, Glasgow, Scotland, May 30-June 1.
- **Marchand, André** and Paul Marx (2018), "Automated Product Recommendations with Preference-Based Explanations," Interactive Marketing Research Conference, Amsterdam, Netherlands, March 23.
- **Reinartz, Werner**, **Imschloss Monika**, and **Nico Wiegand** (2018), "The Managerial Relevance of Marketing Research," BI-JAMS Thought Leaders Conference on Generalizations in Marketing: Oslo, Norway, June 3-5.
- **Reinhard, Julia** and **Hernán A. Bruno** (2018), "How Do Consumers Intuitively Deal with the Uncertainty of Online Product Ratings?," 47<sup>th</sup> EMAC Doctoral Colloquium, Glasgow, UK, May 27-29.
- **Schulz, Michael** (2018), "When Less is More – How Making Products More Personal Can Decrease Purchase Intention," Association for Consumer Research Conference (ACR), Dallas, USA, October 11-October 14.
- **Schulz, Michael** (2018), "When Less is More – How Making Products More Personal Can Decrease Purchase Intention," 47<sup>th</sup> EMAC Conference, Glasgow, Scotland, May 30-June 1.
- **Schwerdtfeger, Rouven** (2018), "Preannouncing Brand Extensions in the Motion Picture Industry: The Case of Book Adaptations," 47<sup>th</sup> EMAC Conference, Glasgow, Scotland, May 30-June 1.
- **Stäbler, Samuel** and **Marc Fischer** (2018), "The Impact of Corporate Social Irresponsibility



Events on Consumer and Shareholder Perception: A Comparison of Five Countries," 40th ISMS Marketing Science Conference Marketing Science, Philadelphia, USA, June 14.

- **Stäbler, Samuel and Marc Fischer (2018)**, "When Do Journalists Report Negative News About a Brand? A Study of Corporate Social Irresponsibility Events Across Six Countries," Media Bias Workshop, Cologne, Germany, February 26.
- **Stäbler, Samuel and Marc Fischer (2018)**, "When Do Journalists Report Negative News About a Brand? A Study of Corporate Social Irresponsibility Events Across Six Countries," SMA Conference, West Palm Beach, USA, October 31-November 3.



# Digital Transformation and Value Creation

## Research Initiative:

Follow the Digital Transformation Research Initiative on Twitter:

@CologneDigital



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

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

Among the most pressing questions are:

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

## Principal Investigators:

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



## Research Seminar Series, December 7<sup>th</sup> 2017 – February 1<sup>st</sup> 2018

Organizer: Asst.-Prof. Dainis Zēgners

### Lecturers and Topics

- Assoc.-Prof. Babur De los Santos (Clemson University): "Agency Pricing and Bargaining: Empirical Evidence from the E-Book Market"
- Germain Gaudin (European Commission): "Streaming Platform and Strategic Recommendation Bias"
- Assoc.-Prof. André Marchand (University of Cologne): "Do Firms Need New Strategic Resources in a Digital Environment"
- Assoc.-Prof. Jason Roos (Erasmus University Rotterdam): "Advertiser Learning in an Internet Ad Network: Implications for Advertiser, Publisher, and Network Profit"
- Asst.-Prof. Jing Wan (University of Groningen): "To Trace is to Trust: Consumers' Response to Product Traceability"

## Research Seminar Series, May 3<sup>rd</sup> – July 5<sup>th</sup> 2018

Organizer: Prof. Werner Reinartz

### Lecturers and Topics

- Prof. Bernadette Kamleitner (WU Wien): "A Digital World – a World Without (Moral) Borders and (Respect for) Possessions?"
- Prof. Wolfgang Ketter (University of Cologne): "FleetPower: Creating Virtual Power Plants in Sustainable Smart Electricity Markets"
- Prof. Pai Ling (USC Marshall School of Business): "Venture Investment and Entrepreneurial Bootstrapping in the iPhone Mobile App Ecosystem"
- Prof. Jan Recker (University of Cologne): "The Digital Transformation of Venture Creation: Findings from an Ongoing Program of Research on Digital Entrepreneurship"

## Research Seminar Series, October 11<sup>th</sup> 2018 – January 10<sup>th</sup> 2019

Organizer: Prof. Marc Fischer

### Lecturers and Topics

- Assoc.-Prof. Christine Eckert (University of Technology Sydney): "Local Projections for Marketing Insight: Generalized Impulse Response Functions with Interactions, Asymmetry and Nonlinearity"
- Asst.-Prof. Martin Paul Fritze (University of Cologne): "Beyond "Meum and Tuum": Ownership and Freedom in the Sharing Economy"
- Prof. Martina Fuchs (University of Cologne): "The Smart Revolution – or: Happy Birthday Digitalization? Paradigms of Digital Production in Space, and the Need for a New Concept of Systemic Control"
- Prof. Peter Verhoef (University of Groningen): "Direct Mail: Classic Instrument but Still Effective in a Digital Environment?"
- Asst.-Prof. Peter Zubcsek (Tel Aviv University): "Unintended Consequences of Using Social Media: Using a Mobile Platform to Study Social Media Use and Individual Wellbeing"



# Teaching

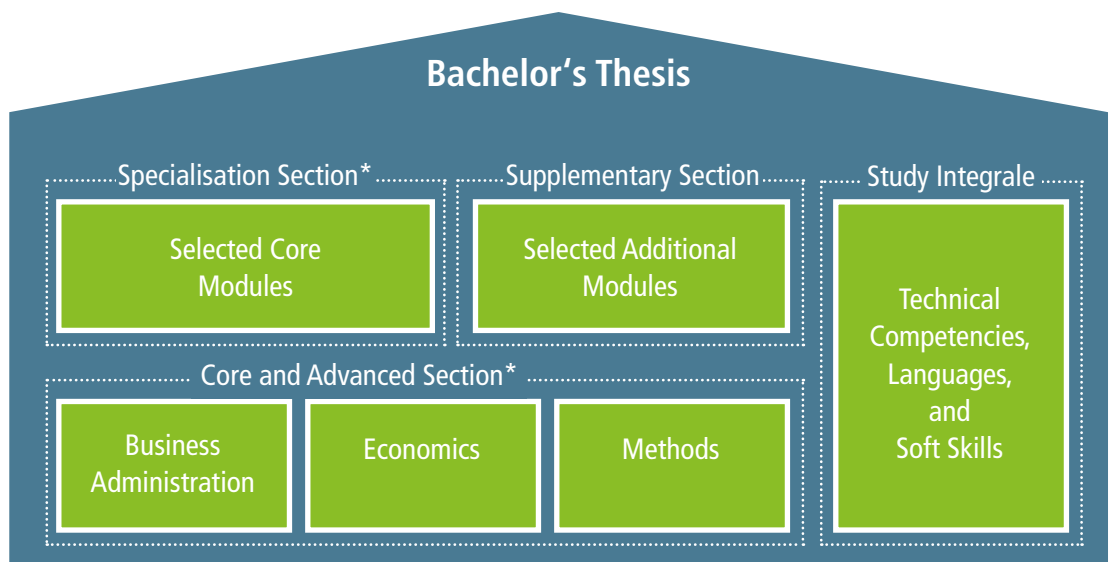
## Mission Statement

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

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

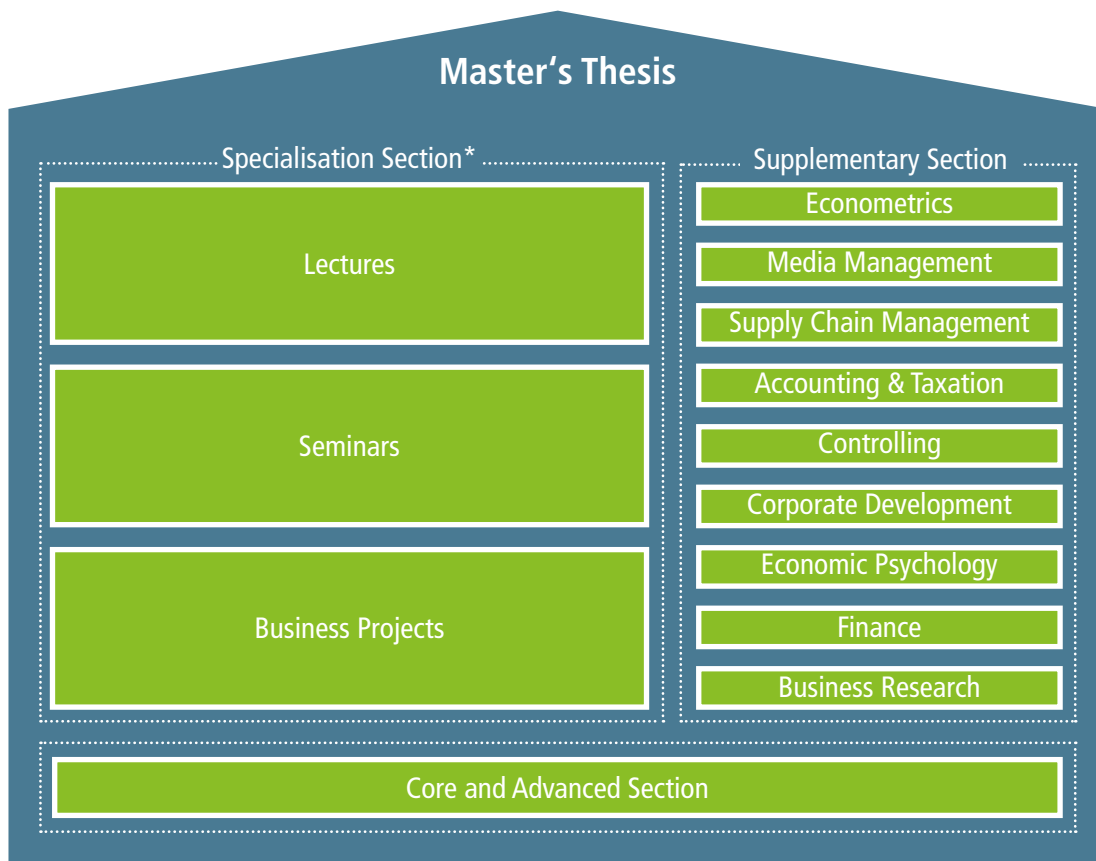
## Program Structure

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



\*offered by the Marketing Area

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



\* offered by the Marketing Area

*For further information on the doctoral program, please visit [www.cgs.uni-koeln.de](http://www.cgs.uni-koeln.de)*

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



COLOGNE GRADUATE SCHOOL  
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# Course Program

Bachelor Degree Program			
Course Name	Contents	Lecturer(s)	Students
Bachelor Seminar Marketing	<ul style="list-style-type: none"> <li>Depending on the general topic of the main seminar (changes in every term), amongst others:                             <ul style="list-style-type: none"> <li>- Retailing</li> <li>- E-Commerce</li> <li>- Customer Management</li> <li>- Brand Management</li> <li>- Employer Branding</li> <li>- Product Management</li> <li>- Communication Management</li> <li>- Market Research</li> <li>- Media Management</li> <li>- Mobile Marketing</li> <li>- Social Marketing</li> <li>- Marketing of Movies</li> </ul> </li> </ul>	Prof. Marc Fischer	36
		Dr. Kristina Klein	16
		Prof. André Marchand	20
		Prof. Werner Reinartz	36
		Julia Reinhard	33
Concepts of Marketing Mix Management	<ul style="list-style-type: none"> <li>Theoretical concepts of product innovation, brand management, pricing, and communication management</li> </ul>	Dr. Alexander Edeling	484
Introduction to Marketing	<ul style="list-style-type: none"> <li>Introduction to the basic concepts, methods and activities in marketing (e.g. consumer behavior, market research, marketing strategy, marketing mix)</li> </ul>	Dr. Vanessa Junc	581
		Prof. André Marchand (English course)	55
		Prof. Franziska Völckner	573
Methods of Marketing Mix Management	<ul style="list-style-type: none"> <li>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.</li> </ul>	Prof. Hernán Bruno	522
Operative Trade Fair Management	<ul style="list-style-type: none"> <li>Concepts and methods of operative trade fair management, such as trade fair logistics, booth design, pricing and on-site services</li> </ul>	Dr. Christian Glasmacher	32
Strategic Trade Fair Management	<ul style="list-style-type: none"> <li>Concepts and methods of strategic trade fair management, such as trade fair alliances, services marketing and strategic sales management</li> </ul>	Asst.-Prof. Martin P. Fritze	21
		Dr. Christian Glasmacher	
Bachelor' Theses	<ul style="list-style-type: none"> <li>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</li> </ul>	Assoc.-Prof. Hernán Bruno	4
		Prof. Marc Fischer	17
		Asst.-Prof. Martin P. Fritze	4
		Asst.-Prof. Monika Imschloss	6
		Assoc.-Prof. André Marchand	4
		Prof. Werner Reinartz	30
		Prof. Franziska Völckner	21

## Master's Degree Program

Course Name	Content	Lecturer(s)	Students
Brand Management	<ul style="list-style-type: none"> <li>Introduction to brand management (e.g., customer-based brand equity, brand value, branding strategies, brand portfolio management)</li> </ul>	Prof. Franziska Völckner	121
Business Project in cooperation with L'Oréal	<ul style="list-style-type: none"> <li>Brandstorm 2018: "Invent the Professional Salon Experience of the Future" in cooperation with L'Oréal</li> </ul>	Michael Schulz	8
Cases in Digital Marketing	<ul style="list-style-type: none"> <li>Current challenges in digital marketing</li> </ul>	Prof. Franziska Völckner	26
CEMS Case Study Course	<ul style="list-style-type: none"> <li>Students learn how to approach and solve case studies, present solutions, and create their own case study</li> </ul>	Prof. Werner Reinartz	20
CEMS-Business Project in Cooperation with AT Kearney	<ul style="list-style-type: none"> <li>Developing strategies to convince the consumer of on-line food-retailing</li> </ul>	Prof. Marc Fischer	4
CEMS-Business Project in Cooperation with Arla	<ul style="list-style-type: none"> <li>Arla Skyr marketing ROI – How to best measure, understand, and improve?</li> </ul>	Julian Wichmann	4
Consumer Psychology and Behavior I	<ul style="list-style-type: none"> <li>Introduction to consumer behavior with a focus on the consumer as an individual, consumer perception, attitude formation and change</li> </ul>	Dr. Kristina Klein	88
Consumer Psychology and Behavior II	<ul style="list-style-type: none"> <li>Discussion of psychological concepts from the fields of evolutionary, biological, cognitive, and social psychology as they pertain to understanding consumer behavior</li> </ul>	Asst.-Prof. Monika Imschloss	48
Customer Relationship Management	<ul style="list-style-type: none"> <li>Analysis and evaluation of different CRM strategies, marketing performance, and customer value management</li> </ul>	Dr. Nico Wiegand	77
Main Seminar "The Effects of Geographical Endorsements"	<ul style="list-style-type: none"> <li>In this seminar, students conceptualize and conduct a research project examining the influence of local product origin labels on consumer product valuation</li> </ul>	Prof. Werner Reinartz	15
Management Skills	<ul style="list-style-type: none"> <li>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</li> </ul>	Dr. Alexander Edeling	20
Management Skills	<ul style="list-style-type: none"> <li>Management oriented-communication: This management skills course combines professional work assignments, real-world cases, and practical exercises adopted from theatre.</li> </ul>	Prof. Marc Fischer	20
Marketing Data Analysis and Visualisation in R	<ul style="list-style-type: none"> <li>Students are introduced to loading, transforming, cleaning, exploring, visualizing, analyzing and reporting data using the statistical program "R".</li> </ul>	Prof. Hernán Bruno	6
Marketing of Digital Innovations	<ul style="list-style-type: none"> <li>Students learn about the interplay between marketing and digital innovations and what it means to play pinball in a digital world</li> </ul>	Prof. André Marchand	56
Marketing Performance Management	<ul style="list-style-type: none"> <li>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)</li> </ul>	Prof. Marc Fischer	84
Marketing Seminar: Current Topics in Digital Marketing and Marketing Analytics	<ul style="list-style-type: none"> <li>Discussion of state-of-the art research in digital marketing and marketing analytics such as text analytics, on-line advertising effectiveness and online Word-of-Mouth.</li> </ul>	Dr. Jan-Michael Becker	16
Marketing Seminar: Content Marketing in a Digital Age	<ul style="list-style-type: none"> <li>The seminar introduces students to current topics in marketing research with a special focus on how companies can deal with the uncertainties of content marketing strategies in the digital age.</li> </ul>	Dr. Jan-Michael Becker	20
Marketing Seminar: Replication Studies	<ul style="list-style-type: none"> <li>Students learn to select substantive and highly relevant marketing papers and replicate their empirical research to accumulate more knowledge and gain greater understanding into new and important effects</li> </ul>	Prof. André Marchand	3
New Product Management	<ul style="list-style-type: none"> <li>Basic concepts, theories, and methods of product innovation management</li> </ul>	Dr. Markus Pfeiffer	22

Practical Applications in Retailing	<ul style="list-style-type: none"> <li>Practical application of various marketing concepts, among them market and value positioning, retail brand building, vertical integration process, and internationalization</li> </ul>	Dr. Peter Linzbach	56
Price Management	<ul style="list-style-type: none"> <li>Students learn how to measure price response, set optimal prices, implement pricing strategies and cope with behavioral pricing issues.</li> </ul>	Dr. Jan-Michael Becker	40
Quantitative Applications in Marketing	<ul style="list-style-type: none"> <li>Practical application of various data analysis techniques in marketing based on case studies with the R statistical software package</li> </ul>	Dr. Nico Wiegand	29
Retailing	<ul style="list-style-type: none"> <li>Fundamental concepts of retail management (e.g., category management, retail pricing, store brands) and consumer behavior in retailing</li> </ul>	Asst.-Prof. Monika Imschloss	111
Selected Issues in Marketing I: Transformative Consumer Research - A Course on Social Conflicts	<ul style="list-style-type: none"> <li>In this course particular emphasis is placed on issues at the nexus of marketing, policy, and societal welfare; in keeping with the "social" element of the course title, key concerns are construed as societal value and customer welfare</li> </ul>	Asst.-Prof. Martin P. Fritze	15
Service and Media Marketing	<ul style="list-style-type: none"> <li>Organizational challenges of media management, and broad instruments for planning and controlling media management with respect to films, music, and print media products</li> </ul>	Prof. Marc Fischer	99
Strategic Marketing	<ul style="list-style-type: none"> <li>The concept of strategy, marketing strategy, and static and dynamic positioning of an offering in a competitive environment</li> </ul>	Dr. Maren Becker Dr. Nico Wiegand	31
Value Creation in the Digital World	<ul style="list-style-type: none"> <li>Understand the technological trends that are changing the operation of business, restructuring industries and enabling new business models.</li> </ul>	Prof. Hernán Bruno	27
Master's Theses	<ul style="list-style-type: none"> <li>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</li> </ul>	Assoc.-Prof. Hernán Bruno	3
		Prof. Marc Fischer	11
		Asst.-Prof. Martin P. Fritze	1
		Asst.-Prof. Monika Imschloss	4
		Assoc.-Prof. André Marchand	4
		Prof. Werner Reinartz	15
		Prof. Franziska Völckner	15

## Doctoral Degree Program

Course Name	Lecturer(s)	Contents	Students
Empirical Research in Marketing, Business Psychology, and Related Fields	Prof. Franziska Völckner	<ul style="list-style-type: none"> <li>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</li> </ul>	5
How to Publish in A-Journals	Prof. Marc Fischer	<ul style="list-style-type: none"> <li>Analysis of existing papers and discussion of revision strategies on one the hand, and presentations and discussions within the seminar sessions on the other hand</li> </ul>	6

## Teaching Performance: Academic Year 2018

Distinction	Lecturer	Course Name	Level	Term
Top 10 with Exercise	Prof. Hernán A. Bruno	Marketing Data Analysis and Visualization in R	Master	Winter 17/18
Top 10 with Exercise	Dr. Peter Linzbach	Practical Applications in Re-tailing	Master	Summer 18
Top 15 with Exercise	Dr. Maren Becker Dr. Nico Wiegand	Selected Issues in Marketing I: Strategic Marketing	Master	Summer 18

## External Teaching Activities

Course Name	Lecturer/Advisor	University	Term
Brand Management	Dr. Kristina Klein	Eberhard Karls Universität Tübingen	Winter 17/18
Multivariate Statistik	Dr. Magdalena Bekk	Private University Seeburg Castle, Austria	Summer 18
Qualitative und Quantitative Forschungsmethoden	Dr. Magdalena Bekk	Private University Seeburg Castle, Austria	Winter 17/18
Workshop "Marketing Mix Modeling"	Prof. Marc Fischer	Poznan, Poland	Summer 18

# Guest Lectures: Academic Year 2018

Bachelor Degree Program			
Guest Lecturer	Title	Course	Term
Martin Geisthardt, Senior Sales Consultant, Nielsen Sports	The Value of Sponsoring and Why Brands Love ROSY	Concepts of Marketing Mix Management	Winter 17/18
Simon Krüger, CEO, Doctolib	Innovation Management in a Startup Company: The Case of Doctolib	Concepts of Marketing Mix Management	Summer 2018
Dr. Martin Gehring, Partner, Simon-Kucher & Partners	Introduction to Pricing Strategy and Behavioral Economics	Introduction to Marketing	Winter 17/18
Bridge Einicke, Leader Customer & Channel Marketing Drug, Procter & Gamble	Sustainability at Procter & Gamble	Introduction to Marketing	Summer 2018
Thorben Lang, Advertising Manager, Ferrero	The Advertising Process Exemplary for tic tac	Introduction to Marketing	Summer 2018
Florian Falk, Founder and CEO, Just Spices	Making the Impossible Possible - Falling Down and Getting up Again	Principles of Marketing	Summer 2018



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Master Degree Program			
Guest Lecturer	Title	Course	Term
Dana Duch, Digital Director, L'Oréal	Digital Brand Building & Social Media Strategy	Brand Management	Summer 2018
Marc Egger, Founder, Insius	Measuring Brand Image Based on Consumer-Generated Content (CGC)	Brand Management	Summer 2018
John Krieger, Teammanager CRM & Digitaler Kundendialog, OBI next	Branding Products in a New Retailing World	Brand Management	Summer 2018
Svenja Thiel, Manager New Business Development Adhesive Technologies, Henkel	Henkel Adhesive Technologies – Branding and Innovation in B2B Markets	Brand Management	Summer 2018
Almut Wandres, Head of Strategy & Projects, REWE Group	Private Labels – From Scratch to Success Using the Example of REWE Feine Welt	Brand Management	Summer 2018
Susanne Fotiadis, Marketing Director Germany, UNICEF	Survival in Ruins. Fundraising for Children in Syria	Consumer Psychology & Behavior I	Winter 17/18
Robert Müller-Grünow, CEO, SCENTCOMMUNICATION	Scent – The Underestimated Way to Communicate	Consumer Psychology & Behavior I	Winter 17/18
Isabel Maria Sá, Junior International Brand Manager Face Care, Beiersdorf	From women's heartbeats to winning consumer insights	Consumer Psychology & Behavior I	Winter 17/18
Andreas Onnen, Associate Director Analytics & Insights Germany/Austria/Switzerland, Procter & Gamble	How Shoppers Shop	Consumer Psychology & Behavior	Winter 17/18
Dr. Max Backhaus, Senior Product Owner, OBI next	CRM in DIY Retailing	Customer Relationship Management	Winter 17/18
Andreas Dullweber, Partner, Bain & Company	Consumer Centric Change in the Digital Age	Customer Relationship Management	Winter 17/18

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Guest Lecturer	Title	Course	Term
Benedikt Schüler, Marketing Director, Ubisoft	How to Market Digital Innovations	Marketing of Digital Innovations	Winter 17/18
Sascha Stürze, Founder & CPO, and Claudio Righetti, CEO, Analyx	Marketing Analytics	Marketing Performance Management	Winter 17/18
Grigori Bokeria, Partner, Simon-Kucher & Partners	Monetizing Innovations – Project Examples form B2B-Industries	Price Management	Winter 17/18
Tim Geilfus, CDP Manager, Ferrero	Our Way of Working – Focus: Trade Marketing	Retailing	Winter 17/18
Michael Messelis, Head of Shopper & Category Management and Varina Sauer, Sr. Category Manager, Beiersdorf	Trade Marketing @ Beiersdorf –The German way of FMCG shopping	Retailing	Winter 17/18
Christian Zimmermann, Head of Shopping Centre Management and Ivica Pavusek, Deputy Head of Shopping Centre Management, Unibail-Rodamco	Shopping Centre Management	Retailing	Winter 17/18
Michael Drzymala, Senior Manager Product Management, Mercedes Benz	Mercedes-Benz After-Sales – BigData Overview	Service and Media Marketing	Summer 2018
Nils Martens, Mobile Studio Lead, Johannes Martiny, Digital Transformation Manager, and Krishneel Naidu, Senior CX Consultant, Accenture Interactive	Design Thinking Workshop	Strategic Marketing	Summer 2018
Sjef van Dijk, Digital Brand Manager, Beiersdorf	Eucerin Digital Strategy	Value Creation in the Digital World	Summer 2018





## Marketing Area—University Services

### *Assoc.-Prof. Hernán A. Bruno*

- Member of the committee for the Hans-Kelsen-Price (2017–today)

### *Prof. Marc Fischer*

- CEMS Academic Director and program director, Master in International Management: CEMS network is a global alliance of 32 leading business schools in 31 countries (2017–today)
- Elected member of the Faculty Commission (“engere Fakultät”), WiSo Faculty (2017–today)
- Member of Dean’s advisory council, Faculty of Management, Economics, and Social Science (2017–today)
- Area Speaker, Marketing Area (2017–today)
- Member of the Centre for Business Intelligence and Data Analytics (BIDA), University of Technology Sydney (2016–today)
- Co-head of the student talent program “Circle of Excellence in Marketing” (with Werner Reinartz) (2012–today)
- Board of Cologne Graduate School in Management, Economics and Social Sciences (doctoral program) (2012–today)
- School representative at CEMS, Global Alliance in Management Education (2011–today)
- Member of doctoral program committee, WiSo Faculty, University of Cologne (2011–today)
- Member of several search committees for W3- and W1-Professorships, WiSo Faculty, University of Cologne (2011–today)
- Trustee for MTP student organization (2011–today)

### *Assoc.-Prof. André Marchand*

- Co-Founder and project leader of the faculty wide “Digital Research Community” at the University of Cologne (with Assoc.-Prof. Dr. Jörn Grahl) (2018–today)
- Trustee for MTP student organization (2018–today)





### **Prof. Werner Reinartz**

- Coordinator of the research initiative “Digital Transformation and Value Creation” at the WISO Faculty of the University of Cologne (2017–today)
- Speaker of the award committee for the Hans Kelsen Prize, in recognition for outstanding research performance in Management, Economics, Social Sciences and Law at the University of Cologne (2016–2020)
- Elected member of the Faculty Evaluation Committee, Faculty of Management, Economics, and Social Science, University of Cologne (2016–today)
- Faculty member of the WISO Corporate Advisory Board (April 2013–today)

### **Prof. Franziska Völckner**

- Member of the University Council 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)
- Member of the deanery—responsible for marketing and public relations, WiSo Faculty, University of Cologne (2009–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 Scientific Center for Brand Management and Marketing (which offers the student talent program “ZMM+”) (2003–today)



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# Publications in Business Media

## *Business Journal Publications*

- **Becker, Maren** (2018), "Is Authentic Advertising Really More Successful?" [Ist authentische Werbung tatsächlich erfolgreicher?], *Markenartikel*, 12/2018, 2–4.
- **Fischer, Marc**, Huyn Shin, and Dominique M. Hanssens (2018), "Marketing Spending and Brand Performance Volatility," *Marketing Intelligence Review*, Special Issue on Brand Risk, 10 (1), 47–51.
- Haucap, Justus, **Werner Reinartz**, and **Nico Wiegand** (2018), "What Are Fair Prices?" [Was sind faire Preise?], *Harvard Business Manager*, 40 (11), 42–45.
- **Imschloss, Monika**, Eva Stüber, and Ria Plitzko (2018), "Influence of Displays on Customer Behavior" [Einfluss von Displays auf das Kundenverhalten], *Marketing Review St. Gallen*, forthcoming.
- **Reinartz, Werner**, Justus Haucap, and **Nico Wiegand** (2018), "The Limits of Price Differentiation" [Die Grenzen der Preisdifferenzierung], *Markenartikel*, 4/2018, 100–103.
- **Wiegand, Nico**, **Werner Reinartz**, and Jim Sprigg (2018), "The End of the Advertising Campaign" [Das Ende der Werbekampagne], *Harvard Business Manager*, 40 (1), 67–73.

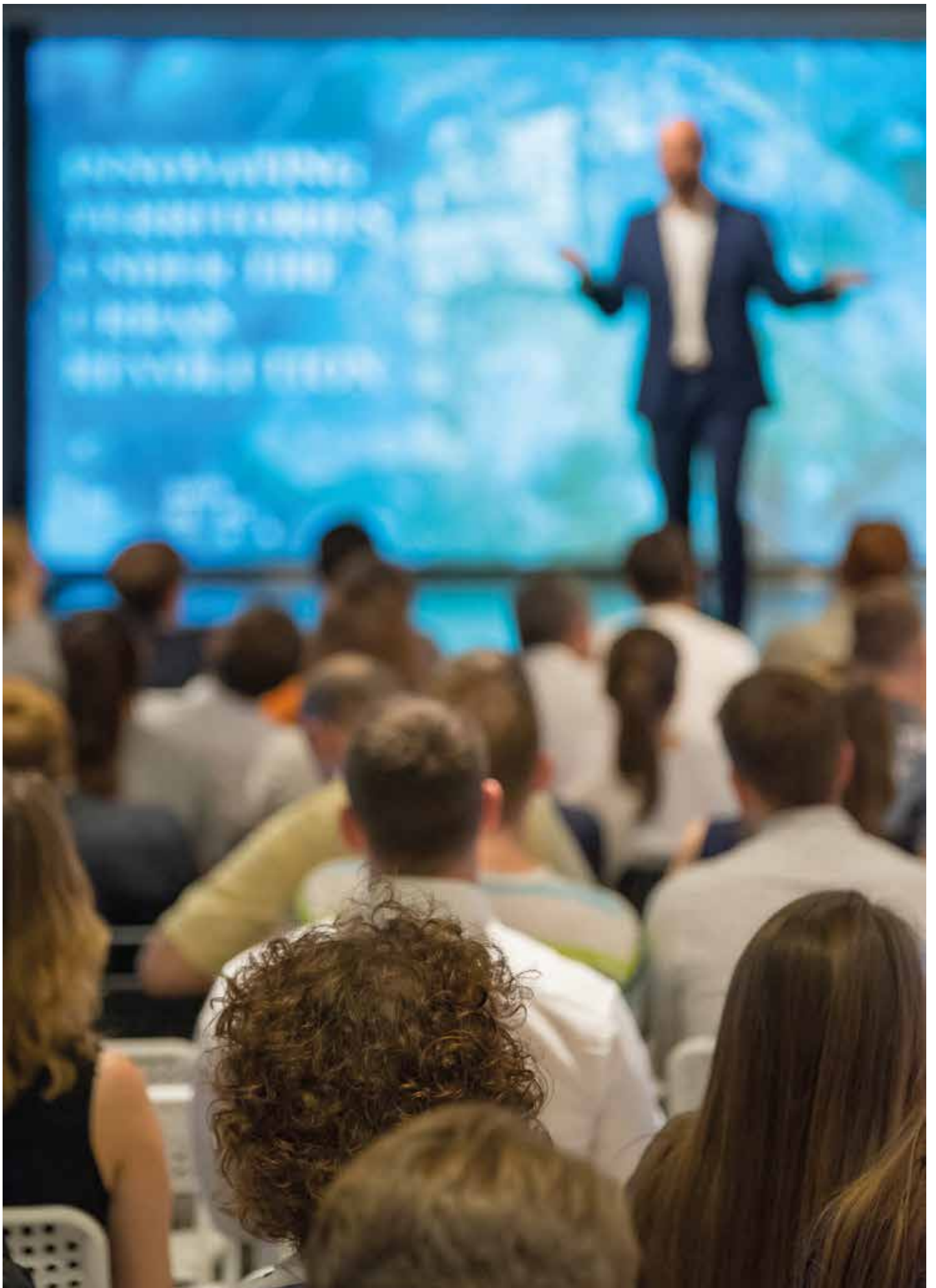
## *Blogs*

- Haucap, Justus, **Werner Reinartz**, and **Nico Wiegand** (2018), "When Customers Are – and Aren't – OK with Personalized Prices," *Harvard Business Review Weblog*, May 31.



## Interviews and Media

- The *Neue Zürcher Zeitung* wrote an article [Marktanteil als überschätzte Stellschraube] on **Dr. Alexander Edeling's** *Journal of Marketing* article on market share and financial firm performance, October.
- The *Wirtschaftswoche* wrote an article [Ende des Wahns] on **Dr. Alexander Edeling's** *Journal of Marketing* article on market share and financial firm performance, September.
- The *Horizont* published an article [Die wahren Gewinntreiber] on **Dr. Alexander Edeling's** *Journal of Marketing* article on market share and financial firm performance, October.
- RTL West interviewed **Prof. Marc Fischer** on the use of digital technologies in retail stores, RTL West Evening News, April.
- The WDR interviewed **Prof. Marc Fischer** on the use of FIFA World Cup elements to boost sales in retail, WDR, "Service Zeit", June.
- Peter Hanser of the magazine *Absatzwirtschaft* interviewed **Professors Marc Fischer, Franziska Völckner, André Marchand, Hernán Bruno, and Werner Reinartz** on the Marketing Area's research and teaching approach [Die etwas anderen Marketingforscher], June.
- The WDR interviewed **Prof. Marc Fischer** on trade war between US and EU, WDR, "Markt", July.
- The magazine *Absatzwirtschaft* interviewed **Asst.-Prof. Martin P. Fritze** on his thoughts on experience management at trade fairs, Germany, September.
- The radio station SWR2 interviewed **Asst.-Prof. Martin P. Fritze** on his research on the Sharing Economy, October.
- The *ANWR Group* invited **Asst.-Prof. Monika Imschloss** for their panel discussion about multisensory marketing at the congress for retailers in Krakow, Poland, June.
- The online magazine *Spot.on Marketing* featured an article by **Prof. Werner Reinartz** and **Asst.-Prof. Monika Imschloss** about how digital technology is transforming retailing, June.
- Tassilo Zimmermann of the weekly *Lebensmittelzeitung* interviewed **Prof. Werner Reinartz** on the robust development of non-food discounters in Germany, September.
- Jerome Busch and Lisa Oder of the business magazine *Wirtschaftswoche* interviewed **Prof. Werner Reinartz** on his perspective about the online platform Wish, October.
- The daily newspaper *Ruhr Nachrichten* reported on the study "Price Differentiation and Dispersion in Retailing" conducted by **Prof. Werner Reinartz** and **Dr. Nico Wiegand**, October.
- Marius Wolf of the business magazine *Wirtschaftswoche* interviewed **Dr. Nico Wiegand** on dynamic prices in online retailing, August.
- *Onlinemarketing.de* reported on the approach of *Privacy Customization* to increase online ad effectiveness developed by **Dr. Nico Wiegand** together with Prof. Maik Eisenbeiss, September.
- The *Kölner Stadtanzeiger* interviewed **Dr. Nico Wiegand** on consumer reactions to differentiated and dynamic pricing, October.



## Key Notes and Practitioner Presentations

- **Edeling, Alexander**, "Allocation of Scarce Resources is About the Evaluation of Trade-Offs: A Decision Support Model for Product Budget Allocation Across a Product Portfolio," Boehringer-Ingelheim, Ingelheim, January 23.
- **Klein, Kristina**, "Naming Research: The Sound of Brand Names - A Research Perspective," Volkswagen Naming Conference, Stuttgart, September 13.
- **Klein, Kristina**, "International Marketing and Branding – A Research Perspective," König Ludwig Schloßbrauerei Kaltenberg, Kaltenberg, September 28.
- **Marchand, André**, "Social Media and Formation of Opinion," Alumni Annual Meeting of the WiSo-Faculty, University of Cologne, Cologne, September 21.
- **Marchand, André**, "New Managers for a Digital World," ZEIT Science Camp, Cologne, November 10.
- **Reinartz, Werner**, "Price Differentiation in Retail" [Preisdifferenzierung im Handel], ABIDA Workshop "Evolution and Pricing," University of Münster, Münster, March 19.
- **Reinartz, Werner**, "Dynamic and Differentiated Prices in Retail – Artificial Intelligence and Algorithms Rekindle an Old Debate" [Dynamische und differenzierte Preise im Handel – künstliche Intelligenz und Algorithmen entfachen eine alte Debatte neu], Advisory Committee of Retailing and Consumer Protection of the Society for the Research of Structural Political Questions (Gesellschaft zum Studium Strukturpolitischer Fragen) at the German Parliament, Berlin, April 25.
- **Reinartz, Werner**, "Telling it to the Customer. Ad Content and Ad Effectiveness," Marketing Club Aachen, Aachen, May 17.
- **Reinartz, Werner**, "Future Opportunities for Retailing in Cologne," Keynote presentation at the Cologne Chamber of Commerce and Industry at the panel discussion Visions for the Future Retail Landscape in Cologne, Cologne, July 2.
- **Reinartz, Werner**, "Who Owns the Customer? Today and Tomorrow!" [Wem gehört der Kunde? Heute und morgen!], Fascination Retailing (Faszination Handel), University of Cologne, September 20.
- **Reinartz, Werner**, "Who Owns the Customer?" [Wem gehört der Kunde?], Plenary presentation at the German Retailing Convention (Deutscher Handelskongress), Berlin, November 15.
- **Reinartz, Werner**, "Who Owns the Customer?" [Wem gehört der Kunde?], Key note address at the opening of the markstones Institute for Marketing, Branding, and Technology, University of Bremen, November 29.
- **Reinartz, Werner**, "Who Owns the Customer? [Wem gehört der Kunde?], Key note address at the German national DIY convention (BHB Kongress), Bonn, December 5.
- **Völckner, Franziska**, "Word-of-Mouth Relevance," Advisory Board Meeting, Center for Brand Management and Marketing (ZMM – Zentrum für Markenmanagement und Marketing), Hamburg, March 23.

# Bridging Research and Practice

*You want to know more about the IFH Association or about the membership? Please find further information under: [www.ifh-foerderer.de](http://www.ifh-foerderer.de)*

*Contact: [foerdergesellschaft@ifhkoeln.de](mailto:foerdergesellschaft@ifhkoeln.de)*

## **The Center for Research in Retailing (IFH)**

The IFH offers research and consulting services around retailing in the digital age. Retailers as well as manufacturers in the consumer goods industry benefit from the variety of services and the wide retailing knowledge of the IFH-experts. Founded at the University of Cologne in 1929, the IFH is committed to academic research as well as its application in managerial practice.

The IFH's goal is to take knowledge gained from research and apply it for the benefit of the retail commerce sector and its stakeholders. This is realized primarily through closely cooperating with the University of Cologne's Department of Retailing and Customer Management (Director Prof. Werner Reinartz).

## **IFH-Associates**

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 mutual exchange of knowledge between academia and commerce in practice. The exchange is active and dynamic through close networking ties and regular discussions.



The IFH Association's goal is to take knowledge gained from research and apply it for the benefit of the retail commerce sector and its stakeholders. It does this primarily through closely cooperating with the University of Cologne's Department of Retailing and Customer Management. In this way, IFH Associates gain from original research, databases of knowledge, events and lectures.

IFH Associates include retailers and manufacturers, service providers, professional associations, chambers and public institutions. The committee of the IFH Associates comprises renowned personalities from the German retail sector.

As an IFH Associate, you support the dialogue between research and practice and thereby gain from the added value such dialogue generates.





**JOSEF SANKTJOHANSER**  
President of the German  
Retailing Association (HDE)



**PROF. WERNER REINARTZ**  
Director of the Department  
of Retailing and Customer  
Management,  
University of Cologne



**DR. MICHAEL P. KUCK**  
Chairman Noweda eG



**DR. SVEN SPORK**  
Head of Corporate Affairs  
Rewe Group



**DR. MARKUS ACKERMANN**  
Director Multichannel  
Distance Retail  
Otto Group



**GÜNTHER ALTHAUS**  
CEO ANWR Group eG



**EBEN SERMON**  
Vice President eBay  
Deutschland



**PROF. TIMM HOMANN**  
CEO EHG Services GmbH  
(Ernsting's family)



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and President BGA



**TORSTEN TOELLER**  
Founder and Managing  
Director  
Fressnapf Holding SE



**WILHELM WEISCHER**  
Managing Director  
BabyOne Franchise- und  
Systemzentrale GmbH

## 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. The IFH Association's goal is to take knowledge gained from research and apply it for the benefit of the retail commerce sector and its stakeholders. It does this primarily through closely cooperating with the University of Cologne's Department of Retailing and Customer Management. In this way, IFH Associates gain from original research, databases of knowledge, events and lectures.

The IFH focal study "Price Differentiation in Retailing", initialized in 2017, was also part of the activities in 2018. In close cooperation with the University of Cologne and the Düsseldorf Institute for Competition Economics (DICE), the IFH conducted in-depth analyses of consumer perceptions and consequences of differentiated pricing. Results of the follow-up study show that enforcing different prices for the same or similar products can have detrimental immediate and long-term effects and permanently damage customer relationships. Retailers can counteract these effects by designing price differentiation measures which (1) provide a good reason for the difference, (2) are combined with product differentiation measures, (3) give the customer some control over their paid price, and (4) take action in small steps to let customers learn over time. Furthermore, because we find segments of customers who have a much more favorable attitude towards price differentiation than others, they should take action to identify these segments and treat them differently from the rest, for example by adjusting the magnitude and frequency of differentiated pricing initiatives.

## Event: Fascination Retailing

Once a year, the IFH Association calls for its yearly convention "Fascination Retailing" [Faszination Handel]. It provides IFH member companies with new ideas and inspiration from research and practice ([www.faszinationhandel.com](http://www.faszinationhandel.com)). The well-established event takes place at the University of Cologne and showcases current academic research findings as well as high-level speakers from practice. It also offers plenty of opportunities for the mutual exchange of information.

Established value chains are shaken, manufacturers want to activate the end customer relationship, "customer solutions" are to replace transactional customer relationships, dealers are in a defensive position - in short, the battle for the customer relationship has reignited. Therefore, the provocative headline of the 11<sup>th</sup> "Fascination Retailing" was "Who Owns the Customer? Retailers, Manufacturers, and Platforms in a New Form of Competition". Prof. Dr. Werner Reinartz (University of Cologne) presented new sources of value creation that drive competition between retailers, manufacturers, and platforms: Automation, individualisation, interaction, ambient embeddedness, and transparency and control. Whoever succeeds in combining these to coherent offerings is likely to occupy the interface to the end consumer. With Torsten Toeller, founder and Managing Director of Fressnapf Holding SE, the participants gained insights into a retailer's point of view. One of Fressnapf's strategic initiatives is the development of a digital platform. Their goal: "To care better for animals than Amazon can," says Toeller. Timo Ebert, Team Leader Global Customer & Market Insights at HUGO BOSS AG, then provided important insights from a manufacturer's perspective. As part of the digital transformation and new customer touchpoints, the company is increasingly evolving from a wholesaler to a retailer in order to be able to take customer touchpoints into its own hands. The company relies on four macro trends: Connectivity, Experience, New Consumerism and Technology. Finally, Dr. Eva Stüber (IFH Cologne) took a look at the market of tomorrow. She underlined how Amazon has already cut off customer access for retailers and manufacturers and demanded rethinking within the value chain and real cooperation between dealers and manufacturers.

Speaker	Topic
Prof. Werner Reinartz (University of Cologne)	Who Owns the Customer? Today and Tomorrow!
Torsten Toeller (Fressnapf Holding SE)	Next Generation Fressnapf – Customer Access in the Digital Age
Timo Ebert (HUGO BOSS AG)	Customer Relationships at HUGO BOSS – The Transformation from a Product Provider to a Personalized Experience
Dr. Eva Stüber (IFH Cologne)	Out of the Comfort Zone – Tools for the (DIY-) Market of Tomorrow

# 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).

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

*Please find further information under: [www.theMASB.org](http://www.theMASB.org)*

*Contact:*

*[info@themasb.org](mailto:info@themasb.org)*



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



**PROF. MARC FISCHER**  
Founding Advisory Council member, Director of the Chair of Marketing and Market Research at the University of Cologne, and Associate Professor of Marketing at the University of Technology, Sydney Business School



**PROF. DAVID REIBSTEIN**  
Advisory Council member, William S. Woodside Professor and Professor of Marketing at The Wharton School, University of Pennsylvania



**PROF. JERRY WIND**  
Founding Advisory Council member, Lauder Professor at the Wharton School, and the Director of SEI Center for Advanced Studies in Management



**PROF. VITHALA RAO**  
MASB Advisor, Deane Malott Professor of Management and Professor of Marketing and Quantitative Methods in the Samuel Curtis Johnson Graduate School of Management at Cornell University



**JEFF BEZZO**  
Senior Director FP&A – Global Brands, SC Johnson



**JEFF LONG**  
Director for Commercial and Shopper Insights, MillerCoors LLC



**CAMERON WILLIAMS**  
Sr. Director, Global Beverages/Snacks Finance, PepsiCo



**GREG BANKS**  
COO and President of Maddock Douglas



**CHRIS MURPHY**  
President of Analytics, Millward Brown

TRANSFER

# Institute of Trade Fair Management

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



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

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



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



**MICHAEL SCHULZ**  
Research assistant at the Department of Marketing and Brand Management, University of Cologne



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



**ASST.-PROF. MARTIN P. FRITZE**  
Assistant Professor for Trade Fair Management and Marketing

*ISU 2018  
"Engine of Change - Unleash Digital Potential to Drive Innovation and Sales" 04 – 06 July, 2018, Cologne*

## *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. 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.

This year's edition of the ISU was titled "Engine of Change - Unleash Digital Potential to Drive Innovation and Sales". The program focused on digital innovations with regard to its opportunities and challenges for the exhibition industry. Academics, exhibitions professionals and lateral thinkers discussed various aspects of the future of digital in the exhibition industry. During intensive lectures and workshops, the speakers provided participants with ideas, tools and profound approaches to manage the emerging challenges related to digitalization in the trade fair industry.

### Conference program

Speaker	Topic
Prof. Andreas Eisingerich (Imperial College London, London)	Exploring Innovation and Consumer Engagement in a Digitized World
Kathleen Schröter (Fraunhofer Heinrich Hertz Institute, Berlin)	VR/AR – Where Is the Value, Where Is the Money?
Guido Mamczur (D'Art Design Gruppe, Neuss)	Protect Me from What I Want – The Digital Diet
Robbie Bouschery (Jolly Roger, Cologne)	In-Person Networking – How to Create Meaningful Matchmaking Through Digital Tools
Klaus-Friedrich Meier (Converve, Barnstedt)	Practical Examples – How Digital Makes Analog Possible in the First Place
Dr. Rowena Arzt (WZF, Wiesbaden)	What's New? – Innovation in the Exhibition Business
Eddie Choi (Milton Exhibits Group, Hong Kong)	Value goes first, business comes after – Why value exchange is more important than sales
Prof. Manfred Krafft (University of Muenster, Muenster)	Value-Centered Business Models in Sales – Are they Suitable for the Trade Fair Industry?"
Holger Friesz (Ungerboeck Systems, Karlsruhe)	Customer Relationship Management – How to Effectively Manage your Clients
Fy Gadiot (Pixum – Diginet, Cologne)	An innovative approach to push companywide change
Till Wollenberg (VestiFi, Rostock)	How to Employ Usage Data from your WiFi to Boost Marketing and Sales
Sònia Graupera (Fira Barcelona)	Enhance your Events & Sales with Social Media
Gunnar Heinrich (adventics, Munich)	Digital Transformation in the Exhibition Industry 4.0



# 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](http://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 of Marketing and Market Research, Chair of Retailing and Customer Management), 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 2018:

Company	Location	Workshop Contents	Date
Windmüller & Höl-scher	Lengerich	Digitalization of the German Mechanical Engineering Industry	January 31
Porsche	Stuttgart	Combining Porsche Brand Assets with Generation Y "Driven Youth Assets"	January 25-26
Unilever	Hamburg	Development of a Marketing Strategy for Coral	April 26-27
arvato	Gütersloh	Digital Transformation – How to Embrace Tech-enabled Omni-channel Customer Services	July 3-4
Henkel	Düsseldorf	Application Case for a Repositioning Strategy in the Home & Laundry Market	July 5
L'Oréal	Düsseldorf	Development of a Brand Strategy for the Brand NYX	November 19-20
Johnson&Johnson	Neuss	Development of a Marketing Strategy	November 29-30



Freie Universität



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# Impressions from various CoEM workshops



## Center for Brand Management and Marketing (ZMM)

For further information  
on the ZMM, please visit  
[www.zmm.uni-koeln.de](http://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 affiliated with the Chair of Marketing and Brand Management, University of Cologne (Prof. Franziska Völckner) and the Chair of Marketing and Branding (Prof. Henrik Sattler) as well as the Chair of Marketing and Pricing (Prof. Karen Gedenk), University of Hamburg.

Werden Sie Teil des  
ZMM+Netzwerks!

Lust auf...

- Anwendung Ihres Marketingwissens in Workshops?
- Kennenlernen von ZMM-Unternehmensvertretern (u.a. Henkel, L'Oréal, Beiersdorf, SKP)?
- Trainings für Bewerbungen?
- Kontakt zu Marketing-Alumni?

Dann bewerben Sie sich für das ZMM+Programm!  
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oder [denise.kuepper@wiso.uni-koeln.de](mailto:denise.kuepper@wiso.uni-koeln.de))

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

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## The ZMM

The ZMM actively supports networking between students interested in marketing, especially in branding, 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
Beiersdorf	Hamburg	ZMM meets Beiersdorf: Deep Dive Into Our Digital World + Get-together	January 11
Henkel	Cologne	Application day for the "ZMM+" Program	May 3
globeone	Cologne	Between Stagnation and Progress: The Perception of German Brands in Times of Trump and Dieselgate	June 11
Simon-Kucher & Partners	Bonn	Competitive Pricing Simulation Game	June 29
Horbach	Cologne	Salary Negotiations	July 12
Henkel	Düsseldorf	One Day @ Henkel	October 22
L'Oréal	Cologne	Get-together	October 24
globeone	Cologne	Application day for the "ZMM+" Program	October 30
Beiersdorf	Cologne	Get-together	November 7



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## ***Main Office Chair of Marketing and Digital Environment***

Dorothee Zara-Moldenhauer

Tel: +49 (0)221 470 89167

shared-office-1@wiso.uni-koeln.de

[www.marketing.uni-koeln.de/team/offices/office-prof-dr-hernan-a-bruno](http://www.marketing.uni-koeln.de/team/offices/office-prof-dr-hernan-a-bruno)

## ***Main Office Chair of Marketing and Market Research***

Christa Körner

Tel: +49 (0)221 470 8676

koerner@wiso.uni-koeln.de

[www.marketing.uni-koeln.de/team/offices/office-prof-dr-marc-fischer](http://www.marketing.uni-koeln.de/team/offices/office-prof-dr-marc-fischer)

## ***Main Office Chair of Retailing and Customer Management***

Patrizia Goltz

Tel: +49 (0)221 470 5751

goltz@wiso.uni-koeln.de

[www.marketing.uni-koeln.de/team/offices/office-prof-dr-werner-reinartz](http://www.marketing.uni-koeln.de/team/offices/office-prof-dr-werner-reinartz)

## ***Main Office Chair of Marketing and Brand Management***

Brigitte Esser & Daniela Schneiders

Tel: +49 (0)221 470 5686

office.voelckner@wiso.uni-koeln.de

[www.marketing.uni-koeln.de/team/offices/office-prof-dr-franziska-voelckner](http://www.marketing.uni-koeln.de/team/offices/office-prof-dr-franziska-voelckner)

## ***For further information please see***

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

