

ISM

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SCHOOL OF MANAGEMENT

University of Applied Sciences

ISM Research Report 2021



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Foreword

In the current research report, interested readers can find out about the research activities of the university professors, such as publications, lectures, doctoral supervision and projects, and learn details about the activities of the institutes and departments.

The research year 2021 was also characterized by developments in the central areas of activity of research projects, doctoral programs and publications. Various projects were carried out and results published at the six institutes of the ISM. The range of doctoral programs had to be adjusted with the British partners due to Brexit. Overall, however, a positive development in participation in all of ISM's doctoral programs can be noted. By expanding the cooperation with Twente University Enschede in the area of marketing, another central focus of ISM could be integrated into the doctoral programs. In the current AACSB accreditation process, all requirements were met, so that a final decision can be expected in 2022.

Important ISM milestones are, for example, its involvement in research accreditation and in various research networks. For example, the Entrepreneurship Institute @ ISM was able to further advance the expansion of the start-up support structures that have been in place since the start of the project at the end of 2020, through the funding measure EXIST-Potential (EXIST Start-up Culture). This will now have term of four years after a successful implementation of the concept phase. The Brand & Retail Management Institute @ISM has also successfully continued its involvement in the "German Rescue Robotics Centre (DRZ) e. V." project funded by the Federal Ministry of Education and Research from the end of 2018 until the end of 2022 together with the ISM's Research Dean's Office. With the aim of placing the DRZ association on its own feet even after completion of the first funding phase and with a planned second funding phase, the ISM has supported the development of a business model as well as the strategic and operative communication and marketing activities of the association's management with a staff position since November 2018.

The following chapters provide an insight into the developments in the research year 2021. The interview with Dr Rasmus Beck, Managing Director of Duisburg Business & Innovation GmbH, provides interesting insights into the linking of research at universities of applied sciences with entrepreneurial practice and into the transfer services of research networks. In further chapters, the ISM institutes report on current research activities and ongoing third party funded projects. This is followed by reports from the ISM doctoral programs and an overview of the research-relevant achievements of the professors with a brief profile as well as the publications in the peer-reviewed Research Journal for Applied Management (RJAM). A brief outlook on the research year 2022 concludes the research report this time.

We would like to take this opportunity to thank all professors for their contributions to the current research report. A special thank you goes to all the staff members who contributed to the editing of the research report.

Dortmund in December 2021



Prof. Dr. Ingo Böckenholt.
President



Prof. Dr Kai Rommel
Vice-President for Research

I *Developments throughout the reporting year*

The research structures established during the last few years have been further expanded and consolidated in the reporting year. The six ISM institutes are active in the area of application-oriented research, and some carry out externally funded projects. With the continuation of the EXIT project by the Entrepreneurship Institute@ISM, a sustainable start-up culture is being established at ISM. Another important focus of the institute's activities is the BRMI@ISM's involvement in the joint project of the non-profit association "Deutsches Rettungsrobotik-Zentrum (DRZ) e.V." (German Rescue Robotics Centre) with the purpose of establishing a center of excellence at the Dortmund location in the next few years enabling research into mobile robot systems for civil hazard prevention. By creating a scientific position, the ISM supports the development of a business model, strategic issues as well as marketing and communication activities. This commitment pursues the goal of supporting the project network of 26 partners in successfully applying for the second funding phase from October 2022. In addition, there are further joint applications that have been submitted for research calls as well as the continuous expansion of the scientific mid-level staff at the ISM locations.

The research activities and networks of the ISM institutes have been further established in the respective disciplines during the reporting year. Through the appointment of professors with experience in research and publications in peer-reviewed journals, the research infrastructure of the ISM could additionally be further developed.

The doctoral cooperation with four partner universities has been further established in the reporting year. These include the Bond Business School (BBS) at Bond University in Australia, with which a cooperation was launched in 2019, as well as the cooperation with Ramon Lull University in Barcelona, which began in 2018. At the end of 2013, the Ism began cooperations with Strathclyde Business School (SBS) at Strathclyde University in Glasgow and with Newcastle Business School (NBS) at Northumbria University. These programs were also increasingly in demand from ISM students and external candidates during the reporting period. In addition, there are ongoing individual case cooperations with various universities, such as the University of Twente in Enschede in the area of marketing.

The regional research network has also been further expanded in the reporting year through activities in the acquisition of third party funding and in research cooperations such as the Wissensmetropole Ruhr (Ruhr Knowledge Metropolis) and the master plan of the city of Dortmund. Participation in regional networks such as the Institute for Fire and Rescue Services (IFR) of the City of Dortmund, the Fraunhofer Institute for Material Flow and Logistics, the Institute for Retail Research (IFH) in Cologne, Content Marketing Forum e.V. (CMF), the Society for Real Estate Research e. V. (gif) and other institutions continued to be established. An overview of these ISM research activities in the reporting year is shown in Table 1.

Table 1: Research activities at ISM

Research activities	Period 01.01.2021 - 27.10.2021
Third-party funds raised through due ISM	Approx. 1.3 m €
Ongoing & applied for third-party funded projects by ISM (in alliances)	Approx. 1.7 m €
Research projects (total)	45
Current publications	Approx. 149
Second opinions of doctoral theses	9

Within the framework of the existing doctoral programs, the ISM has taken over secondary supervision of the doctorates. An overview is shown in Table 2. The ISM is responsible for secondary supervision in each case. In addition, it provides support in the application process and in the preparation of a research proposal and assists the interested parties and participants with various questions. The doctoral programs shown began at different times and run for five to six years on a part-time basis.

Table 2: Overview of all doctoral supervision at the ISM (second assessments)

ISM Supervisor	Candidate: Title	Programme
Prof. Dr Brickau	<i>Beiermann, Klaus</i> : The Use of Corporate Political Advocacy to Secure Trust in Brands	BBS - PhD
Prof. Dr Finken	<i>Münster, Florian</i> : The relevance of risk management in the cash and carry wholesale industry	SBS - PhD
Prof. Dr Groher	<i>Köster, Svenja</i> : Supplier Relationship Management: A transdisciplinary approach to leverage the innovation potential for financial service companies	NBS - DBA
Prof. Dr Groher	<i>Turinsky, Richard</i> : Artificial Intelligence in Procurement	SBS - PhD
Prof. Dr Kamran	<i>Tian, Yating</i> : The Role of Retail Organic Brands for Brand Equity in Perspective of Consumers' Purchase Intention and its Marketing Effects	University of Twente - PhD
Prof. Dr Kattenbach	<i>Horn, Andreas</i> : Leadership and their impact on corporate culture and performance applied through an extension of the JD-R-Model	SBS - PhD
Prof. Dr. Lütke Entrup	<i>Stüve, David</i> : Supply chain analytics in the food industry: Utilization, challenges and best practices	SBS - PhD
Prof. Dr. M. Becker	<i>Fronapfel, Felix</i> : Artificial intelligence and the transformation of business models	SBS - PhD
Prof. Dr. Mehn	<i>Schuck, Katharina</i> : Sustainable luxury fashion consumption: Evaluation of decision parameter and strategic implications for brands	IQS - PhD
Prof. Dr. Meitner	<i>Pröckl, Christoph</i> : Key Success Factors of Young Companies and Their Implications on Value and Valuation	SBS - PhD
Prof. Dr Merkwitz	<i>Bauer, Ludger</i> : Investigation of socio-political effects through the use of artificial intelligence for the systematic determination of decision and behaviour patterns using the example of predictive data analyses in social media networks and search engines	NBS - PhD
Prof. Dr Michel	<i>Kiessling, Benedikt</i> : Analysis of the relationship between employee engagement and the neurochemistry of human behaviour as well as the mediating role of leadership in the context of organizational effectiveness	BBS - PhD
Prof. Dr. Moss	<i>Grimm, Nils</i> : Newsroomness in Corporate Communication	University of Twente - PhD
Prof. Dr. Moss	<i>Bartels, David</i> : How do we measure communication efficacy? Topic-based controlling approach.	University of Twente - PhD
Prof. Dr Reichel	<i>Odoi, Lucina</i> : sharing as mode of consumption: the role of emotions	SBS - PhD
Prof. Dr. Rommel	<i>Mull, Sascha</i> : Impacts on digitalization on the energy market: Business model innovation for the transforming energy and utility sector	SBS - PhD
Prof. Dr. Rommel	<i>Bertram, Oya</i> : Can the US Fracking Model Maximize Shareholder Value?	SBS - PhD
Prof. Dr. Schabbing	<i>Franek von Schumann, Sonja</i> : The Impact of Service-Dominant Logic on Consumer Socialization Service Experiences in Early Childhood: Preschoolers Co-Creation Service Experience Practice in Holiday Club Settings.	NBS - DBA
Prof. Dr Schlesinger	<i>Hartmann, Kim</i> : Brand influence on customer's decision-	SBS - PhD

	making along the tourism value chain: Development of a consumer-based brand hierarchy within travel bundles	
Prof. Dr. Tomanek	<i>Hafenrichter, Dennis</i> : Taking a ride to through a city: Developing a model to compare public transport and mobility service costs with costs of private cars	BBS - PhD
Prof. Dr Westermann	<i>Göbel, Sebastian</i> : Analysing crucial customer contact sequences during the pre-purchase phase in the German premium automobile industry	SBS - PhD
Prof. Dr Westermann	<i>Forthmann, Jörg</i> : Big Data Analyses on the Basis of Social Listening for Reputation Management. Evaluation of Crawled Data with the Aid of Artificial Intelligence in Five Reputational Dimensions	SBS - DBA
Prof. Dr Westermann	<i>Ghorbani, Mijka</i> : My brands and my self - Understanding the influence of personality traits on why and how consumers build relationships with brands.	SBS - PhD

With the departmental structure shown in Figure 1, the degree programs have been thematically assigned and combined with the professor's respective research topics. In the year under review, the members of the departments carried out various projects and expanded their own networks. This made it possible to further develop the structure of quality assurance in teaching and research presented here and to create synergies with the institutes of the ISM. This development is described in detail in the following chapters.



Figure 1: Department structure of the ISM

Source: ISM, 2021

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

Interview with Rasmus C. Beck, Managing Director of the Duisburg Economic Development Corporation

Dr Rasmus C. Beck is an expert in economic development, especially in the Ruhr region. Since 2007, he is able to look back on many successful years in various positions. For example, Dr. Beck worked at Wirtschaftsförderung Dortmund and Hannover and later as Managing Director of Business Metropole Ruhr GmbH. He has been Managing Director of Duisburg Business & Innovation GmbH since spring 2021. Together with his team, he wants to make Duisburg's business development one of the most innovative in Germany and realize future projects in the city of Duisburg.



Dr. Beck studied political science and earned his doctorate (Dr. rer. soc.) at the Eberhard Karls University in Tübingen on the topic of cluster policy. In addition to his doctorate, Dr. Beck continues to be active in the field of science, is the author of numerous scientific articles and a lecturer at the International School of Management, among others, where he currently also serves on the board of trustees.

Dr Beck, thank you for taking the time for this interview. Let's get straight to it: As Managing Director of Duisburg Business & Innovation GmbH, what innovations and practical research topics are currently keeping you most busy?

My professional field of activity has many research-relevant or science-driven issues, especially in the area of cluster policy. The local and regional levels play a major role here, as every network, no matter how digitalized, has a spatial component. Here, rapid knowledge flows, cooperation and relationships, as well as mental attitudes, are important, as are the market with its hard location factors and the embedding of entrepreneurial action. From a scientific point of view, this is a good place to start conceptually. My field of activity is always very practice- and science-driven. In this respect, the formation of regional innovation systems is a topic that has always occupied me academically - and currently also, of course.

From your point of view, how can the transfer and the link between research at universities and practice in companies be promoted more strongly? What are your experiences, your wishes, your expectations?

I have two thoughts on this: on the one hand, research should not be done too much according to the "ordering principle" of companies, and on the other hand, however, scientific work should have a practical and utilization reference. I personally believe that there is a need for more research topics that, beyond their theoretical character, make a transfer to practice possible due to their relevance. An example: How does competition work in a regional innovation system - how do the state, the region and the companies interact here? This question can be applied to both an individual company and an entire region.

ISM participated in the research program "Kommunen Innovativ" (Innovative Communities) funded by the Federal Ministry of Education and Research until 2019. For us as a university that places a lot of value on practice-oriented research, this program in cooperation with municipalities and companies was particularly exciting, as this could be addressed not only in research, but also in teaching, and students could thus work on projects in a concrete way. What are your experiences here or expectations to activate such cooperation with universities more strongly in the future?

Two thoughts on this: On the one hand, I think it is very important to do practical teaching, even before the de facto shortage of skilled workers. For example, economic development is no longer a sector where you just "slide in", but rather you have to learn relatively early on, what intermediary function you have between the public sector and the market participants. That means you have to train specialists specifically for this. They have to understand this and be able to apply it in the many different situations in economic development.

In terms of research itself, however, there must primarily be research projects that really go into depth and can reach "state of the art" research levels. I believe that universities in particular should do more theoretical research that is not directly linked to the general education of students.

What importance do you attach to university networks here? For example, in the Ruhr region there are the Wissensmetropole Ruhr (Ruhr Knowledge Metropolis) and the Academic Circle as networks where more and more universities are networking with each other. What is your position on this?

I think that is very purposeful, because universities tend to focus on teaching and training students, so they are not as strong in research as universities. For me, it makes sense for universities to work together in competence clusters. This can enable universities to tackle and work on larger research projects together with universities in such applied competence clusters.

With a view to the new federal government and the state elections in NRW in 2022, how can politics promote networking between research and practice more strongly in the future?

From my personal experience in political science, the practical questions that are interesting for companies are not necessarily the scientific questions with which they make a career in research. Here, the freedom and opportunities in the research enterprise for transfer projects would have to be granted. I could also imagine that the establishment of corresponding professorships, which are oriented towards knowledge transfer with business, should be pushed. However, this should not only happen at the universities, but it would also do the universities good.

Regarding this knowledge transfer: To what extent can start-ups and start-up companies from universities contribute to the transfer of knowledge and overcoming current challenges, and how do you assess this potential?

I think it's the other way round. I mean, what is the role of universities? There is the role of knowledge accumulation. Knowledge is then reproduced and passed on. However, a flow of knowledge from the university into practice is not a matter of course. There is little incentive for this, except through publications and the training of students. So why should a university share its

knowledge with its immediate regional environment? In my opinion, this is where we should start and pursue a strategy of how this accumulated knowledge can flow into the region via permanent transfer channels. This can happen via innovation networks, for example. Nevertheless, it can of course also mean that students consider using the knowledge gained at the university to start a business.

How can Duisburg Economic Development, in cooperation with the regional universities and companies, contribute to a strong and modern business location?

For me, a modern economic development agency has to operate a kind of context control, that is, it has to know what the challenges are in Duisburg or in the Ruhr region? The challenges in the Ruhr region, despite all the heterogeneity of the cities, are quite homogeneous. Therefore, as far as the labor market or the hard economic factors are concerned, the cities in the Ruhr are more or less all comparable. This means that solutions to problems in individual cities could well be suitable for solution models in other cities. Not everything has to be reinvented, but strong regional cooperation really does lend itself to the Ruhr region. In addition, in the field of knowledge and technology, it is hardly possible to successfully promote business without a university as a central focal point.

Where do they see the greatest potential for new hydrogen technologies and to what extent will changes occur here for the region?

Duisburg is the largest steel location in Europe. In order to achieve the CO₂ targets, the use of coke in steel production must ultimately cease. In addition, to do that, you need another energy source in the long term. This is supposed to be green hydrogen. However, hydrogen is an energy carrier that first has to be produced by using energy. It should come from renewable energies, that is the decisive point for us, and this is where we have to start in the future. In Duisburg, we need to have a lot of green electricity available in order to produce hydrogen with electrolysis or to transport the hydrogen from where it is produced to here, for example through pipelines. If this does not happen, the competitiveness of steel from Duisburg will be limited for climate protection reasons. In this respect, this is an absolute question for the future.

We read repeatedly that it will be difficult to phase out coal and nuclear energy at the same time due to the increased demand for electricity and in view of climate change. And that there are more and more calls, also in the course of the European discussion, not to shut down the current nuclear power plants, but rather to invest in research. How do you see that? As a danger or as a potential?

I don't have a final opinion on that. However, I see that we are currently producing a huge energy gap and that we will need much more green power in industry in the future. I believe that this issue of green energy production needs to be resolved politically. Either by building more pipelines to get hydrogen here, for example. Then we would have to cooperate with countries that are in Africa, the Middle East and can produce green electricity via solar technology, for example. Alternatively, we could go and say that the production of hydrogen now also works as an example with energy sources that we have here in Europe. Moreover, the current potential of renewable energy from wind and sun cannot be sufficient in the short term. I believe there are good reasons to say goodbye to nuclear power, but the question of the energy gap should still not be ignored. After all, we live in Europe. In

Germany, nuclear power plants are being shut down, while in other European countries they are kept running and in some cases even expanded. Here we definitely need a European solution for the planning security of industry - not only in Duisburg.

Thank you Dr Beck for the interview.

The interview was conducted by Kai Rommel and Till Barchfeld.

II Institute reports

Brand & Retail Management Institute @ ISM

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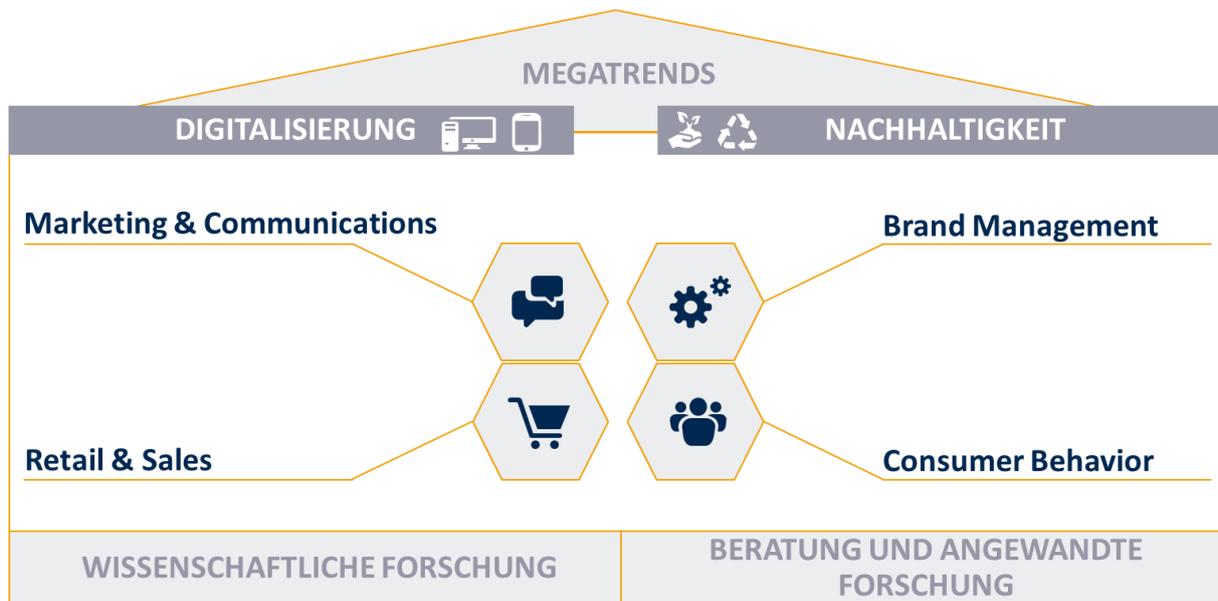
Prof. Dr Arne Westermann (academic director)	E-mail: arne.westermann@ism.de Tel. : +49 231 975139 580
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Presentation of the Institute

Founded in early summer 2016, the Brand & Retail Management Institute @ ISM focuses on current trends and developments in the field of brand management and retail. The focus is on combining scientific expertise and findings with the interests and needs of business practice. To this end, the institute conducts applied research projects and publishes the results for both a scientific and an application-oriented audience in trade media and industry publications. In addition, it offers companies a portfolio of market research and consulting services tailored to the needs of branded goods and retail companies. In doing so, it specifically draws on the specific expertise of professors teaching in the field of marketing.

In the medium term, the Institute aims to become a central center of competence in the German-speaking region in its main areas of focus, to help shape the discourse of applied science and to be the first point of contact for companies with questions in this area. In the long term, this range of activities is also to be extended to the international arena.

In concrete terms, the research areas and topics listed in the following figure are at the forefront. The Institute's projects focus primarily on the areas of retail, brand management, marketing & communi-



cation and consumer behavior, covering both the corporate and the stakeholder perspective under the umbrella of the megatrends of sustainability and digitalization. In addition, it takes into account current topics that affect the industry and cause changed developments on the company and customer side, such as the current Covid 19 pandemic.

Figure1 : Main topics at the Brand & Retail Management Institute @ ISM

Source: Source: ISM, 2021

As in previous years, in 2021 the BRMI methodically addressed the **use of artificial intelligence in the context of communication evaluation and monitoring, so-called social listening**, with a project examining the effects of the Covid 19 pandemic on corporate crisis communication. In addition, preliminary work was carried out for a research project in the area of **platform economy**. Finally, at the end of the year, the topic of Omni channel retailing, which was in the foreground in 2016-2018, was taken up again in the form of a publication, in which, among other things, the effects of the Covid 19 pandemic on the topic are discussed. As a follow-up to the activities in 2020, a project on the topic of **sports sponsorship** was also completed.

In addition, the Institute has - besides the **ongoing consultancy of the German Rescue Robotics Centre (DRZ e.V.)** - carried out **two other third-party funded projects** for the agency Faktenkontor and Innoview, a French market research company.

Main research projects

Crisis communication in the Covid 19 pandemic

In the research project, data from social media was analyzed with a view to (potential) corporate crises with the help of the AI method Social Listening. The following research questions were considered:

1. Has the proportion of externally attributed crises increased compared to the pre-pandemic period?

2. Is there evidence that there is a hiccup effect, i.e. that companies are using the global crisis to attribute crises externally (to the pandemic) even though they may have internal causes?

As part of the Social Listening method, online content is first crawled to find statements about defined companies on the internet with the help of search terms. Artificial intelligence (algorithms) is then used to read this data and evaluate or analyze it linguistically. The data obtained in this way is then used to evaluate the reputation of companies in various dimensions.

The research results of the project were presented at BledCom (28th International Public Relations Research Symposium, peer-reviewed) in July 2021. In addition, the study was published in September as part of the Conference Proceedings.

In scientific discourse, the use of artificial intelligence is still relatively new and for this reason opens up further interesting research space. With the help of the new methodology of social listening, many different topics can be reprocessed with a view to gaining further insights. Cooperation partner and responsible for the technical realization of the studies is the Hamburg agency Faktenkontor.

The Institute is also planning further exploitation of the topic for BledCom 2022. It has been planned to analyze corporate communication against the background of the question of what longer-term consequences the Covid 19 pandemic will have for corporate communication.

Platform economy

Whether in the B2C, C2C or B2B sector - in the course of digitalization, platforms have become an integral part of everyday life and have revolutionized the world in business, but also in social life. The focus is on networking people and bringing providers and consumers together, which makes them central hubs of the internet. Accordingly, wide varieties of platforms have established themselves in almost all industries in recent years. In retail in particular, the "platform economy" is considered the game changer and is redefining the rules of the game: if you want to be in the game, you have to stay on the ball and adapt to the new conditions.

For this reason, the topic is also of great interest to BRMI for future research, which will probably focus on the following research questions:

1. What are the success factors, business models, strategies, potentials and challenges of high-revenue platform providers?
2. What are the antecedents of trust from the customer and provider perspective and how is it constituted?
3. What are the trends and developments across industries, product categories and consumer behavior in the platform economy?

Against this background and considering these questions, an initial, overview-like literature review was carried out in 2021, which will serve as the basis for further research.

Sports sponsorship

Sponsorship concepts are of central importance for companies, especially in the sports sector, against the backdrop of an increasingly differentiating media landscape and the changing media usage behavior of consumers, in order to remain competitive in the future. At the same time, influencers play an increasingly important role in the communication policy of companies, because they enable an authentic and specific address of target groups. Within the framework of the research project, an analysis of changes in sports sponsorship concepts with regard to instruments and possible applications was carried out against the background of influencer marketing in order to show the extent to which (professional) athletes can be used as influencers.

The focus was on the following research questions:

1. What characteristics can be identified with regard to the role of athletes as influencers?
2. How is promotional and non-promotional content differentiated and labelled?

In the two-part study design, qualitative guided interviews were first conducted with professional athletes from different sports (beach volleyball, rowing, running). Subsequently, a quantitative content analysis of a total of 1,000 social media postings by athletes on Instagram and Facebook was realized in order to obtain clues for the second research question in particular. The first results of the study were presented at the Communication Science Days in Vienna in April 2019 and further differentiated over the course of 2019/2020. In 2021, this has resulted in a publication that will be published in the coming year.

Third-party funded projects

Advising on the establishment of the German Rescue Robotics Centre (A-DRZ)

The Institute, together with the ISM Research Dean's Office, successfully participated in a complex tender with numerous partners from other scientific fields for the establishment of a competence center in the field of fire and rescue technology. As a subcontractor of the center of excellence, the institute has supported the development of a vision, mission and brand identity and, building on this, the expansion of social media communication. Currently, the task is to create a business model that ensures the financial independence of the association even after the end of the funding phase. In this context, the Institute assists with strategic issues and advises on all aspects of organizational structure, cash flows, staff planning, a suitable legal form, opportunities, risks and challenges, with the Research Dean's Office taking the lead here. To support the operational activities of the Competence Centre, the Institute and the Research Dean's Office have also conducted analyses on the demand for training offers in the field of rescue robotics.

Overview ("map") of media observers in Germany

In 2021, the institute was commissioned by the agency Faktenkontor to compile a market overview of providers of media monitoring tools in German-speaking countries. Based on intensive desktop research, the individual offers were identified, described and then classified with a view to their focus

(especially support for operative business in marketing and corporate communication or for the support of longer-term, strategic decisions).

Qualitative market research

On behalf of an international market research company, BRMI conducted qualitative guided interviews with companies in German-speaking countries during the reporting period with the aim of eliciting the requirements for a manufacturer planning to enter the German market as a supplier for the companies interviewed.

Other projects (ongoing)

Social Listening

In order to gain experience with innovative analysis methods, the Brand & Retail Management Institute @ ISM acts as a scientific partner in the context of several so-called social listening studies on various topics such as customer preferences and employer branding. An external partner, the agency Faktenkontor, conducts the studies themselves. They are based on the automated, statistical evaluation of user communication in social media and thus fall into the area of so-called big data analyses. The results are published successively in popular media (including Wirtschaftswoche, Harvard Business Manager, Capital, Focus). The science partnerships represent the popular science counterpart to the scientific research in this area. (See research project "Crisis communication in the Covid 19 pandemic")

Organisation and structure

In order to be able to realize the aforementioned projects, the Institute had a half-time position at staff level until the end of August 2021, which will be filled in 2022. Especially for the joint project in the area of rescue robotics, Robinson Nittke has also been supplementing the BRMI team as a scientific project staff member since April 2020. The institute also uses the professorial expertise of the ISM to enter into project-based collaborations.

Kienbaum Institute @ ISM

Management:

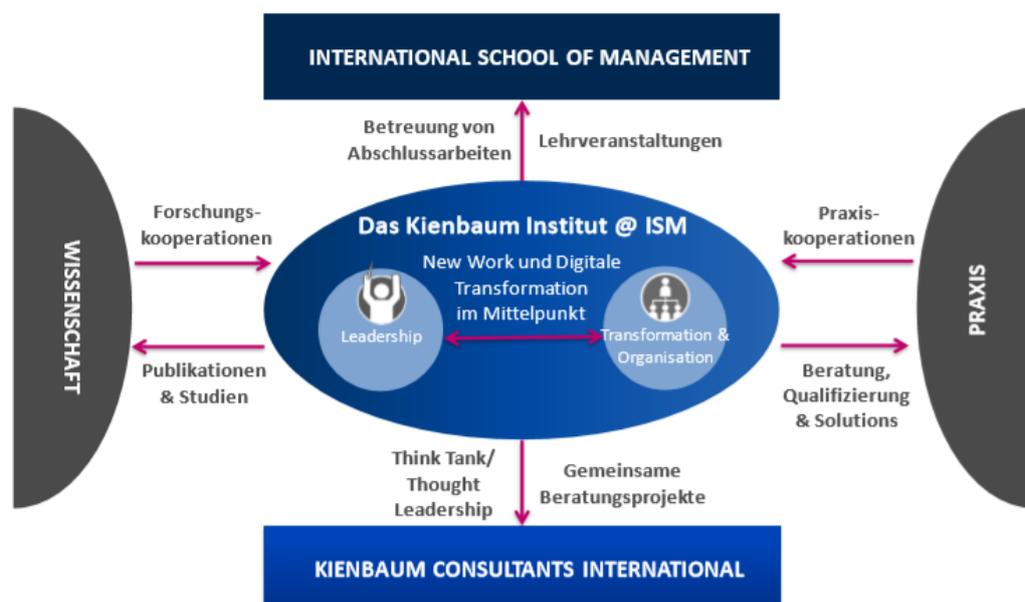
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Presentation of the Institute

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



companies.

Figure 1: Competence architecture of the Kienbaum Institute @ISM

Source: *ISM, 2021*

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

The Institute combines scientific competences with consulting expertise. The Institute's declared aim is to gain knowledge about the more efficient and effective use of an organization's resources and, in doing so, to design approaches, models and methods of management. This also includes a review of effectiveness as well as the formulation of concrete recommendations for action for companies and human resource managers.

The institute accompanies companies in developing the competences of their employees and managers. In order to design a truly promising and sustainable change, the Institute develops individually tailored and practice-relevant qualification solutions for companies. This is done based on proven methods and strategies and across all sectors and functions. In designing qualification solutions, the Institute not only draws on its wealth of experience in the field of competence development for employees and executives, but is also in close exchange with its partners from Kienbaum and the ISM. Above all, within the framework of its coaching training, the Institute imparts the knowledge and skills relevant for success in order to be able to confidently design and implement consulting and change processes with individuals and teams.

In addition to the continuous research of future topics in human resource management and the development of individual qualification solutions for companies, the Kienbaum Institute offers selected consulting services. In doing so, it concentrates on such questions and problem areas that optimally build on the results of our studies and research work. Currently, the Institute offers a screening of employee management from different perspectives, a check of the digital competence of employees and organizations, and a review of organizational agility. Various individual client projects round off the portfolio.

The managing directors of the institute are Prof. Dr. Walter Jochmann, member of the management board of Kienbaum Consultants International, and the president of ISM, Prof. Dr. Ingo Böckenholt. The academic director is Dr Michael Knappstein, university lecturer for International HR Management & Digital Transformation at ISM. Lukas Maximilian Fastenroth is a research assistant/doctoral student. The core team is continuously supported by students who complete their two- to three-month compulsory internships at the institute.

Projects

Leadership Compass (LC)

In 2018, the Kienbaum Institute @ ISM developed the Kienbaum Leadership Compass as a Digital Survey Solution. This survey solution is based on the Kienbaum and StepStone Leadership Survey ("The Art of Leadership in the Digital Revolution"; 2018) and provides managers with individual feedback on their leadership behavior. A new version has been available since November 2019. Among other things, a randomization of the items and test-statistical adjustments were made. A 360-degree approach was also established, which takes into account the external perception of leadership from the employees' perspective.

Digital Readiness Check (DRC)

Checking the digital competence of employees and organizations is the focus of the Digital Readiness Check. We were able to place an article on the tool and its relevance in the magazine "Personalführung" in April 2021. Since then, the tool has been used by many clients.

Revision of the Change Agility Profile (CAP)

In order to meet contemporary market requirements and to react to an increasing demand for topics such as transformation and agility, the Kienbaum Institute @ ISM has revised and scientifically substantiated the Change Agility Profile. With the help of the CAP, the probability of success of change projects has been increased with regard to their speed and effective achievement of goals. For this purpose, the status quo of the individual or the team is assessed with regard to his/her mindset towards change, his/her skillset and his/her toolset for initiating, shaping and successfully completing change, taking into account the contextual factors. In this way, levers of impact are identified in order to derive measures for the design of a successful transformation. The tool will be piloted by the end of 2021.

Business Coaching Training

In order to meet the changing digital environment and respond to the increasing demand for topics such as digital transformation, change and agility, the Kienbaum Institute @ ISM has revised the content of the coaching training. The modules now include content and practical aspects on agile project management (e.g. methods such as SCRUM, Business Model CANVAS, etc.), innovation techniques such as design thinking, and digital transformation and change. The Business Coach Training also took place this year. A cohort with 8 participants started in March 2021 and another course with 9 participants in October 2021.

360° Human Resources Management during and after Covid-19

In order to meet the new challenges brought about by the Covid-19 pandemic, the Kienbaum Institute @ISM, in cooperation with Hermann Troger, has started to develop a series of workshops entitled "360° Human Resource Management during and after Covid-19". The measure is aimed at human resources managers of medium-sized companies who are looking for an offensive way to shape the world of work. A total of six modules of 1.5 days each are planned, with keynote speeches, discussions, business games and expert rounds, e.g. with respected labor law experts, as evening events. Each module will have different thematic focuses and moments. Speakers provide impulses for each moment, followed by discussions on examples from the participants' companies. Each participant brings at least one problem from his or her HR Company practice to which solutions are developed in the course of the workshop series. This ensures the transfer of knowledge into practice. The workshop series is currently being planned and will start at the beginning of next year.

Third party funded projects

Diversity Innovation Support Scheme (DINNOS) (third party funding application in cooperation with Aston University and the University of Wuppertal, approx. 50,000 €)

In cooperation with the University of Wuppertal and Aston University, the Kienbaum Institute @ ISM was able to successfully complete a third-party funding application in 2018. The aim of the cooperation is to develop and validate an Innovation Support Scheme for innovations by small and medium-sized enterprises in the UK and Germany. Here, the Kienbaum Institute @ ISM is mainly entrusted with supporting the literature research, the conception of the instrument as well as the data collection. After successfully acquiring various companies last year, the data collection started this year within the framework of various management trainings.

Competence Centre Intelligent Robotic Process Automation (KIRPA) (third-party funding application in cooperation with the universities of Paderborn and Bremen as well as various user companies, developers/enablers as well as transfer partners, approx. 435,000 €)

Manufacturing SMEs are of great importance for the competitiveness of German industry. Against the backdrop of global competition and structural disadvantages compared to large companies that test and implement new digital technologies at an early stage, the consistent digitization and automation of business processes in SMEs is rare. These results from the high complexity of the project, often a lack of competences required for technical realization and implementation, and the high risk of failure (technical problems, lack of acceptance by employees).

In the KIRPA project, the aim is to achieve automation that is as continuous as possible for three end-to-end processes. In particular, system discontinuities, where employees take over routine tasks, up to more cognitive tasks, are to be eliminated through the implementation of intelligent automation solutions. As a result, efficiency gains, quality improvements and faster reaction and throughput times can be expected.

The first step is to create the technological foundations. For this purpose, two software companies with a focus on AI (RapidMiner) and RPA (WIANCO) will develop a software platform, the implementation of which will be accompanied by the research partners (including the Kienbaum Institute @ ISM) and the associated partner through a newly developed change management. The implementation and optimization will take place in three user companies in the manufacturing sector.

The project results will be disseminated based on a transfer concept with the help of the research partners. Implementation guidelines and best practices are made available to interested associations and companies via an online platform. The users involved improve their competitiveness through the digitalization boost and generate additional sales potential.

The submission was made in mid-July 2021 in the BMBF call for proposals "Industrie 4.0 - Wandlungsfähigkeit von Unternehmen in der Wertschöpfung von morgen (InWandel)". A response is expected from the end of 2021.

Parallel to the application for external funding, the Institute's management published an article in the journal "Controlling & Management Review" (VHB "D") in cooperation with Prof. Dr. Burkhard Bam-

berger. A further peer-reviewed publication is planned. In addition, possible research cooperations with practice partners are currently being explored, including the Dortmunder Volksbank and the Volkswahl Bund. Theses by ISM students on selected subtopics round off the research project.

Ongoing studies

Cooperation study by Kienbaum Consultants International GmbH and ada Learning GmbH

In a cooperation between Kienbaum Consultants International GmbH and ada Learning GmbH, the Kienbaum Institute @ ISM is conducting a study on "Leadership in the age of technologically assisted decision-making". The aim is to find out what relevance technologies such as artificial intelligence or quantum computing have for companies, how they change decision-making in organizations and what implications they have for people, organizations and society. The study is based on a mixed-methods approach. In the first half of the year, qualitative interviews were conducted with various companies. Based on the results, a quantitative questionnaire is currently being developed and will be piloted this year. Data collection is also scheduled to begin at the end of this year or in January of next year at the latest.

Commissioned study: Competence model for the German mechanical and plant engineering industry

The Kienbaum Institute @ ISM was commissioned with the conception and implementation of a study on competence models among the member companies of the VDMA. The aim is to develop a job-specific competence model that is strongly oriented towards the product life cycle. The focus is on functional and cross-functional competences as an integral part of the model. The relevance of individual competences of the model should be worked out function-specifically in order to be able to derive framework competence profiles for these functions. The result and USP should be a guideline for the member companies that provides information on the success-critical competence profiles of the job groups relevant for the product life cycle. For this purpose, a "competence map" as well as a self-check to determine the position are to be developed. At this point in time, the data evaluation has been completed, based on which the results reports described above are now being written.

Publications

MUT(ation) of the world of work

In cooperation with Kienbaum's strategic partner "Klitschko Ventures", the Kienbaum Institute @ ISM surveyed experts and executives from corporations and medium-sized companies regarding the importance of courage and its interactions on organisations, teams, individuals and performance. The results of the study show, among other things, that courage is independent of age, gender, education or professional experience. A corporate culture in which value contributions and purpose are palpable, and feedback is addressed openly and constructively, promotes the development of courageous teams. The results also show that courageous leaders contribute significantly to important changes and innovations. These results were presented for the first time in September this year at the hybrid event series "Brave New Work" and subsequently published.

Future Skills (cooperation with StepStone and Kienbaum Consultants International GmbH)

The changed tasks and problems that professionals and managers have to solve in a digitalized world of work require changed competences. These competences include, on the one hand, new, mostly

technological competences (e.g. digital competence) and, on the other hand, already known competences whose importance has increased (e.g. creativity or critical thinking), but also informally learned competences. Derived from this is the question of which competences will be of decisive relevance for employees in the future.

In order to answer this question, the online job platform StepStone and the Kienbaum Institute @ ISM, conducted a joint study in March 2021 to investigate the state of future skills and corporate learning in Germany. Around 8,000 people took part in the survey. In the sample on which the analysis is based, the answers of 3,000 specialists and managers from companies in Germany were evaluated. The sample is representative of the working population in Germany. The German-language questionnaire included items for the self-assessment of the participants as well as items for the external assessment of their employer. Companies. The results show that companies should actively and strategically address their skills gap. This includes a clear definition and communication of the critical future competences as a basis for recruiting and the design of corporate learning. In recruiting, companies should rely on sound diagnostics to assess cross-functional competencies and mindset in particular. The study results were published in July this year.

In connection with the Future Skills study, a number of research collaborations with other universities have been established, from which various peer-reviewed publications can be expected. A first paper could recently be published in the journal "Human Resource Development Quarterly" (ABDC "B"), another publication will soon be in the "German Journal of Human Resource Management" (ABDC "B").

Workforce Ambidexterity

For companies, advancing digitalization means a profound transformation of their workforce. Increasing automation processes are replacing certain activities and shifting the distribution of requirement areas from low-skilled, medium-skilled and high-skilled job profiles. In order to investigate potential redistributions of job profiles, the Kienbaum Institute @ ISM, together with the University of Applied Sciences Ludwigshafen, has been conducting expert interviews with managers from corporate groups and medium-sized companies since the first quarter of 2020. The results show that HR managers expect considerable substitution effects through automation, especially in the low- and medium-skilled sector. However, there are also differences between sectors. Hospitals, for example, are hardly or not at all affected by redistribution. These study results were published in March 2021.

- Faltusz, Vincent Leon (2020): Einfluss ausgewählter immobilienwirtschaftlicher Indikatoren auf den Stellenwert von Nachhaltigkeitskriterien – eine vergleichende empirische Analyse. Abschlussarbeit. ISM München.
- Michel, Sophie (2019): Fallstudienbezogene Systematisierung und Analyse der Wirkung von Trends auf die Immobilienwirtschaft. Abschlussarbeit. ISM München.
- Piller, Vanessa (2020): Möglichkeiten der Projektentwicklung einer „hybriden Immobilie“ auf der Grundlage des Target Costing in hochpreisigen Märkten – am Beispiel München. Abschlussarbeit. ISM München.
- Radlmaier, Florian (2020): Bewertung von Nachhaltigkeitsstrategien in der Immobilienwirtschaft aus Sicht unterschiedlicher Akteure – eine empirische Analyse. Abschlussarbeit. ISM München.
- Thriene, Nadja (2020): Identifikation von Treibern und Hemmnissen für die nachhaltige Nutzung von Gewerbeimmobilien. Abschlussarbeit. ISM München.

The analysis of the **influence of selected real estate indicators** such as existing property or new construction, urban or rural location, purchase or rental property, as well as the asset classes residential & office or logistics & industrial property in regards to the sustainability criteria land use, natural resources, renewable energies, raw material and energy efficiency, health protection, pollutants, access to public spaces and green spaces, shows that above all asset class and location exert a significant influence. Thus, the issue of land use is less important in rural areas than in urban areas due to the availability of land. In addition, the issue of land use is of little importance for logistics and industrial properties, as hardly any concepts for reducing land consumption can be identified here compared to residential and office properties (densification of existing buildings, land reuse, micro-apartments, co-working spaces, home office). In the area of resource use, modernization and maintenance of existing properties gain in importance compared to new buildings, if the grey energy for the construction of the building is included in the sustainability assessment. It is also apparent that the economic benefit of measures represents a barrier to the implementation of other sustainability criteria, such as the use of renewable energies, especially in energy-intensive areas (industrial properties). In addition, the protection of historical monuments can constitute a modernization hurdle. State subsidies and deregulation could thus help to accelerate sustainable development. It was also found that in the urban environment, acoustic and visual comfort criteria as well as attractive public spaces enjoy a higher status (cf. Faltusz 2020).

A detailed look at property types in relation to the **sustainability trend** shows that residential properties are experiencing a slight decline in demand for residential space. In offices, the share of sustainability seals stands out with around 8% in the Big 7 and frontrunner Frankfurt am Main with around 20%. In addition, mixed-use properties (hybrid properties) are becoming more attractive as they offer employees greater everyday flexibility. In retail as well as production and logistics properties, the optimization of the required heating and cooling energy as well as possibilities for energy generation stand out. Overall, sustainability certificates are gaining in importance, as are government subsidy programs, e.g. for photovoltaic or solar thermal systems (cf. Michel 2019).

The analysis of project developers, investors and users (owners and tenants) identifies different **demands on sustainable real estate** in terms of company size, internationality, customers and product portfolio not between the groups, but rather within these groups. Smaller and regionally active companies in the real estate market tend to avoid the higher costs associated with e.g. sustainability certification or extensive refurbishments, mainly due to limited financing options and a lack of personnel. Since the additional expenditure only pays off financially after a few years, they often do not

have enough breath to achieve the necessary return. However, the leveraging of regional potentials, e.g. through synergy effects and standardization, is considered advantageous. Larger internationally active companies are more open to certificates and comprehensive solutions, as they increase returns and resale value, fulfil the requirements of the global financial markets, serve as a marketing instrument and reduce running costs. These companies could better manage the increased effort involved. While on the user side owners of owner-occupied properties contrast the higher costs with the advantages of lower running costs and value retention and are thus open to measures, tenants are definitely interested in the advantages (low ancillary costs, higher quality of living) but do not want to (have to) contribute to the financing. Housing shortage and individuality of the buildings are also rated as more important selection criteria here. In principle, the stakeholders welcome sustainability certificates, as they facilitate the necessary comparability of properties. State financing support is also desired in order to cushion additional financial burdens and to bring about a sustainability boost (cf. Radlmaier 2020).

Using the example of **hybrid real estate** (high-rise buildings with mixed use such as residential, office, hotel or retail), it could be shown that mono-functional structures of the real estate market can be broken up. Although such multifunctional buildings generate additional expenditure, their ratio to the actual benefit for the investor, but also for the end user in high-yield real estate markets, such as in Munich, creates not only an economic, but also a social and urban development advantage (cf. Piller 2020).

In the **commercial real estate** sector, there is a discrepancy in the assessment of sustainability measures between property owners and tenants. Property owners certainly recognize a possible long-term financial benefit as well as a general risk minimization (e.g. with regard to regulatory interventions on the part of politics) and the continuously increasing demand, but also the short- to medium-term additional financial expenditure, which is reflected in the investor-user dilemma (investor pays and tenant benefits from measures). The assumption of higher tenant demand is also only partially true, as often non-sustainable comparable properties at the same location with lower rents are preferred. Tenants see image benefits in sustainable buildings as well as opportunities for employee motivation. However, the lack of a way to quantify these advantages also puts a brake on them. The reduction of operating costs is another advantage. In summary, although certification of the building is desired for commercial properties, the threat of regulatory intervention on the part of the state is probably a stronger driver, as financial benefits only materialize to a limited extent (cf. Thriene 2020).

*The full article "**Sustainable Real Estate Management**" by Dieter M. Schlesinger and Simon M. Neumair will be published in the *Praxishandbuch Immobilienwirtschaft* in 2022.*



Other projects (ongoing)

Since its foundation, the Institute has been concerned with tourism destinations in the area of **location research**, as these ideally link the interaction of an industry with its location. In the textbook **Tourism Geography** (2019), spatial effects emanating from tourism, as well as methods for the evalu-

ation and design of destinations were discussed. The new textbook **Tourism Policy** (2021) continues the location analysis regarding environmental, economic, regional and transport policy, among others. The political actors and framework conditions, as well as their impact on tourism are explained in a well-founded manner and it is shown how tourist locations (destinations) can become more resilient, e.g. in relation to over tourism, climate change or the Corona pandemic.

Neumair, Simon M./Schlesinger, Dieter M. (2021): Tourismuspolitik. De Gruyter Oldenbourg.



In the field of **real estate economics**, the research project by Prof. Pauen, Prof. Schlesinger and Prof. Schmid has been completed with the publication of "**Model for the Determination of Property Interest Rates with Special Consideration of the Land Value**". The correlation between standard land value and property interest rate has been analyzed based on twelve NRW cities and a model has been developed with which property interest rates can be empirically derived from available standard land values, and their developments can be forecast.

Pauen, Werner; Schlesinger, Dieter M.; Schmid, Patrick (2021): Modell zur Ermittlung von Liegenschaftszinssätzen unter besonderer Berücksichtigung des Bodenwertes. In: GuG - Grundstücksmarkt und Grundstückswert 4/2021, Werner Verlag. S. 203-212.

Pauen, Werner (2021): Möglichkeiten und Grenzen von Sekundärdaten im Rahmen der Wertermittlung. Lecture at the 6th Cologne Valuation Day. 23.09.2021.

Modell zur Ermittlung von Liegenschaftszinssätzen unter besonderer Berücksichtigung des Bodenwertes

W. Pauen/D. Schlessinger/P. Schmid,
München

Im vorliegenden Beitrag wird mit dem »Liegenschaftszinssatz« ein spezifischer Aspekt aus der Wertermittlung aufgegriffen. Ausgehend von den Grenzen in der Praxis, den Liegenschaftszinssatz durchgängig für alle Immobilienarten und Regionen in Deutschland zu bestimmen, wurde nach einem Ansatz geforscht, mit dem anhand vorliegender Daten Liegenschaftszinssätze modellhaft abgeleitet werden können. Die Wahl fiel dabei auf die Bodenrichtwerte, die mit kleineren Einschränkungen deutschlandweit in den Landkreisen und kreisfreien Städten verfügbar sind. Anhand eines Regressionsmodells ist es gelungen, signifikante Zusammenhänge abzuleiten und damit die Basis für ein Prognosemodell zu schaffen. Im folgenden Beitrag werden die Ergebnisse dieser Arbeit zusammengefasst dargestellt.

Organization and structure

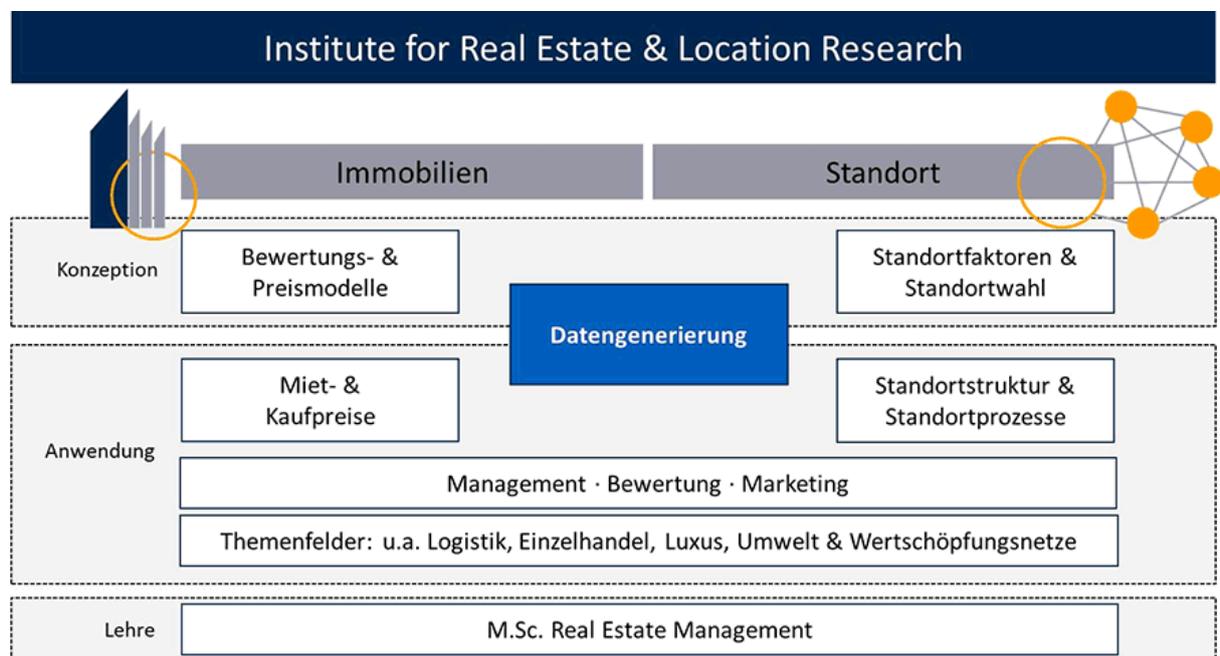


Figure 1: Organization of the Institute
Source: ISM, 2021

Entrepreneurship Institute @ ISM

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Presentation of the Institute

The Entrepreneurship Institute@ISM (EPR@ISM) bundles entrepreneurship expertise, research results and current trends in a competence center. Findings from research projects are transferred to science and practice. Current research topics are incorporated, for example, into teaching, including the M.A. Entrepreneurship degree program at the International School of Management (ISM). The institute is located on the ISM Campus in Cologne. The areas of **research, education and consulting** form the three central pillars of the institute (cf. Fig. 1). Research includes both internal institute research projects and 'thought leadership' as well as cooperation projects and contract research. In the context of entrepreneurship education, a distinction can be made between the courses offered at the ISM, especially in the Master's program in Entrepreneurship, and the implementation of entrepreneurship events for students and professionals. The third area, consulting, is aimed in particular at students, employees and alumni who are interested in starting a business, as well as external founders and established companies.



Figure 1: *Central pillars of the Institute*

Source: *ISM, 2021*

Associate at the Entrepreneurship Institute @ISM

The EPR@ISM team consists of the institute management, represented by Prof. Dr. Ingo Böckenholt, Prof. Dr. Ulrich Lichtenthaler and Prof. Dr. Horst Kutsch, and research assistants Marlén Firmont, Sarah M. Siepelmeyer and Felix Fronapfel.

Prof. Dr Böckenholt has been President and CEO since 2013, having been at ISM since 2008. Prior to his teaching career, Prof. Dr. Böckenholt was part of the management of various renowned large corporations.

Prof. Dr Lichtenthaler is Professor of Management and Entrepreneurship at the ISM in Cologne. He is also a speaker, executive coach and freelance consultant and holds training courses on innovation, entrepreneurship, digital transformation and artificial intelligence. He holds a doctorate from WHU - Otto Beisheim School of Management and has taught at the University of Mannheim. Before joining ISM, he worked for several years as a top management consultant.

Prof. Dr. Kutsch is Professor of Entrepreneurship and Statistics at ISM Cologne and head of the M.A. Entrepreneurship program. He has also been a consultant for entrepreneurship, statistical methods and data analysis for many years. As a member of the business research group innovative technologies at the University of Cologne, he completed his doctorate on the topic of "Representativeness in online market research". He then spent several years as a scientific project manager at the University of Koblenz-Landau, where he was, among other things, a founding partner and CEO of "Scienovation", a consulting firm for business start-ups from and in science that emerged from a BMWi funding project.

Ms. Firmont has been working at the Institute as a research assistant at 75% since the beginning of March 2021. She is also doing her PhD in Capital Ventures at the Technical University of Kaiserslautern. Before coming to ISM, she worked as a management consultant in the field of mergers & acquisitions.

Ms. Siepelmeyer joined the Institute in April 2021 as a 75% research assistant. During her studies, she obtained degrees with a focus on Communication Science & Change Management (B.A.), Psychology & Management (M.Sc.) and Project Management & Project Communication (M.Sc.). For several years, she has been conducting research in the field of efficiency and effectiveness enhancement in communication in the health sector. Ms. Siepelmeyer is currently doing her doctorate at the Department of Psychosomatics and Psychotherapy.

Mr. Fronapfel has been a research assistant at the Entrepreneurship Institute at ISM in Cologne since October 2020. He has a double Master's degree in Entrepreneurship from Edinburgh Napier University, as well as his ISM's International Management degree. He has project experience in innovation and sustainability as a former employee of a corporate innovation hub in the automotive industry, as well as through various consulting projects in the areas of digitalization, business model development and Industry 4.0. Mr. Fronapfel is 50% responsible for the EaaS@ISM project and 50% for other projects at the institute.

Research

EXIST potential

EXIST Potentials project

The EXIST funding application "Entrepreneurship as a Service" (EaaS@ISM) submitted by the EPR@ISM as part of the funding measure "EXIST Potentials" was proposed as funding by the review committee in December 2019 and includes a project budget of over 750,000.00 euros. Within the framework of the four-year project, a perceptible and activating start-up culture will be established at ISM and ideal conditions for the emergence of innovative start-ups from within the university will be created. The project started on 1 October 2020 under the leadership of Prof. Dr Horst Kutsch and Prof. Dr Ulrich Lichtenthaler has been the project manager since January 2021. Mr. Fronapfel has been working on the project at a 50% capacity since 01.01.2021. Ms. Firmont and Ms. Siepelmeyer have been employed on the project at 75% from 01.03.2021 and 01.04.2021 respectively.

The first goal of EaaS@ISM is the establishment and sustainable consolidation of a university-wide start-up culture. The aim is to establish ISM as a future university for start-ups in its cultural essence, its cultural uniqueness and its cultural endurance over time. Within this framework, a digital solution has been established with Microsoft Teams, with which students can network and exchange with each other and with their advisors. This solution offers sustainable scaling options across locations. The establishment of the (Digital) Startup Days as a series of events was also offered for the first time in spring 2021 in order to sensitize students to the topic of start-ups and to further support founders. Students with start-up ambitions can also contact the start-up advisors Ms. Firmont, Ms. Siepelmeyer or Mr. Fronapfel. The counselling focuses on team building, market research and questions regarding financing and professional founding.

Another goal concerns the classic basic promotion of start-up-oriented thinking and action across all target groups (professors, academic staff, students, administrative staff) and across all locations. In the summer semester of 2021, for example, a joint event under the motto "Business meets Technology" was offered together with the Bonn Rhine-Sieg University of Applied Sciences, where students of economics could network with students from technology-oriented subjects. This strengthened

interdisciplinary start-up intentions. At the Munich and Cologne locations, three entrepreneurs in residence were established as (digital) contacts for people interested in founding a company.

A third goal focuses on the special promotion of the research institutes in the direction of start-up-oriented thinking and action. The research institutes of the ISM demonstrate the claim to be particularly good not only in application and practice-oriented teaching, which is characteristic of a university of applied sciences, but also in research. To achieve this, the institutes must be made capable of innovation on the one hand, and on the other hand, a targeted search must be conducted for research results that have the potential to be transferred into innovations and start-ups. To this end, workshops/needs analyses on the topic of "enabling entrepreneurship" were conducted with the institutes. These needs analyses are now paving the way to increase the innovative capacity of the institutes with individually tailored program over the next three years.

Innovation and sustainability

Prof. Dr Lichtenthaler is developing a frame of reference for a sustainability-based understanding of corporate success as part of a research project on innovation and sustainability. Different aspects of sustainability are taken into account, not only in the analogue context, but also in the context of digital transformation. In particular, it shows how activities to strengthen sustainability can lead not only to efficiency improvements, but also to completely new solutions. Together with Felix Fronapfel, the next step is an interview-based study on sustainability and innovation planned for the coming months.

Planning further research projects

Furthermore, Prof. Dr Lichtenthaler and Mr Fronapfel are working on submitting a project outline for the Rhenish Revier. Within the framework of the Sustainable Rhineland Region Graduate Cluster, the project proposal is to be about a competence center for digitalization and innovation that supports companies and start-ups from the Rhineland Region in building up relevant competences for the successful implementation of digital and sustainable innovation. The project is planned in cooperation with several partners, including business development organizations and SMEs from the Cologne and Aachen areas.

Education and Events

Supervision of Bachelor and Master's theses

Furthermore, external doctoral projects and numerous ISM theses (Bachelor and Master's) in the field of entrepreneurship are supervised by the institute's staff as first or second referees.

Events

Digital Startup Days 2021

With the Digital Startup Days, students from all ISM locations have the opportunity to inform themselves and network on topics such as financing the startup, agile working methods and succession in family businesses within the framework of lectures or workshops. Yukiko Kobayashi, for example, gave an inspiring keynote on Trends in AI. She is also a member of the ISM Board of Trustees. In addition, the Founder's Prize 2020 (pandemic delay) was awarded in the course of the Startup Days.

Start-up Competition 2021

The cross-campus competition was launched by the Entrepreneurship Institute @ ISM for the first time in 2018 and aims to discover new innovative start-up ideas, award prizes to successful founders, consolidate the start-up culture at ISM and promote the 'entrepreneurial spirit' at ISM. Following the successful implementation in previous years, students will again be offered the opportunity to submit their ideas and business plans in 2021 and face an internal ISM competition. Beyond prize money, participants will be offered further incentives. The competition is to be established as an award and seal of quality in the long term, thus creating a reputation for the prizewinners and attracting the attention and interest of potential investors and cooperation partners.

Business meets Technology

As a replacement for the Entrepreneurship Summit, an online event series 'EntrepreneurshipXperience' on the topic of start-ups took place at ISM in 2020 due to the Corona situation. The events were intended to provide start-up personalities and those who still want to become one with impulses for the successful establishment of their own start-up. The target group included ISM students as well as students from other universities and interested parties from academia and practice. The event series took place from September to December 2020 under the motto "Founders tell about their experiences". The founders of an emotion-based AI start-up 'TAWNY' and a sustainable swimwear start-up 'LANASIA' were invited as guests. Furthermore, the Entrepreneurs Club Cologne e.V. (ECC) Founders' Evening took place again as part of the event series. (ECC) start-up evening took place. Once a month, the ECC organizes a start-up evening where people interested in founding a company and start-ups come together. The aim of the event is to show many young people the career option start-up. At the start-up evening, two to three successful founders talk about their experiences, their careers, current projects and pass on additional personal tips. The ECC Start-up Evening will take place again at ISM in the future. Further information on the guests will be announced soon.

Monthly Foundation Evening

The ISM Start-up Evening takes place every third Thursday of the month and is aimed at students at ISM who are interested in starting a business. In addition to the opportunity to exchange ideas, try out pitches and get feedback from other students and, in some cases, experienced founders, the start-up evening also offers the chance to network with each other on a flexible agenda.

Networks and cooperation

In addition to the cooperations and partnerships already mentioned, the Institute is integrated into a broad network of different cooperation partners, companies, organizations and institutions. These include, for example, the Hochschulgründernetzwerk Cologne e.V. (hgnc), STARTPLATZ, the Cologne Chamber of Industry and Commerce and the Entrepreneurs Club Cologne (ECC). Together with the hgnc e.V., the focus is on supporting those interested in founding a company within the framework of seminars and workshops as well as individual counselling and coaching. The ECC is a student initiative that supports those interested in founding companies, and represents an interface between start-ups and studies. Within the framework of various projects, the institute works together with the Institute for Trade Research Cologne (IFH), the Chamber of Industry and Commerce and the Institute for Business Innovation & Evolution of ISM Stuttgart, among others. In addition, a partnership with the Jean

Baptiste Say Institute for Entrepreneurship at ESCP Berlin is being sought, with which joint events and networking events for students and professionals are to be offered.

Consulting

The Entrepreneurship Institute @ ISM is the central point of contact for start-ups, founders and those interested in founding at ISM and has been listed as an EXIST start-up network with the Federal Ministry for Economic Affairs and Energy (BMWi) since 2018. As such, ISM can carry out EXIST funding projects through the institute, apply for and administer EXIST start-up grants for start-up teams, advise start-up teams on their start-up and accompany them through the start-up process. Students and researchers interested in founding a company can find advice and support at the Institute. The Institute's advisory services for founders are continuously being expanded and gradually extended through further cooperation with external partners.

From October 2020 to August 2021, 32 students took advantage of the start-up advice provided by the three academic staff members. Furthermore, more than 45 counselling sessions were held with students. In addition to individual counselling, the LinkedIn group "ENTREPRENEURS@ISM" has been expanded and now has 77 participants, with the aim of offering founders an exchange platform. In addition, the Institute runs a focus page on LinkedIn. On this page, current contributions are shared with the currently 365 subscribers once or twice a week. The LinkedIn page aims to increase the visibility of the EPR@ISM internally and externally. Ms. Siepelmeyer coordinates the LinkedIn page in cooperation with Ms. Gebel.

Furthermore, numerous consultations took place in 2021 specifically on the topic of EXIST start-up scholarships. In August 2020, the EPR@ISM was able to submit the first ISM funding application to the BMWi for funding of an EXIST start-up scholarship project for a student start-up team. The application was approved, so that a project start of the founding team took place on 01.01.2021 at the Cologne campus. The project with a requested funding amount of 105,000 euros is the responsibility of Prof. Dr. Kutsch as project leader and mentor and is accompanied by Mr. Fronapfel as contact person of the ISM-EXIST start-up network. In addition, a second EXIST start-up grant application was submitted in June 2021. If successfully approved, the team will be based at the Dortmund Campus. The application is currently under review at the BMWi.

Scientific contributions, practical contributions and conference presentations

In a lively exchange between science and practice, research results are continuously and sustainably transferred into teaching, consulting and into the public via publications and events. Current start-up trends are identified processed in a research-led manner and the previous cooperation with practice is strengthened. The institute thus provides an important basis for the creation of independent publications. The results and achievements of the ISM in the startup area are made visible and the ISM employees are offered a platform for their research work in the subject spectrum of entrepreneurship through the institute. In particular, the following scientific articles and practical contributions were published this year and presentations were given at specialist conferences and congresses.

Publications

Books:

Lichtenthaler, U. 2021 (Ed.). Successfully implementing artificial intelligence: Practical examples for integrated intelligence. Wiesbaden: SpringerGabler, in press.



Contributions to collected editions:

Lichtenthaler, 2021. Integrated Intelligence: New Opportunities in Marketing at the Interface of Human and Artificial Intelligence. Terstiege, M. (Ed.). AI in Marketing & Sales - Success models from research and practice. Wiesbaden: SpringerGabler: 97-109.

Articles in scientific journals:

Lichtenthaler, U. 2021. SMART Leadership: Innovative Führung für die neue Normalität. Ideen- und Innovationsmanagement, 2.

Lichtenthaler, U. 2021. A conceptual framework for innovation and new business opportunities in the post-pandemic period. Journal of Creativity and Business Innovation, 7(1): 74-89.

Lichtenthaler, U. 2020. Mit künstlicher Intelligenz aus der Corona-Krise: Ein Vergleich der DAX-30-Unternehmen. Zeitschrift Führung + Organisation, 89(6): 379-384.

Lichtenthaler, U. 2020. Extremes of acceptance: Employee attitudes toward artificial intelligence. Journal of Business Strategy, 41(5): 39-45.

Lichtenthaler, U. 2020. A conceptual framework for combining agile and structured innovation processes. Research-Technology Management, 63(5): 42-48

Lectures

Lichtenthaler, U. 2021. Integrated Intelligence: Competitive Advantages by Combining Human and Artificial Intelligence in Business Processes. Online Business Process Speaker Series, Institute of Innovative Process Management, Pfaffenhofen, Germany, 2021-05-03.

Lichtenthaler, U. 2020. Digitalisation and Artificial Intelligence: Impulse with Personal Experiences from Germany. Online Meeting Digitale Transformation, Bundesrechenzentrum Österreich, Vienna, Austria, 2020-12-14.

Lichtenthaler, U. 2020. Integrated Intelligence: Achieving Competitive Advantages by Combining Human and Artificial Intelligence. Online Tag der KI an der IHK Karlsruhe, Karlsruhe, Germany, 2020-10-21.

Lichtenthaler, U. 2020. Integrated Intelligence and the Future of Work: What Your Employees Think of AI. Zukunft Personal Europe - Online ExpoEvent, Cologne, Germany, 2020-10-12.

Lichtenthaler, U. 2020. Integrated Intelligence: Achieving Competitive Advantages by Combining Human and Artificial Intelligence. AI in Industrial Production - Online Conference, Hannover, Germany, 2020-10-07.

Outlook

By the end of 2021, further research projects and publications have already been implemented, prepared or planned, as outlined above. Particularly through the EXIST project, the Entrepreneurship Institute will continue to develop strategically and provide an expanded range of services for students, alumni and employees. Another goal until 2022 is to continue the listed projects and to open up further fields of research. Furthermore, teaching and research are to be more closely interlinked by increasingly assigning theses from the Institute's research areas and offering more project seminars. The publication of a new edited volume is also planned.

SCM@ISM – Institute for Supply Chain, Cluster & Mobility Management

Geschäftsführung:

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Presentation of the Institute

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

The Institute's goal is to continuously expand its position as a relevant and active operations think tank of ISM for networking science, practice and students as potential young professionals. The Institute's advisory board, which includes renowned experts from industry as supporters and sparring partners of the Institute, promotes its development.

In the area of Operations Management, Purchasing, Logistics and Supply Chain Management, the Institute works on the following issues that affect current and future practice and research:

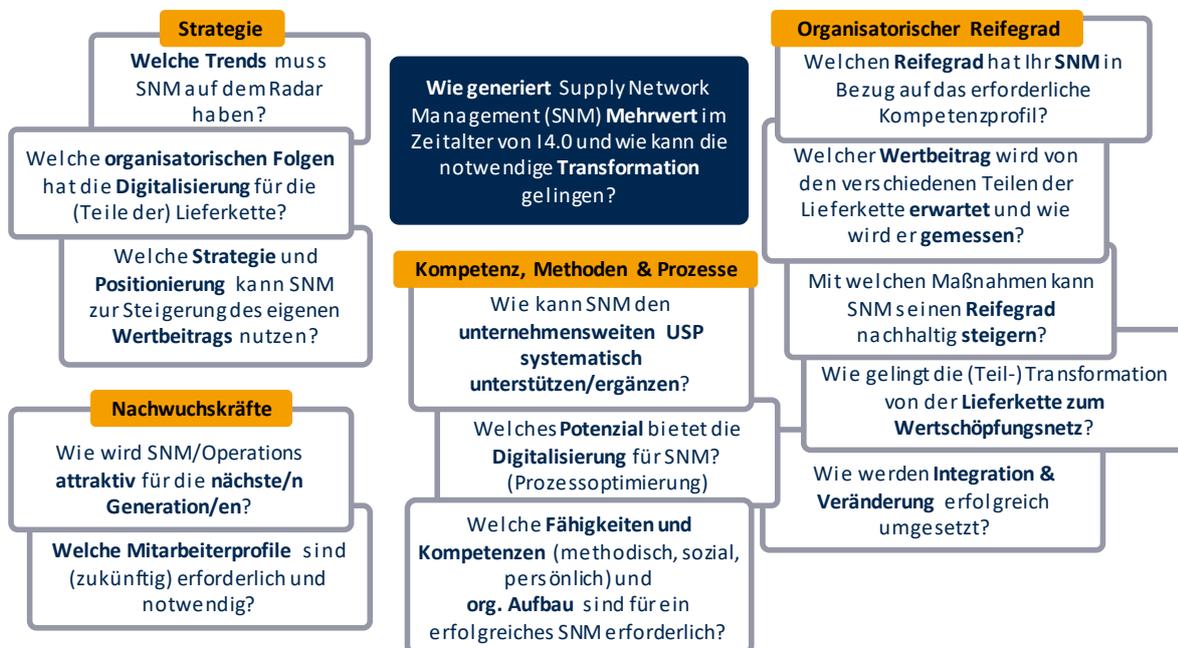


Figure 1: Current working issues of the Institute

Source: ISM, 2021

It is the vision of the institute to continuously expand its position in supply network management and to extend its competence in the field of smart mobility and smart city.

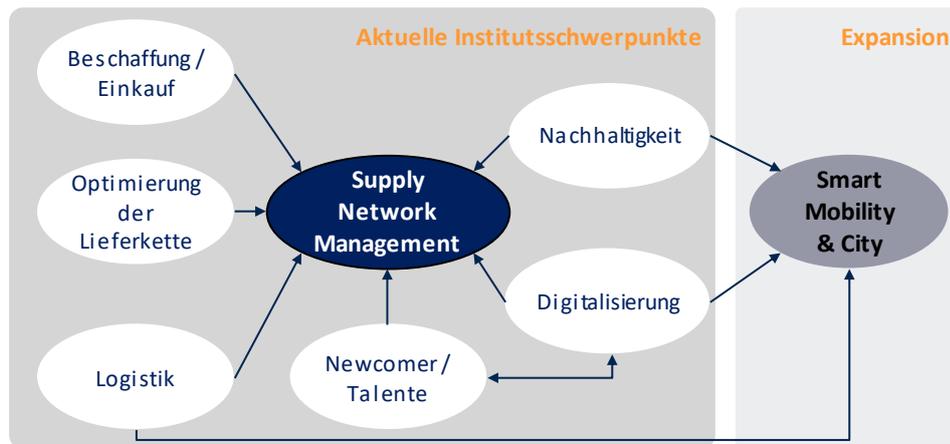


Figure 2: Main topics of the Institute

Source: ISM, 2021

The SCM@ISM Institute acts in different ways:

Competence center: In the medium term, the institute bundles the professional, technical and methodological competence in the spectrum of Supply Network Management (SNM) as well as in the areas of Smart Mobility & Logistics.

Think tank: The institute deals - also in cooperation with partners - with current and relevant topics of supply network management, develops and elaborates solutions, leads the interaction between students, practice and science, acts as an integrative platform for the search for talents and solutions in practice and offers our students practical relevance and relevance (events, excursions, workshops, etc.).

Network: The Institute is actively involved in the further development of these topics with leading partners (BME, BVL, HOLM, etc.).

Consulting partner & coach: The institute acts as a project partner in - for our clients - relevant topics in terms of analysis, conception, and transformation/optimization.

Research driver: The Institute develops and publishes practice-relevant topics in a scientific context, i.e. in the form of studies, white papers, publications or focus groups.

Input providers for teaching: The knowledge gained at the Institute as well as the cooperations that are being established flow into the continuous development of teaching.

Institute for Business Innovation & Evolution @ ISM

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Presentation of the Institute

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

In addition, the institute's experts derive individual company **solutions for successful business evolution from** these findings.

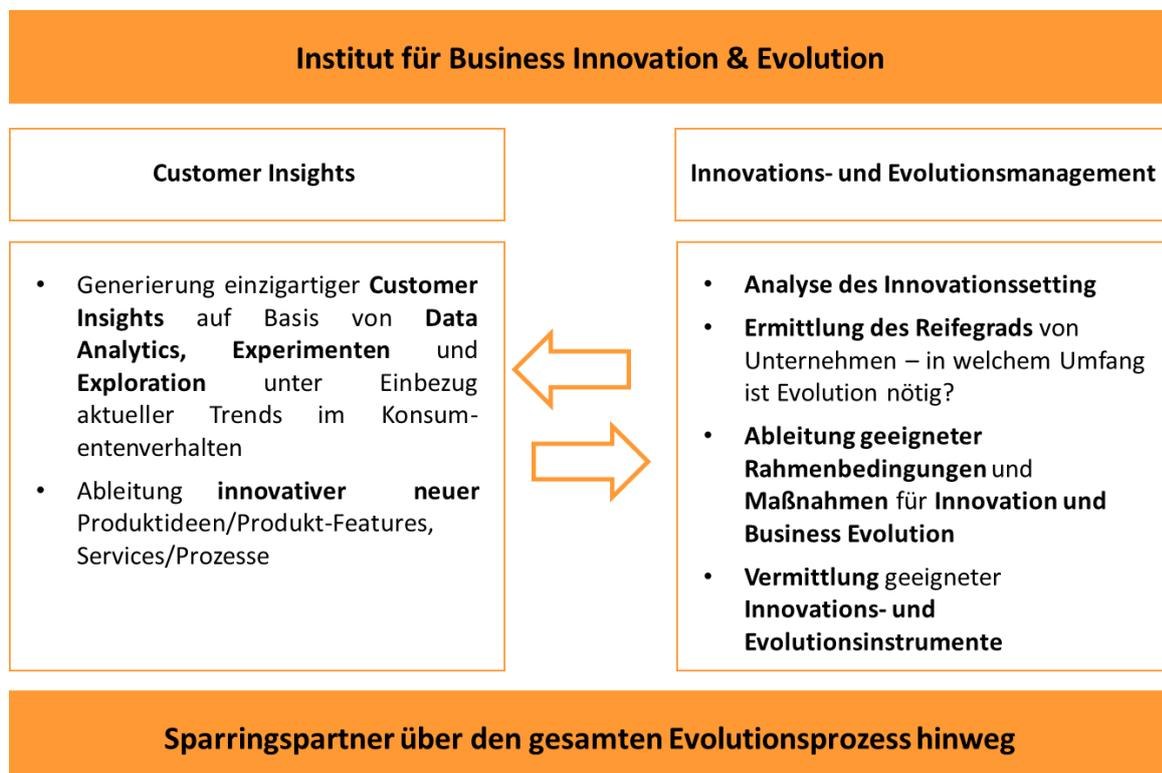


Figure 1: *Institute for Business Innovation & Evolution @ ISM*
 Source: *ISM, 2021*

The institute deals with:

- Generating unique consumer insights to derive innovative new product ideas
- The application-related research of innovation and evolution management of companies.
- Furthermore, it serves to collect, process and provide specific success factors of innovation and evolution management

The institute is located on the Stuttgart campus, where it is integrated into the local teaching and research landscape to ensure the transfer of knowledge for research and teaching.

Prof. Dr. Cornelia Hattula, Campus Director of the ISM Stuttgart location, and Prof. Dr. Anna Quitt, Campus Director of the ISM Frankfurt campus head the institute. Both colleagues have a research orientation in the area of innovation management and in relation to transformation and change topics. Colleagues Prof. Dr Johannes Moskaliuk (organizational and learning psychology), Prof. Dr Dirk Steffens (human resources and corporate organization) and Prof. Dr André Reichel (post-growth research) complement the institute team on a selective basis.

Range of services



Figure 2: Range of services Business Innovation & Evolution @ ISM
Source: ISM, 2021

III More reports

Wissenschaftstag Dortmund 2021 - Lecture: How RPA scaling can succeed



*Prof. Dr Burkhard Bamberger
Program Director Master Finance at the International School of Management (ISM) in Dortmund and Frankfurt am Main*



*Dr Michael Knapstein
University lecturer for International HR Management and Digital Transformation at the International School of Management (ISM) in Dortmund and Academic Director of the Kienbaum Institute @ ISM.*

Friday with a future? - A day with science, digitalism and artificial intelligence. Under this motto, the City of Dortmund, together with DASA, Germany's largest working world exhibition, organized the 17th Dortmund Science Day on 12 November 2021 as part of the Digital Week Dortmund. The event took place hybrid, i.e. digitally, as well as from the DASA and the Dortmund U.

Digitalization has long since conquered our everyday lives. Ever new gains in knowledge in science lead to innovations and new application possibilities in practice and thus also in our everyday lives. The possibilities of artificial intelligence (AI) are increasingly spurring this technological change and offering ever more far-reaching possibilities. This year's lectures at the 17th Dortmund Science Day accordingly dealt with topics such as the use of AI in medicine, business and logistics. In keynote speeches, scientists reported on the areas of application in which AI can and will benefit society and to what extent this is a question of responsibility.

The International School of Management was represented again this year by a lecture by Prof. Dr. Burkhard Bamberger and Dr. Michael Knapstein on the topic: "How RPA scaling can succeed". The automation of business processes is a highly topical issue for companies, which has gained in importance due to the pandemic. Robotic Process Automation (RPA) can be used to automate routine tasks. If RPA is combined with artificial intelligence, even complex overall processes can be taken over by intelligent bots.

However, companies still use RPA relatively little. RPA is still used to a small extent, at least in Germany, which could primarily be due to the accompanying change management process. A new study by Horváth & Partner shows that only 24 percent of the automation potential is used (compare Horváth & Partner 2020). Automation is the use of information technology that can reduce or replace human work in a process. A distinction can be made between four different forms of automation: First, there is classic automation, which is used for processes that are easy to solve and coordinate. Process automation requires a high degree of coordination and control, but again refers to simple tasks. RPA is particularly anchored in process automation. For example, the onboarding of new employees can be solved easily and quickly with the help of RPA. Cognitive automation refers to the

solution of complex tasks with the help of artificial intelligence that require complex coordination. This is still very rare in practice, as such applications are usually still in the development phase.

Table 1: Forms of automation

Coordination/Task	Simple task	Complex task
Simple coordination	Classic automation z. E.g. payment of supplier invoices in the ERP system	Artificial intelligence z. e.g. automated purchase recommendation based on transaction data
Complex coordination	Process automation z. E.g. onboarding of a new employee using different application software	Cognitive automation z. E.g. settlement of claims with insurance companies

Source: ISM, 2021

Companies often hope for differentiation advantages, cost reductions, more flexibility, higher quality or greater compliance from automation processes using RPA. However, RPA scaling requires special change management. The experts Prof. Dr. Burkhard Bamberger and Dr. Michael Knappstein of ISM presented ¹recommendations for action for a successful change process with regard to RPA in their lecture as well as in their article. Particularly relevant for them is support at the C-level. The CFO of a company should formulate ambitious RPA goals and provide the budget. Best practice recommendations should also be generated and the organizational anchoring of automation expertise should be clarified. Open communication with all stakeholders, especially regarding early successes, serves to counter concerns and resistance.

¹ Bamberger, B., & Knappstein, M. (2021). Wie RPA-Skalierung gelingen kann. *Controlling & Management Review*, 65(5), 8-15.)

IV Bachelor's/Master's theses

A total of 925 final theses were successfully completed at the ISM locations in the reporting year 2021. The following overview shows the distribution among the ISM locations.

Table 1: Assessment of Bachelor's and Master's theses

Standort	Programm	Anzahl
Berlin	Bachelor	0
	Master	21
Dortmund	Bachelor	119
	Master	93
Frankfurt	Bachelor	97
	Master	114
Hamburg	Bachelor	76
	Master	50
Köln	Bachelor	47
	Master	48
München	Bachelor	92
	Master	102
Stuttgart	Bachelor	47
	Master	19

The distribution among the various degree programs can be seen in the following tables:

Table 2: *Review of Bachelor's theses by degree programme at the Dortmund location*

Bachelor-programme	Studiengang	Anzahl
Dortmund	B.A. Betriebswirtschaft Communications and Marketing	2
	B.A. Global Brand & Fashion Management	13
	B.A. Marketing & Communications Management	7
	B.A. Tourism & Event Management	7
	B.Sc. Betriebswirtschaft International Management	8
	B.Sc. Finance & Management	4
	B.Sc. International Management	53
	B.Sc. Psychology & Management	14
	LL.B. Business Law	2
	B.A. Business Administration Finance	1
	B.A. Business Administration International Management	7
	B.A. International Sport Management	1
		Σ 119

Table 3: *Review of Bachelor's theses by degree program at the Frankfurt location*

Bachelor-programme	Studiengang	Anzahl
Frankfurt	B.A. Global Brand & Fashion Management	15
	B.A. Marketing & Communications Management	10
	B.A. Tourism & Event Management	5
	B.Sc. Betriebswirtschaft International Management	1
	B.Sc. Finance & Management	7
	B.Sc. International Management	34
	B.Sc. Psychology & Management	14
	LL.B. Business Law	2
	B.A. Business Administration Finance	2
	B.A. Business Administration International Management	7
	Σ 97	

Table 4: *Review of Bachelor's theses by degree program at the Hamburg location*

Bachelor-programme	Studiengang	Anzahl
Hamburg	B.A. Global Brand & Fashion Management	9
	B.A. Marketing & Communications Management	2
	B.A. Tourism & Event Management	3
	B.Sc. Finance & Management	2
	B.Sc. International Management	40
	B.Sc. Psychology & Management	8
	LL.B. Business Law	2
	B.A. in Business Administration International Management	8
	B.A. International Sport Management	2
		Σ 76

Table 5: Review of Bachelor's theses by degree program at the Cologne location

Bachelor-programme	Studiengang	Anzahl
Köln	B.A. Betriebswirtschaft Communications and Marketing	4
	B.A. Global Brand & Fashion Management	9
	B.A. Marketing & Communications Management	3
	B.Sc. Betriebswirtschaft International Management	2
	B.Sc. Betriebswirtschaft Logistik Management	7
	B.Sc. International Management	11
	B.Sc. Psychology & Management	9
	B.A. International Sport Management	2
		Σ 47

Table 6: Review of Bachelor's theses by degree program at the Munich location

Bachelor-programme	Studiengang	Anzahl
München	B.A. Betriebswirtschaft Communications and Marketing	1
	B.A. Global Brand & Fashion Management	8
	B.A. Marketing & Communications Management	7
	B.A. Tourism & Event Management	5
	B.Sc. Betriebswirtschaft International Management	4
	B.Sc. Finance & Management	4
	B.Sc. International Management	43
	B.Sc. Psychology & Management	14
	B.A. in Business Administration International Management	3
	B.A. International Sport Management	3
	Σ 92	

Table 7: Review of Bachelor's theses by degree program at the Stuttgart location

Bachelor-programme	Studiengang	Anzahl
Stuttgart	B.A. Global Brand & Fashion Management	4
	B.A. Marketing & Communications Management	5
	B.A. Tourism & Event Management	2
	B.Sc. International Management	24
	B.Sc. Psychology & Management	12
	Σ 47	

In total, 478 bachelor theses were successfully completed at all locations.

The available specifications by degree program show the focus of the respective locations, but also the intensity of supervision by the lecturers.

Table 8: Assessment of Master's theses by degree program at the Berlin location

Master-programme	Studiengang	Anzahl
Berlin	M.A. Luxury, Fashion & Sales Management	8
	M.A. Strategic Marketing Management	1
	M.Sc. International Management	12
		Σ 21

Table 9: Assessment of Master's theses by degree program at the Dortmund location

Master-programme	Studiengang	Anzahl
Dortmund	M.A. International Business	5
	MBA General Management	8
	M.A. Luxury, Fashion & Sales Management	2
	M.A. Management Finance	3
	M.A. Management International Management	11
	M.A. Marketing, CRM & Vertrieb	8
	M.A. Strategic Marketing Management	11
	M.Sc. Business Intelligence & Data Science	8
	M.Sc. Finance	10
	M.Sc. International Management	20
	M.Sc. Organizational Psychology & Human Resources Management	3
	M.Sc. Psychology & Management	4
		Σ 93

Table 10: Assessment of Master's theses by degree program at the Frankfurt location

Master-programme	Studiengang	Anzahl
Frankfurt	M.A. International Business	6
	M.Sc. International Logistics & Supply Chain Management	27
	M.A. Management Business Intelligence & Data Science	1
	M.A. Management Finance	1
	M.A. Management International Management	4
	M.A. Marketing, CRM & Vertrieb	7
	M.A. Psychology & Management	4
	M.A. Strategic Marketing Management	4
	M.Sc. Finance	20
	M.Sc. International Management	34
	M.Sc. Organizational Psychology & Human Resources Management	6
		Σ 114

Table 11: Assessment of Master's theses by degree program at the Hamburg location

Master-programme	Studiengang	Anzahl
Hamburg	M.A. Human Resources Management & Digital Transformation	2
	M.Sc. International Logistics & Supply Chain Management	7
	M.Sc. Real Estate Management	4
	M.A. Luxury, Fashion & Sales Management	2
	M.A. Management International Management	7
	M.A. Marketing, CRM & Vertrieb	2
	M.A. Strategic Marketing Management	2
	M.Sc. Business Intelligence & Data Science	2
	M.Sc. International Management	16
	M.Sc. Psychology & Management	6
	Σ 50	

Table 12: Assessment of Master's theses by degree program at the Cologne location

Master-programme	Studiengang	Anzahl
Köln	M.A. Human Resources Management & Digital Transformation	4
	M.Sc. International Logistics & Supply Chain Management	1
	M.A. Digital Marketing	7
	M.A. Entrepreneurship	4
	M.A. Luxury, Fashion & Sales Management	8
	M.A. Management Finance	1
	M.A. Management International Management	5
	M.A. Marketing, CRM & Vertrieb	1
	M.A. Psychology & Management	7
	M.Sc. International Management	10
	M.A. Human Resources Management & Digital Transformation	4
	Σ 48	

Table 13: Assessment of Master's theses by degree program at the Munich location

Master-programme	Studiengang	Anzahl
München	M.A. International Business	9
	M.Sc. Real Estate Management	9
	MBA General Management	5
	M.A. Luxury, Fashion & Sales Management	7
	M.A. Management International Management	1
	M.A. Psychology & Management	3
	M.A. Strategic Marketing Management	20
	M.Sc. Business Intelligence & Data Science	12
	M.Sc. Finance	10
	M.Sc. International Management	18
	M.Sc. Psychology & Management	8
	Σ 102	

Table 14: *Assessment of Master's theses by degree program at the Stuttgart location*

Master-programme	Studiengang	Anzahl
Stuttgart	M.A. Digital Marketing	5
	M.A. Management International Management	4
	M.A. Marketing, CRM & Vertrieb	2
	M.Sc. International Management	5
	M.Sc. Psychology & Management	3
		Σ 19

In total, 447 master's theses were successfully completed at all locations.

V Short reports on doctorates

The current doctorates within the framework of the ISM's cooperation programs with the Strathclyde Business School in Glasgow and the Northumbria Business School in Newcastle are presented here. The two new program of the ISM with the Universitat Ramon Lull in Barcelona and the Bond University on the Gold Coast in Australia are currently also increasingly in demand. A selection of doctoral programs that ISM professors are conducting in individual cooperation with partner universities is also presented here. Since the international doctoral cooperations with British universities are exclusively in English, the descriptions in the research report are written in English. The doctoral programs are generally part-time doctoral projects.

The detailed reports can be found in the online edition of the ISM Research Report.

Candidate:	Jörg Forthmann
Topic:	A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional Market Research
Partner University:	Strathclyde Business School
Supervisor:	Dr. Samantha Murdy, Prof. Alan Wilson PhD
ISM-Supervisor:	Prof. Dr. Arne Westermann
Start:	October 2018

Abstract

The focus of this thesis is the question of how the predictive power of social listening can be used to increase the efficiency of marketing communication.

Problem Description and Literature Review

Walker (2010) identified three main theories related to corporate reputation as a component of marketing: Institutional Theory, Signalling Theory and the Resource-Based View.

Institutional Theory holds that organisations need to gain legitimacy by adapting to the institutions within their environment. This is done via conformity to norms and values and is a pre-action stage before a corporate reputation can be developed (Yuncu & Koparal, 2017).

Signalling Theory includes the notion that the recipient of a signal needs to decide how to interpret the information that it contains. The function of signals being sent is both to reduce information asymmetry (Connelly, Cero, Ireland & Reutzel, 2011) and to gain some type of advantage (Eliashberg & Robertson, 1988). Consumers rely upon signalling to identify the characteristics of a company and corporations utilize it in order to distinguish themselves from competing businesses (Boateng, 2018). It is also directly related to the reputation of a company, given that firms seek to put out signals to indicate unobservable factors related to their quality (Connelly et al., 2011). Companies can also signal that they have a positive reputation, which can provide them with an advantage over competitors and increase their reputations even more (Karasek & Bryant 2012).

Boateng (2018) notes that in recent times, companies have begun to rely more and more upon information technology to send signals to their customers, with the intention of influencing their behavioural intentions and perceptions. This is frequently done on social media, which also al-

lows for interaction with the public in order to co-create signals, for example a firm putting out information and encouraging customers to indicate whether or not they like it (Boateng, 2018).

The resource-based view means that companies can gain a sustainable competitive advantage by making the best use of the resources they possess, which are not interchangeable, difficult to imitate, valuable and rare. A company's reputation is one such resource. It also centres on the idea that only companies that are able to maintain their efficiency can survive (Yuncu & Koparal, 2017). There does not appear to be any theory to date that deals with ways that companies can gauge the efficiency of their ability to gain information regarding corporate reputation as a component of marketing. Given the clear utility involved in exploiting this resource, there is arguably a great deal to be gained from generating such a theory.

The fact that this provides an advantage to the company that sent the initial signal indicates that there is value to be gained from enhancing the efficiency of signalling. Connelly et al. (2011, p. 57) have noted that there is a gap in the current base of theory about signalling theory regarding the way in which signallers can "manage a portfolio of signals to maximise their collective effectiveness". One way of doing this would arguably be to add to the base of theory related to the efficiency of signalling.

Walker (2010) established the link between signals, image and reputation. Based on his research, the perception of the different target groups can be concretised from the model of Karasek and Bryant (2012) in images that are created in the target groups. The images in turn result in corporate reputation, which can be measured in five functional dimensions according to Fombrun and Van Riel (2004). This leads to an extension of Karasek and Bryant's model.

Candidate:	Uta Sonja Franek von Schumann
Topic:	Service Experiences of Child-Tourists: An exploration of Preschooler's Kids Club Holiday Experience Practices
Partner University:	Newcastle Business School - Northumbria University
Supervisor:	Prof. Dr. Sharon Wilson
ISM-Supervisor:	Prof. Dr. Bernd Schabbing
Start:	October 2020

Abstract

Even though the meaning of children in tourism research has increased over the last years and has identified children's sophisticated consumer role as a major trend for the future (Schänzel & Yeoman, 2015), the recognition of children as active experience creators in tourism experience studies is a new endeavour. Studies with children in this area are quite rare (Poria & Timothy, 2014) and mostly engage in children's influencer role in families' decision-making (Wu et al., 2019; Khoo-Latimore et al., 2015). Providing first insights, Radic (2019) explored 4-14-year-old's cruise experiences and highlighted that children are active co-creators of their own tourism experience. Planning on board activities and interacting with service providers were found to be important means of children's cruise experience creation (ibid.). While it is generally true for adult customers that "the customer is always a co-creator of value" (Payne et al., 2008), research on how children co-create valuable experiences

in family holiday environments is lacking. To fill this gap, research into children's value creation activities and interactions on site is needed.

Aim and Objectives

This project will integrate the perspective of Service-Dominant Logic (S-D logic) (Vargo & Lusch, 2008, 2016) as a conceptual framework. From this perspective, the customer is an active participant who co-creates value with a company and other actors in a service ecosystem (Akaka et al., 2013). In the context of family tourism, Radic (2019) proved that family cruises are a fruitful arena for investigating children's tourism experiences on-site. It is therefore proposed to gain insights in a holistic way at a micro-level to answer what specific acts comprise children's value creation process and how practices are employed. With special emphasis on the social dimensions of co-creating experiences, the purpose is to gain insights into various aspects of the co-creation process with involved actors especially childcare supervisors and peers on board.

Problem Description and Literature Review

Over the last twenty years' tourism, research adopted a management and marketing perspective following Pine and Gilmore's (1998) concept of the Experience Economy, which has led to a dominance of objective approaches about the consumption of experience in tourism. From this macro-oriented supply side, tourist experiences equate to consumer experiences, focusing on the creation of experiences as business offerings and their impact to a tourism provider's success. Although the importance of subjective approaches from a social science perspective, concentrating on the demand side of tourism consumption is acknowledged in the literature, research is limited (Seeler et al., 2018). Going a step further, several scholars have stressed that both perspectives are interconnected and need to be understood holistically to enlighten the concept of experience in tourism (ibid).

Aware of the interconnectedness between the supply and demand side of tourism, the concept of S-D logic has been integrated to tourism research and helped to uncover the relevance of joint co-creation for the tourism industry from a marketing management perspective (Shaw et al., 2011).

In the past few years, S-D logic broadened an understanding of the customer role in joint co-creation from a co-producer (Vargo & Lusch, 2004) to a co-creator (Vargo & Lusch, 2008), and today is going beyond the bilateral provider-consumer perspective. By stating, "value is co-created by multiple actors, always including the beneficiary" (Vargo & Lusch, 2016), the complexity of value creation incorporating various actors in family tourism settings is considered. The inclusion of multiple actors into S-D logic's value co-creation expanded to a service ecosystem view, where value co-creation is contextually determined by knowledge, networks of relationships and social structure (Akaka et al., 2013). S-D logic as a conceptual framework is important because it paves the way for investigating children's value co-creation practices in the complex web of tourism experiences in a family cruise service ecosystem.

In tourism research, the study of children is relatively new with work mainly focused on the family as an entire social unit, concentrating on parents' perceptions and experiences. The insights that literature provides is frequently obtained from adults and often leaving children's voices unheard (Canosa et al., 2019). Family approaches are helpful to understand the dynamics and relations of family members' holiday experiences from a demand side (Schänzel & Smith, 2014; Therkelsen, 2010; Hilbrecht et al., 2008; Gram, 2005). They concentrate upon family's holiday decision-making processes across

different holiday types and family constellations, where mostly tweens and older children's role as influencer or (co-)decision maker is highlighted (Blichfeldt et al., 2011; Gram, 2007). In a similar way, Khoo-Lattimore et al. (2015) examined parents' choice criteria of resort hotels when holidaying with younger children. The authors criticize existing studies failing to recognize the role of young children as social actors that can influence the vacation experience of family members. What is new is that their study explicitly argues that youngsters often co-create the resort-hotel experience of their family, providing first insights of child-tourists as value creators in a S-D logical sense. This is supported by Radic's (2019) seminal study towards an understanding of children's cruise experiences. He found that 4-14-year-old children co-create their own memorable cruise experience. The need for a certain level of autonomy, planning on-board activities, making friends in the kid's club, and interacting with service providers were outlined as important aspects of their cruise experience.

As family cruise kid's clubs offer autonomy, activities according to children's interests, and interactions with peers and service providers, they are an interesting service ecosystem for gaining insights into young children's value co-creation process.

Key words:

family tourism, tourist experiences, child-consumer, Service-Dominant Logic, value co-creation, tourism marketing

Candidate:	Felix Fronapfel
Topic:	Essays on the management of AI in a business context – Insights from the status quo and implications for future actions
Partner University:	Strathclyde Business School
Supervisor:	Dr. Efstathios Tapinos; Dr. Peter McKiernan
ISM-Supervisor:	Dr. Marcus Becker
Start:	July 2021

Abstract

Certainly, the use of AI has relevance in terms of business model development. However, AI has evident significance in technology academics and is relevant for the use of business model management, management literature and especially business model literature has not yet evolved and included a perspective of AI as an influence on the business model (Raisch & Krakowski, 2020). Only a few scholars analyzed AI in the business context but the level of integration in the business model is missing and requested (Soni et al., 2019). Although scientific research is lacking in the field of AI, the need for AI in business management is described as one of the core business strategies' influence of the next decades (Rao, 2017).

Therefore, the field of AI has to be further developed to bridge scientific research of AI within business management theory. Specifically, the major objective of the research is the investigation of the

complexity of a business model in accordance with AI. It has to be developed to describe future possibilities for business model development in both, start-ups and corporations. Additionally, it must be investigated how both can benefit from each other and develop commonly.

To conduct the proposed research, it is crucial for management theory to not only investigate the technology itself but the implications on strategy and the value creation process. Therefore, research will be conducted according to the socio-technical approach, which describes the relation of an organization, people and technology used as related success factors. Additionally, it includes external influences (Sovacool & Hess, 2017).

As a result, it is expected to gain an overview of business models towards influencing factors, possible changes and central aspects of value creation by AI. The results will be a foundation for a holistic understanding of AI in business model theory and in the relatively new field of AI in business management. They will demonstrate a guide and strategic advice for business model creation of the future on a research as well as practical level.

Candidate:	Nils Grimm
Topic:	The Newsroom Concept in Corporate Communication: A Phenomenological Perspective and Future Outlooks
Partner University:	University of Twente, Enschede
Supervisor:	Prof. Dr. Ir. Jörg Henseler
ISM-Supervisor:	Prof. Dr. Christoph Moss
Start:	April 2020

Abstract

"Companies need the curiosity and talent to connect with the many different kinds of people they serve. (Patnaik & Mortensen, 2009) Reality-checking this curiosity, corporate communication patterns are often still characterised by unclear responsibilities, a high coordination effort or a lack of target agreements between adjacent departments (Holzinger & Sturmer, 2012). A core element of dialogic theory is information; target group-specific, easily accessible - not only covering the strategic goals of the company, but also oriented towards the interests, values, and concerns of all demands (Kent & Taylor, 1998). This information can be leveraged to persuade, advocate, offer cause-related context, manage image, reputation or relationships; public relations therefore takes different situational roles, performs across several business functions (Hutton, 1999). Practitioners thrive for thematic leadership (Holzinger & Sturmer, 2012; Moss & Stog, 2016). However, achieving thematic leadership and efficiently conveying information is increasingly becoming a challenge: supersaturated classical channels for advertising, sales and branding, a potentiation of contact points, temporal-spatial synchronicity, and real-time communication, the fragmentation of channels, groups and sub-cultures are adding to the dilemma for corporate communication (Röttger, Kobusch, & Preusse, 2017). Content strategy is therefore perceived important for strategic communication; however, it lacks implementation. This is particularly noteworthy, since owned media, unpaid interactions and

strategic partnerships with the mass media are said to be the most likely dimensions gaining in importance in contrast to paid interactions (Zerfass, Verčič, & Wiesenberg, 2016). Integration, across channels and across adjacent corporate functions, is said to enable corporations to leverage interdependent values across stakeholder groups (Belasen & Belasen, 2019; Bourne, 2019).

Following the theory of 'intereffication', there is mutual influence, mutual orientation, mutual dependence of the two relatively autonomous systems journalism and public relations (Bentele, Liebert, & Seeling, 1997). In general, two dimensions of influence can be distinguished: inductions and adaptations (ibid.). News organisations pay in on their competitiveness by branding their news philosophy; ensuring specific characteristics of their news product. By conceptualising beats, organisations structure the gathering of raw material, the importance of story ideation substantiates the necessity of centralized news construction (Bantz, McCorkle, & Baade, 1980; Becker & Vlad, 2009). For a long time, 'beats' were organised in silo structures within corporations. The journalistic newsroom has increasingly experienced the challenge of convergence and the need for cross-media content production - adapting its structures accordingly (Quandt & Singer, 2009). Corporate communication utilises the journalistic newsroom as a 'blueprint' (Behrens, Moss, & Sadrowski, 2016). Moss (2016) describes the overarching organisational structure and the classic workflow process in the corporate newsroom, a central element being the separation of content and channel. Topic managers serve as suppliers of content; media managers serve as intermediaries between the newsrooms, respective the organisation and its sub-publics (ibid.). A quantitative analysis reveals that the understanding of the corporate newsroom remains heterogeneous, implementation is not widespread (Sadrowski, 2016); although, indicators suggest efficiency potentials in the dimensions process, resources, target groups, delegation and motivation (Behrens, Moss, & Stog, 2016). The functional principles and the impact of the corporate newsroom concept will be analysed and critically evaluated in this PhD project.

Aim and Objectives

Conceptualizing artefacts is methodologically anchored in design science, as they are artificial constructs (Simon, 2008). Consequently, this project will be structurally oriented towards the technique of design thinking: empathize, define, ideate, prototype, test (d.school at Stanford University, 2018). The first paper will provide a comprehensive literature review, starting with a discussion of indicators that have led to the development of the newsroom concept. What problems is it intended to solve? How is the newsroom concept defined? How can these criteria (and their consequences) be evaluated? This part of the project will be enriched by (previously obtained) quantitative insights from corporate newsrooms in the DACH region. The second paper will dig deeper into the literature-backed findings with a qualitative study amongst PR practitioners, newsroom consultancies and software developers (specifically engaged in developing newsroom architectures). This paper is expected to result in a case study that will specifically address the architectural development of newsroom infrastructure. The third paper will consecutively be a theoretical paper, summarizing previous findings and incorporating them into a structural model for later assessment. The fourth paper will be a quantitative study evaluating the structural model; the sample is intended to include at least a three-digit number of employees from newsrooms and their sphere of influence.

Methodology

Variance-based structural equation modelling (SEM) allows "empirical (...) research at the interface of design and behavioural research" (Henseler, 2017). The newsroom concept can be understood as a design artefact, a forged concept, however comprised of design and behavioural scientific elements. For instance, antecedents that led to the design of newsrooms as an opposing solution can be of behavioural nature (e.g. media consumption patterns; touchpoint frequentation), so can consequences of newsroom implementation. Confirmatory Composite Analysis (CCA) (Henseler et al., 2014) "is appropriate in situations where the research goal is to examine whether an artefact is useful (...)" (Schuberth, Dijkstra, & Henseler, 2018). Above all, the usefulness rather than the actual existence of newsrooms is of interest within this research project. Does the newsroom work? Moreover, if it does, how? Is it an appropriate structural fit to challenges (as its antecedents)? In order to assess 'usefulness', one must first conceptualize the newsroom; the first half of this research project will therefore be dedicated to developing a model to test, defining indicators, latent variables, relationships in between. Qualitative findings are intended to be obtained by the means of a Delphi study (Rand Corporation, N.Y.).

Candidate:	Dennis Hafenrichter
Topic:	Development of a Model to Assess the Substitution Potential of Public Transport and Mobility Services Compared to Private Cars
Partner University:	Bond University
Supervisor:	Prof. Steve Stern and Dr. Gulasekaran Rajaguru
ISM-Supervisor:	Dr. Dagmar Tomanek
Start:	September 2021

Abstract

Automobiles are the most important form of passenger transport for the German population, accounting for 56% of everyday trips (Cf. Eisenmann et al. (2018), p. 42; Henkel et al. (2015), p. 48). However, in a highly developed market such as that of Germany, users are presented with a wide range of alternatives, including local and long-distance public transport (PT), car rentals, taxicab companies, and several other services (Cf. Henkel et al. (2015), p. 2). User requirements, in particular their mobility needs, are constantly changing and thus influence society, politics, and the economy to a certain extent. These far-reaching changes are known as megatrends. They are collected under categories such as urbanization, digitalization, and the sharing economy (Cf. Benini & Viaud (2019), p. 21; Bernhart et al. (2016), p. 3; Bratzel (2014), p. 104; Deloitte (2017), pp. 79, 116; Diez (2015), p. 453). Mobility must be rethought in the face of a fast-changing world characterized by overlapping global megatrends. This work will present and define one of the most promising urban smart mobility concepts-Mobility as a Service-along with a multimodal transportation substitution model for the cities of Munich and Brisbane. The model will consider private cars, public transport, and Mobility as a Service. In parallel, the total cost of ownership model will be examined to outline and justify the true costs of various private cars. It is expected that the new-networked services and use cases introduced in Munich and Brisbane will promote the adoption of new mobility solutions and, more importantly,

their ongoing optimization in line with changes in technology and regulation. Crucially, the potential of Mobility as a Service and public transportation to substitute private cars will be examined.

Aim and Objectives

The aim of this study is to develop a holistic scientific model with which to determine the substitution potential of public transport and mobility services to the usage of private cars using the examples of the cities Munich and Brisbane. To this end, the following research questions must be answered: What are the true costs of private cars for households in the cities studied? How will the comparable costs of mobility services and public transport be determined? What other factors should be included in the determination of possible substitution potentials? Is it possible to replace fossil fuel-based powertrain technologies with mobility services, and how does this compare to emerging technologies such as BEVs?

Candidate:	Kim Hartmann
Topic:	Brand influence on decision-making along the tourism value chain: Evaluation of consumer-based brand equity of multi-attribute package holidays
Partner University:	Strathclyde Business School
Supervisor:	Dr. Samantha Murdy, Dr. Eleni Tsoukoku
ISM-Supervisor:	Prof. Dr. Dieter Schlesinger
Start:	April 2019

Abstract

Branding, along with its effects and importance, is widely discussed within marketing literature and research (Aaker, 1996a). In particular, the creation and management of successful brands, their role in the customer's decision-making process, the underlying relationship between consumer and brand as well as brand personality are common fields of research within a broad variety of industry segments (Lehmann, Keller & Farley, 2008). Based on those categories rival brands are evaluated against one another according to their competitiveness (Aaker, 1996b). One guiding principle in this field is the concept of consumer-based brand equity (Aaker, 1991; Keller, 1993).

When considering the market for consumer goods it is common that one product is connected to one brand, even though one brand can be used for multiple products or whole product ranges. This is also the case in the service industry, e.g. in the field of IT, beauty or consulting. The majority of customer-based brand equity (CBBE) studies in tourism demonstrate a focus on destination-related CBBE which is often referred to as CBDBE (Boo, Bussler, & Baloglu, 2009; Ferns & Walls, 2012; Im, Kim, Elliot, & Han, 2012). Nevertheless, there are attempts to explore CBBE in other segments such as aviation (Chen & Tseng, 2010), attractions (Han, Nguyen, & Lee, 2015), and hospitality (Cobb-Walgreen, Ruble, & Donthu, 1995). Based on the manifold mix of service providers, corresponding brands, and the high degree of emotional involvement, the customer's decision-making is complex to grasp and predict (Decrop & Snelders, 2004). The question arises, if and in what way tourism brands influence the customer's decision-making process.

The work sets out to analyse the relationship between CBBE and the customer's booking intention. Thus, recommendations are derived, pointing out which attribute(s) to prioritise when marketing tourism services to potential customers. The focus is set on Germany's national tourism and therefore comprising domestic and outbound tourism of German travellers.

Candidate:	Andreas Horn
Topic:	Leadership and its impact on corporate culture and performance through the extension of the JDR-model in China
Partner University:	University of Strathclyde
Supervisor:	Dr Andrea Tonner, Dr Elke Loeffler
ISM Supervisor:	Prof. Dr Ralph Kattenbach
Start:	September 2021

Abstract

Technical service provider key resource is a highly engaged work force. Throughout the last few decades, globally acting technical service providers emerged, providing their services worldwide with subsidiaries all over the world, including China. With that, those multinational companies are facing the situation that traditional aspects of work engagement as widely explored in the western context need to be adjusted towards a more diverse workforce, whereas China in many cases became the key region outside of their origin countries, which are Germany, France or US. Those companies provide testing, inspection, certification and consultation services. Those services rely on adequately trained, experienced, and engaged employees.

The purpose of this study is to understand work engagement regarding employees working for a technical service provider in China - identifying job resources on individual and team level and their impact on work engagement. Additionally, it is exploring their moderation or mediation behavior enhancing work engagement. Following that, the JD-R model will be extended to a multi-level approach.

Consequently, the study targets to close the gap of currently available research in two aspects. Firstly, it explores the JD-R model in the cultural framework of China and its applicability with regard to work engagement in a different cultural context than previous studies. Secondly, it adds up to the emerging research in recent years, which targets to extend the JD-R model towards team and/or organizational level.

Through a diary study across multiple teams within the organization - leveraging an in-person perspective - relevant job resources and demands, leadership behaviors and stages of work engagement will be collected and analyzed. The diary study will cover a period of five consecutive weeks with a data-point each week to assess the necessary information across 50 teams in total.

The desired outcome is to understand job resources that positively influence work engagement in China on an individual and team level, complemented through the exploration of job resources focusing on the leadership aspects of team managers.

Candidate:	Svenja Köster
Topic:	Open Innovation through supplier relationship - An approach to leverage the innovation potential for financial service companies
Partner University:	Newcastle Business School - Northumbria University
Supervisor:	Dr. Alireza Shokri, Dr. Sadaat Yawar
ISM-Supervisor:	Prof. Dr. Erich Groher
Start:	October 2020

Abstract

The dynamic capabilities theory entails that companies need to anticipate changes, adjust their business models and therefore embrace long-term competitive advantage (Enkel et al., 2020).

Especially the financial services sector appears to be facing tremendous challenges by disruptive factors such as technology changes, economic crisis, regulations and the recent pandemic. Moreover, new concepts of fintech companies, referred to as Finance 4.0, are still under development. (Yun et al., 2021). Consequently, traditional financial service companies (TFSC) urgently need big ideas for the renewal of their sector and long-term survival.

While traditional large firms develop in-house R&D capability and protect intellectual property rights, the paradigm of open innovation (OI) suggests companies to break boundaries and exchange knowledge (Chesbrough, 2003) by partnering with and learning from external partners (Enkel et al., 2020). Relying on SCM literature (Lii & Kuo, 2016), extensive research has shown that collaborating with suppliers positively affects the company's innovation performance. (Homfeldt et al., 2019). Consequently, it is essential for the purchasing department to design a comprehensive system for scouting, selecting and assessing suppliers as a core source of knowledge and innovation in order to gain innovation performance. (Patrucco et al., 2021). Many of the theoretical and practical approaches for OI emerge from business models focusing on product- or manufacturing-based thinking. (West & Bogers, 2017).

Despite the extensive body of research and growing interest on how to leverage the suppliers' innovation potential for the company, the research of OI with suppliers and their relationship to the TFSC is almost unknown, lacks practical implications and therefore depicts a clear research gap (Wagner, 2013, p. 65).

This research aims at unlocking this potential and contributing new theoretical and managerial insights by marking the first attempt in creating a model that is practical, economically feasible and applicable for TFSC.

In order to subdivide this goal, the objectives are:

- (1) To investigate the landscape of innovation management in terms of OI processes and supplier-relationship-management through an intensive and systematic literature review.
- (2) To create a conceptual model that allows companies to use the innovation potential of suppliers in a systematic manner.
- (3) To validate this model by experts.
- (4) To adapt and further develop the model for the financial service industry qualitatively.
- (5) To recommend the practical and strategic model to the German banking sector in order to proof significant managerial development.

Following the objectives, this research uses an explanatory sequential mixed methods design in order to answer the main questions:

- (1) What are the principles, requirements, opportunities and limits of OI through supplier relationship using a critical and systematic literature review?
- (2) What is the specific framework regarding OI through supplier relationship within the financial service sector and cross-sectoral?
- (3) How can supplier relationship promote OI sustainably concerning economic performance?
- (4) What could be potentially perceived implications of recommendations for managers in a savings bank?

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

Abstract

The research has three objectives: For the first contribution, the author tries to confirm context effects within a Discrete Choice Experiment (DCE) by varying the involvement/information with the topic digitalisation before the respondents see the actual preference elicitation task. The DCE focuses on consumer preferences for digitized energy product-service bundles and the involvement is created by asking the respondents to evaluate the perceived digital maturity of the different attribute level of the product.

The second contribution aims at identifying the preference of customers for "hybrid value creation"/servitization. The concept implies that a combination of physical goods in combination with services (so called Product-Service-Systems, "PSS") creates addition value for customers and leads to higher customer loyalty. There is hardly any quantitative research regarding customer preferences for PSS, servitization and hybrid value creation in the case of commodity, intangible and complex products such as energy/utility offerings. The DCE covers different product-service-combinations WITH and WITHOUT a tangible product attribute (= Smart Plug), hence leading to the answer, if a PSS adds value to the core product

The third contribution aims to identify the preferences of customers for digitized services. In addition to the DCE, respondents are asked to rank each attribute level of the DCE according to their perceived digital maturity. The individual ranks can be used as the individual coding for the attribute level in the utility function. Thus, resulting in WTP (Willingness-to-Pay) or preference values for the perceived digital maturity of the attribute level.

Aim and Objectives Contribution

1: Context Effects of digitization

Objective

Identification of change in preferences, and thus, changing utilities for digitized attributes (assuming utility maximization as the source for preferences) through context effects framing the choice tasks. The main hypothesis is: Respondents who are confronted with the topic of digitalisation before their choice task (DM group 1) have stronger preferences/willingness to pay for digital services in their choices for energy service-bundles than respondents who are not confronted with this topic before their choice task (DM group 2).

Key Contribution

For the research area of context effects there are two specific publications (Liebe et.al., 2016 & Pouta, 2004) that are based on a psychological publication from 1988 (Tourangeau & Rasinski). All publications do not focus on economic goods and even call for the validation of the concept on economic goods (Liebe 2016). Electricity as a homogenous good is very much economically driven, thus the research offers a new anchor point for that topic.

Approach

Use a MNL model that allows unobserved preference heterogeneity (random parameters logit, latent class logit) to estimate the impact of product attributes on choice (using Random Utility Theory, willingness to pay). For each split, sample I estimate the model and compare the estimated utilities. Different statistical tests will be carried out to eliminate possible impacts of other sources for potential utility changes. Furthermore, I estimate a Latent Class MNL Model and compare the class membership probabilities of the respondents to their membership of the DM group.

Contribution 2: Measuring the impact of servitization on energy product bundles

Objective

Identification and measurement of customer preferences for hybrid value creation as an advancement of the concept of servitization, which implies that a combination of physical goods in combination with services (so-called Product-Service-Systems, PSS) creates addition value for customers and

leads to higher customer loyalty. Therefore, the main hypothesis is that: Adding physical goods to commodity good bundles adds above average utility to the complete product-service-system, thus leading to a higher utility for consumers.

Key Contribution

There is hardly any quantitative research regarding customer preferences for PSS, servitization and hybrid value creation in the case of commodity, intangible and complex products such as energy/utility offerings. My DCE covers different product-service-combinations WITH and WITHOUT a tangible product attribute (= Smart Plug), hence leading to the answer, if a PSS adds value to the core product (=electricity).

Approach

I am going to use a Multinomial Logit Model with interaction effects based on the preference for the device in order to capture the "value add-share" of the physical good in comparison with an offering without the good

Contribution 3: Measuring the utility of digitization within consumer product bundles

Objective

Identification of customer preferences for digitized services and/or product attributes. The main hypothesis is: With increasing degree of perceived digital maturity, customers perceive a higher utility of that product attribute, thus leading to higher Willingness-to-Pay.

Key Contribution

The identification of utility for digitized services. In current research, there are no (micro)economics of digitization. The objective will approach that topic for the first time and tries to derive a common understanding for the utility.

Approach

As described above, I asked the respondents to evaluate each attribute level of the choice set according to their perceived digital maturity. The evaluation consists of two scores ("DM Scores"): An absolute evaluation of the perceived digital maturity (i.e. "little digital" to "high digital") and a relative evaluation for the attribute level of the attributes (i.e. "most digital" to "least digital"). For the estimation of the digital utility, I have two approaches: First I integrate the DM scores as interaction effects into the utility function in order to capture the value add-share in comparison to the MNL without interactions. For the second approach I replace the coding within the utility function with the DM scores and estimate the model based on these factors. Even if the second approach validates the structure of the survey design, the results may offer interesting insights that can be compared with the clean MNL and the MNL with DM interaction effects.

Candidate:	Florian Muenster
Topic:	Analysis and improvement of current risk management techniques in the German retail and wholesale grocery industry to emerging risks
Partner University:	Strathclyde Business School
Supervisor:	Prof. Tim Bedford, Prof. Lesley Walls
ISM-Supervisor:	Prof. Silke Finken
Start:	September 2019

Abstract

This thesis deals with the analysis and improvement of risk management techniques in the German retail and wholesale industry as well as their application to emerging risks. Relevant risks need to be properly assessed and dealt with in a systematic way. The following research questions will be covered in three chapters:

- What risks do the German grocery retail and wholesale industry consider by 2030? - A value chain-based risk identification approach
- Establishing relevance of interrelated risks in German wholesale and retail grocers by 2030 - Applying Bayesian networks for risk assessment
- Structuring of management techniques in interrelated risks of German wholesale and retail grocers - Creating a decision support framework via influence diagrams

Analysis within the chapters will incorporate quantitative and qualitative elements. The qualitative data collection will use an upstream survey followed by workshops. The inclusion of quantitative (Bayesian networks, influence diagrams) and qualitative elements (surveys, workshops) will help to define and analyse industry related risks. A survey acts as a first step of the "deep dive funnel" to identify most relevant threats on the sectoral level and analyse risks in a workshop environment with a value-chain based framework from an operational standpoint. Primary data will be used for quantification in the Bayesian network and influence diagram. The (meta) causal maps will build the contextual groundwork. The second chapter will use Bayesian models to quantify and clarify the threats and the internal workings. Based on the information from the Bayesian networks, the independent influence diagrams are constructed in the third chapter. The last chapter builds a decision tool backed by expert's knowledge to create an interactive decision framework. Identifying and analysing future risks as well as creating a robust approach to support decision makers with an additional tool to combat future challenges in the grocery space. Critical components, organisational parts, concepts and assets that might be at risk have to be defined. The structure guides the thesis towards an objective point of view 3 by covering a large set of qualitative data based on expert knowledge. Getting a deep understanding of the implications and disruptions may help to develop solutions for practitioners and academia. This thesis adds value by identifying non-covered medium-term threats for the upcoming business cycle, risk measurement and the usability of BNs for grocery companies. Building a tailored publication, which reflects current measurements, evaluates emerging risks such as the change in consumer behaviour, the increase in competition from market disruptors, and assesses them in the niche business context. Research gaps include the analysis of wholesale risks like the lack of a certified risk standard, the need for customer segmentation, increased regulatory burdens and the concentration of supplier conglomerates along with the demand for international delivery by customers. The integration of a multi-step qualitative data collection process captures the origins and drivers of

future problems and their impact. Researching and improving modern risk management concepts in wholesale and retail businesses will be done by constructing models with primary data, collected and analysed in quantitative and qualitative ways to draw conclusions for designing a tailored framework. It may be essential to show the importance and benefits of implementing such a system as part of strategic decision-making. By applying a systematic approach, emerging problems could be identified, measured, and mitigated earlier.

Aim and Objectives

Having a business major background and worked in the wholesale industry, the motivation of this PhD is to close the knowledge gap in wholesale and retail risk management for practitioners and in academia. Helping to improve the risk management framework of such a crucial industry is the main motivation.

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

Abstract

The modern capital structure theory has its roots in the findings of Modigliani and Miller (1958). Under the assumption of a perfect capital market, the company value is not affected by its capital structure. Accordingly, the investment and financing decisions can be analyzed separately, as future profits and assets define the value. Nevertheless, they assume huge simplifications of the real world to justify their argumentation. In the following years, a lot of capital structure research was conducted with the focus on different market frictions. Key contributions in this area are the trade-off theory (e.g. Kraus and Litzenberger, 1973; Scott, 1976), the inclusion of agency theory into capital structure research (e.g. Jensen and Meckling, 1976) and the pecking-order-theo. With this theory, Myers and Majluf (1984) develop a theoretical model by bringing forward the basics of the seminal ideas of Akerlof (1970) to the investment world, showing that asymmetric information can lead to rejection of investment possibilities with positive NPV and a pecking order in financing. Another important financial research string are contingent claim models (dynamic structural models), where the key assumptions are based on the option pricing theory (e.g., Black and Scholes, 1973). Structural models assume that company securities can be priced as derivatives, with an asset value or CFs as the underlying (Strebulaev and Whited, 2012). Moreover, the option pricing literature also has implications on the pricing of investment. The real option theory is based on the research of McDonald and Siegel (1986), Brennan, and Schwartz (1985). This approach is considering the investment timing decision (Grena-

dier and Wang, 2005). Generally, the real option method assumes that a company's investment opportunity in a specific asset can be seen as a call option, where the option's exercise date is the timing of investment. A key feature of the real options world is the option value of waiting, as investment should be executed when the value of investment is sufficiently greater than the costs of investment: asset value + option premium (Dixit and Pindyck, 1994). The standard model is limited due to the assumption of all-equity financing and non-incorporation of agency problems (Shibata and Nishihara, 2010). Accordingly, there are papers which combine the theory of investment (real options) with capital structure decisions (see e.g., Bolton et al., 2011; Décamps and Djembissi, 2007; Gomes and Schmid, 2010; Morellec and Schürhoff, 2010; Sundaresan and Wang, 2007; Wong, 2010). Moreover, there are several researchers focusing on the influence of asymmetric information on investment and/or financing decision (debt/equity) based on a real option approach (see e.g., Clausen and Flor, 2015; Grenadier and Malenko, 2011; Grenadier and Wang, 2005; Morellec and Schürhoff, 2011; Shibata and Nishihara, 2010; Zhao et al., 2019). Especially young companies are restricted in their financing options and face high adverse selection costs with regard to external investors (Denis, 2004; Nofsinger and Wang, 2011). Further, the pecking order in financing seems to be not fully true for start-up companies (Paul et al., 2007), although it should hold for companies with high costs of asymmetric information (Frank and Goyal, 2003). Accordingly, our paper will analyze the effects of asymmetric information on the investment and financing decision of start-up companies, by developing a dynamic contingent claim model and signaling game.

Candidate:	David Stüve
Topic:	Supply chain planning in the food industry
Partner University:	Strathclyde Business School
Supervisor:	Dr. Robert Van Der Meer, Dr. Mouhamad Shaker Ali Agha
ISM-Supervisor:	Prof. Dr. Matthias Lütke Entrup
Start:	October 2019

Abstract

Advanced Planning Systems (APS) can contribute to improved decision-making and enhanced efficiency along complex food supply chains. A systematic literature review on supply chain planning (SCP) in the food industry reveals that scholars have formulated diverse modelling approaches to support SCP in the food industry, taking account of the specifics in different food sectors around the world. Empirical investigations regarding the implementation of software tools for SCP are limited to a few case studies though. Based on the literature review a survey on APS implementation among IT and SCM managers in the food industry has been conducted. The outcome shows that only a small proportion of companies in the food industry relies on dedicated solutions for SCP. Many companies employ ERP systems or tools such as Excel to plan their supply chain, which are not designed for SCP and therefore do not meet the requirements of complex food supply chains. While the functions of software solutions for SCP are considered by most respondents as highly useful for their business,

organizations seem to shy away from implementing APS due to a lack of resources. As part of the further empirical research, the antecedents of perceived usefulness and perceived ease of use of APS leading to the adoption of APS are investigated.

Problem Description and Literature Review

Supply chain management in the food industry is complex. In contrast to other industries, the quality of products continuously deteriorates as the products move along the supply chain. (Akkerman, Farahani, & Grunow, 2010). Food characteristics such as perishability and cooling requirements need to be considered to satisfy the quality requirements of consumers and to prevent food waste. Consumer attitudes are constantly changing, leading to mass customization and a growing amount of product variants. (Trienekens, Wognum, Beulens, & van der Vorst, 2012). Consumer demand fluctuates depending on weather and other factors. Therefore, SCP is essential for food companies to retain an overview of the supply chain. (Ivert et al., 2015). Planning problems faced by food companies can be expressed in mathematical models and solved by dedicated software tools. APS support long-term, mid-term and short-term decision-making and ensure efficient use of resources along the supply chain. (Neumann, Schwindt, & Trautmann, 2002). However, despite the positive impact of APS on operational efficiency, research indicates that software tools for SCP are only implemented to a limited extent in practice. (Jonsson & Ivert, 2015; Vlckova & Patak, 2011). Likewise, Jonsson and Holmström (2016) diagnose a gap between research and practice in the literature of SCP. Multiple models for SCP have been conceptualized for different planning tasks (Hosseini-Motlagh, Samani, and Saadi (2019), Bilgen and Dogan (2015)etc.), while studies on the implementation of the proposed methods, and in particular of APS, are rare. Similarly, literature regarding technology adoption of APS is limited. Perceived usefulness and perceived ease of use are two widely acknowledged determinants of technology adoption in literature. (Chen, Yen, & Chen, 2009; Davis, 1985; Walter & Lopez, 2008). Considering the positive effect that APS software could have on the efficiency of food supply chains, a better understanding of the perceived usefulness and perceived ease of use of software tools for SCP is needed.

Aim and Objectives

This research aims to enhance the understanding of APS implementation in the food industry. In particular, antecedents of perceived usefulness and perceived ease of use of APS leading to the adoption of such software tools are investigated. This may provide insights why companies largely refrain from implementing software for SCP despite the great modelling effort in that research domain. The findings will be used to develop an adapted technology acceptance model in the context of APS based on Davis (1985). In addition, empirical evidence on organizational requirements for an efficient and effective implementation of software tools for SCP will be gathered. APS constitute the essential means to enhance operational efficiency along the supply chain. Moreover, sophisticated SCP can contribute to ecological benefits, such as reduced carbon emissions and food waste. (Colicchia, Creazza, Dallari, & Melacini, 2016; Rong, Akkerman, & Grunow, 2011). This research may empower companies to capitalize on the benefits of dedicated planning software for their supply chains.

Candidate:	Yating Tian
Topic:	Design for Sustainability in Marketing an Eco-systemic Approach - Using MCA to Review the Dimensions that Pertain to the Integration of Sustainability into Marketing
Partner University:	University of Twente
Supervisor:	Prof. Dr. ir. Jörg Henseler
ISM-Supervisor:	Prof. Dr. Sc. Dr. Qeis Kamran
Start:	November, 2021

Abstract

The existing researches in relation to the integration of sustainability and marketing have not provided a clear whole conceptual framework about what dimensions and how to achieve sustainability from basic elements of marketing. This paper derives three key emerging dimensions in the integration of sustainability in marketing within a bottom-up framework. These dimensions are sustainable environmental awareness and responsibility, sustainable production and consumption practices, and sustainable intercompany and industrial collaborations, which connect the literature to the global sustainability movement through the lens of marketing theory. Our focus is on articles published in the top six marketing journals from 2000 to 2020. This research extends the theory synthesis from Lunde (2018), adopts the background of the market-driven contextualization of sustainability for marketing from Sheth and Parvatiyar (2020), and combines the definitions given by Perreault and McCarthy (2002). However, this study distinguishes itself from them by applying content analysis based on keyword analysis and validating the results in terms of multiple correspondence analysis.

Aim and Objectives

The aim of this study is to find the research gap in association with sustainability in marketing. The main objective is to derive the key dimensions in the integration of sustainability in marketing and develop a conceptual framework for the integration process.

Problem Description and Literature Review

There is a lack of a framework, initiating from bottom marketing activities with clear interactive dimensions, that are accessible enough to capture shared sustainability values.

Candidate:	Richard Turinsky
Topic:	Total Cost of Ownership (TCO) in Supplier Selection – the impact of machine learning
Partner University:	University of Strathclyde
Supervisor:	Prof. Dr. Beverly Wagner, Dr. Clemens Kupke
ISM-Supervisor:	Prof. Dr. Erich Groher
Start:	November 2020

Abstract

The total cost of ownership (TCO) analysis is a concept, which takes into account all quantifiable costs of a purchase (de Boer, Labro and Morlacchi, 2001). The foundation for this concept was already set several decades ago by Harriman, who differentiated between known costs and actual price (Harriman, 1928). Usually the costs are defined as pre-transaction, transaction and post-transaction costs. (Ellram, 1994). Based on this differentiation, cost factors were quantified to be applied in this approach, such as quality or risk. (Micheli, Cagno and Di Giulio, 2009, Ferrin and Plank, 2002).

Nevertheless, the application of a TCO analysis in practice is difficult to standardize. (Ellram, 1994). Apart from non-quantifiable soft facts, TCO approaches in supplier selection do not contain all relevant information for decision-making, although research also attempts to integrate qualitative factors into the TCO analysis. (Morssinkhof, Wouters and Warlop, 2011). Therefore, a total value of ownership (TVO) approach is suggested, besides to the traditional monetary-based analysis. (Wouters, Anderson and Wynstra, 2005, Ellram, 1995, Moyle, 2008). This value-based approach in comparison to the traditional cost-driven TCO model could potentially lead to a more detailed analysis and maybe further savings in procurement and supplier selection.

The advantage of a TVO analysis in practice is the holistic analysis of costs and qualitative factors. However, without a common framework to examine the relevant criteria, it is not possible to derive adequate and comprehensive decisions in a company context. Generally, decision-making in supplier selection based on a TVO approach is in need of further classification functions such as: proactiveness, trustworthiness or friendliness. (Clauss and Tangpong, 2019). These criteria support a sustainable supplier selection process because long-term partnerships are more beneficial for buyer and supplier. Both, the monetary-based and value-based approach, have one general limitation in common, although the criteria and measures vary and the complexity of data availability is an important issue. (Ellram and Carr, 1994, Ellram, 1993, Bhutta and Huq, 2002, Hurkens, Valk and Wynstra, 2006, Dogan and Aydin, 2011). The research gap in TCO research is therefore evident; data availability and complexity need to be assessed, although it has to be acknowledged as well that data gathering might be relatively difficult and expensive. (Han, 2011, Caniato *et al.*, 2015). Data acquisition needs to be evaluated under the consideration of the potential trade-off between benefits and costs. (Visani *et al.*, 2016).

Within my PhD thesis, I would like to approach this research gap with the application of machine learning tools. Machine learning might perhaps be capable to identify the most relevant correlations between datasets. In addition to this machine learning is potentially capable of providing a low-cost opportunity of data acquisition and data analysis. The usage of a new digital technology, such as ma-

chine learning is an essential option to develop a new perspective on the topic of TCO and supplier selection.

VI Outlook 2022

The consolidation of the ISM institutes founded in recent years and the international doctoral programs has been successfully continued and established during the reporting year. The AACSB accreditation process, which was started in 2017, is in focus and should be successfully completed next year. This means that upcoming challenges in research, such as further third party funding - preferably in alliances of science and practice - as well as the new opportunities for universities of applied science in doctoral studies can be well accepted.

Through the participation of the institutes and departments of the ISM in current and future third-party funding tenders, a continuous expansion of the scientific mid-level staff and a further development of the institutes and departments will also be strived for in the coming year. The demand for international doctoral opportunities increased noticeably in the reporting year, which will enable a further expansion of international doctoral cooperation. On this basis, a continuous expansion of doctoral supervision and the targeted inclusion of new appointments are planned for the coming years, so that the focus will remain on continuous research with publication achievements in the future.

The promising developments in the national and EU-wide research landscapes, as well as the research networks that continue to develop at regional and beyond levels even in times of the pandemic, make us confident that we will be able to successfully continue ISM's long-term research strategy - to establish practice-oriented research with networks of companies and research institutions - in 2022.

VII Research-relevant achievements of ISM professors

a Research profiles

The research-relevant profiles of the employed professors are listed here in alphabetical order. Research projects, publications and other activities can be found in the following sub-chapters with an assignment to the respective person.

**Prof. Dr. Bamberger,
Burkhard**



Function in addition to professorship:

Program Director M.Sc. Finance

Research

Artificial Intelligence, Digital Finance, Technology Scale Ups, Robotic Process Automation, Early Stage Funding

interests:

**Prof. Dr. Becker,
Marcus**



Function in addition to professorship:

Program Director M.Sc. Business Intelligence & Data Science

Research interests:

Arbitrage theory and convex taxes, tax design and equilibrium theory, advisory, machine learning algorithms in asset management processes, transparency of machine learning algorithms, evaluation of football players using fuzzy integrals.

**Prof. Dr. Beyerhaus,
Christiane**



Function in addition to professorship:

Deputy Head of Department Marketing, Sales, Tourism & Sports
Head of M.A. Luxury, Fashion & Sales Management;
Program Director B.A. Global Brand & Fashion Management

Research interests:

Marketing and Retail, Consumer Behavior, Luxury Management, Fashion Management, Digital Business and Management

**Prof. Dr. Bender,
Frauke**



Research

Intercultural management, diversity and inclusion

interests:

**Prof. Dr Böckenholt,
Ingo**



Function in addition to professorship:

President of ISM; Managing Director of
ISM Campus Management
ISM Dortmund

Head of Department International Management, Logistics & Operations

Research

Controlling, Logistics and Supply Chain Management

focus:

**Prof. Dr. Bolin,
Manfred**



Function in addition to professorship:

Department Head Financial Reporting & Law

Research

Accounting, Financial Reporting, Tax, Auditing, Corporate Governance, Financial Accounting, Financial Reporting, Taxation, Auditing

interests:

**Prof. Dr. Brandt,
Jens**



Function in addition to professorship:

Department Head Business Psychology & HR Department
Program Director M.Sc. Organizational Psychology & Human Resources Management; B. Sc. Psychology & Management

Research

Stress & Burnout, Work Analysis, Evaluation Research, Self-Control, Team Effectiveness

interests:

**Prof. Dr. Brickau,
Ralf A.**



Research

Strategic Management and Marketing, Operational Marketing, Sales Management and Customer Relationship Management, Neuromarketing and Consumer Psychology, Marketing Controlling

interests:

**Prof. Dr. Brunner,
Marlies**



Research

Sustainable investments, real estate investments

focus:

**Prof. Dr. Bruno,
Pascal**



Research

International marketing, brand management, brand communication, emotion research

interests:

**Prof. Dr. Büsch,
Mario**



Research

Strategic Purchasing, Commodity Group Strategies, Supply Chain Management, Supply Chain Segmentation, Transformation of Organizational Units

interests:

**Prof. Dr. Dippon,
Peter**



Research

Intangible Cultural Heritage Tourism (ICHT), Destination Management, Cultural Tourism (UNESCO World Heritage), Brand Experience Worlds

interests:

**Prof. Dr Duncker,
Christian**



Research interests:

Holistic Brand Management, Innovation Management, Brand Positioning, Brand Architectures, Market and Trend Analysis (esp. Strategic Planning)

**Prof. Dr. Engelmann,
Tanja**



Research interests:

Collaborative learning, problem solving, negotiating and working, media effects, especially in the context of virtual reality and augmented reality technologies.

**Prof. Dr. Fabisch,
Nicole**



Main research interests:

Ethical Aspects of Data Use Marketing Ethics, Sustainable Consumer Behavior, Sustainability/Corporate Social Responsibility

**Prof. Dr. Fahling,
Ernst**



Research interests:

Finance, banking, treasury, asset management, derivatives

**Prof. Dr. Feldmann,
Christoph**



Research focus:

Supply Chain Management, Digitalization & Innovations, Health Management, International Business, Economics & Politics, Corporate Development, Mobility

**Prof. Dr. Finken,
Silke**



Function in addition to professorship:

Head of MBA General Management

Research interests:

Innovation Management, Strategic Management, Block chain, Financial Services, Consulting

**Prof. Dr. Förster,
Heinrich**



Main research interests:

Company valuation, asset valuation, capital market theory, empirical capital market research, corporate finance

**Prof. Dr Fontanari,
Martin**



Research

Cooperation research, crisis management, regional science, marketing & communication, tourism

interests:

**Prof. Dr Frahm,
Lars-Gunnar**



Research

Brand Management, Market Research, Marketing, Sustainability Management, Customer Relationship Management

interests:

**Prof. Dr. Friedrich,
Silke**



Research

Economics, political economy, foreign trade, Corporate Social Responsibility

interests:

**Prof. Dr. Friesendorf,
Cordelia**



Research

Financial management, economics, international management, strategic management, capital markets

interests:

**Prof. Dr. Gericke,
Jens**



Research

Cost and performance accounting/controlling, supply chain management/logistics, entrepreneurial SMEs, sustainability, digitalization

focus:

**Prof. Dr Gran,
Andreas**



Research

Transport law, logistics law, international law, mergers & acquisitions, air transport law
Acquisitions , Aviation Law

focus:

**Prof. Dr Groher,
Erich**



Research

Supply chain management, purchasing and procurement, logistics, controlling, corporate governance

focus:

**Prof. Dr Haberstock,
Philipp**



Function in addition to professorship:

Deputy Head of Department Strategy, Finance & Innovation

Research

Strategic management, finance, acquisitions and mergers, corporate venturing, innovation management

interests:

**Prof. Dr. Hammes,
Mike**



Main

research

interests:

Risk analysis & health promotion, occupational psychology, business psychology, consumer research, personnel & organizational psychology, human factors

**Hartmann,
Kim**



Main research interests:

Tourism, Tourism Marketing, Marketing & Communications, Branding, Consumer Behavior

**Prof. Dr. Helferich,
Andreas**



Research

Digitalization and Innovation, Entrepreneurship, Computer Science/
Business Informatics, Marketing and Communication, Mobility

focus:

**Prof. Dr. Hodeck,
Alexander**



Research

Motivation and travel behavior of active sports tourists, effects of
sports events, career paths of sports managers, developments in e-
sports, management of sports organizations.

foci:

**Prof. Dr. Hoffmann,
Anke**



Research

Data-driven marketing and CRM, digital commerce, digital trans-
formation and leadership, digitalization and ethics, artificial intelli-
gence and the transformation of the world of work.

interests:

**Prof. Dr Hoffmann,
M. Karsten**



Research

Accounting and controlling, tax law, business valuation, investment
and financing

interests:

**Prof. Dr. Horn,
Carmen**



Research

Digital marketing, brand management, customer experience, con-
sumer behavior, luxury and fashion management.

interests:

**Prof. Dr. Jochmann,
Walter**



Research

Organizational development, human resource management, leadership, transformation

interests:

**Prof. Dr. Jockel,
Otto**



Function in addition to professorship:

Program Director B.A./B.Sc. Business Administration (Dual)

Research

Logistics outsourcing/logistics services, supply chain management, block chain in logistics and supply chain, intermodal transport

focus:

**Prof. Dr. Joisten,
Nicole**



Research

Sport psychology, clinical psychology, cognitive psychology, role models, mental illness in the work context

interests:

**Prof. Dr. Kammerer,
Yvonne**



Research interests:

Media & Communication Psychology, Business Psychology, Market and Advertising Psychology, Consumer Research

**Prof. Dr. Kamran,
Qeis**



Function in addition to professorship:

Program Director B.Sc. International Management (English)

Program Director MBA General Management (part-time)

Research

Management, Model-Based Management (MBM), Service Dominant Logic (SDL), Design Thinking & Design Science, Strategic Management

interests:

**Prof. Dr. Kattenbach,
Ralph**



Research

Coaching, Career Research, Work Engagement, Agile Work Processes, Working Conditions

interests:

**Prof. Dr. Kaul,
Helge**



Research interests:

Visitor research, co-creation, digital transformation, experiential communication, informal learning, creative industries, cultural marketing, strategy and design, strategy and intuition.

**Prof. Dr Kleinjohann,
Michael**



Function in addition to professorship:

Program Director B.A. Marketing & Communications Management

Research

Corporate Identity, Design & Communications, Public Relations, Social Media, Content Marketing, Marketing, E-Sports

interests:

**Dr Knapstein,
Michael**



Function in addition to professorship:

Academic Director Kienbaum Institute @ ISM

Research interests:

Corporate Social Responsibility (esp. Employee Volunteering), Coaching, Leadership, Organizational Behavior

**Prof. Dr. Koursovitis,
Antonios**



Function in addition to professorship:

Campus management ISM Berlin

Research interests:

Economics, international economic relations, European integration, international management, strategic management

**Prof. Dr. Kristal,
Samuel**



Research interests:

Digitalization and Innovation, Market Research, Empirical Methods, Brands, Luxury and Fashion, Marketing and Communication

**Prof. Dr. Kutsch,
Horst**



Function in addition to professorship:

Head of the Entrepreneurship Institute @ ISM
Program Management M.A. Entrepreneurship

Research interests:

General business administration, entrepreneurship, quantitative empirical methods, statistics, data analysis & market research

**Prof. Dr. Lauterbach,
Rainer**



Research interests:

Entrepreneurship, corporate finance, digitalization and innovation, financial markets, management

**Prof. Dr Levasier,
Maximilian**



Function in addition to professorship:

Program Director B.Sc. Finance & Management

Research

Real estate investment and finance, real estate taxation, corporate taxation, asset allocation, entrepreneurship

interests:

**Prof. Dr. Lichtenthaler,
Ulrich**



Function in addition to professorship:

Institute Management Entrepreneurship Institute @ ISM

Research interests:

Entrepreneurship, digitalization and innovation, management, corporate development and strategy

**Prof. Dr. Lietz,
Gerrit**



Research interests:

Financial Reporting, Corporate Tax Planning, Mergers & Acquisitions, Compliance, Corporate Governance

Prof. Dr. Lütke Entrup, Matthias



Function in addition to professorship:

Program Director M.A. Management (part-time)

Research focus:

Consumer goods industry, purchasing, logistics/supply chain management, production, controlling

**Prof. Dr. Marten,
Eckhard**



Research

focus:

Corporate Communications, Public Relations, Internal Communications, Global Communications, Investor Relations

**Prof. Dr. Mehn,
Audrey**



Function in addition to professorship:

Vice President for Teaching

Research

interests:

Fashion Management, Luxury Management, Sales Management, Retail Expansion, Omni channel Strategies, Brands, Luxury and Fashion

**Prof. Dr. Meitner,
Matthias**



Research

interests:

Finance, Accounting

**Prof. Dr Merkwitz,
Ricarda**



Research

Intercultural Management, Human Resource Management, Event Management, Cultural Psychology

interests:

**Prof. Dr Michel,
Alex**



Research interests:

International Management, Purchasing, Supply Chain Management, Leadership, Controlling

**Prof. Dr. Moring,
Andreas**



Function in addition to professorship:

Campus Management ISM Hamburg

Research

Digital innovations, artificial intelligence, human-machine interaction, digital business models, change management

focus:

**Prof. Dr Moskaliuk,
Johannes**



Function in addition to professorship:

Campus Management ISM Stuttgart
Program Management Distance Learning

Research

Learning and knowledge construction in the social web, digitalization, organizational learning and knowledge management, applied cognitive psychology, virtual training and coaching

interests:

**Prof. Dr. Moss,
Christoph**



Research

Newsroom organization, language, social media, content marketing, online marketing

interests:

**Prof. Dr. Mühlbäck,
Klaus**



Function in addition to professorship:

Program Director B.A. International Sports Management

Research

Strategic Marketing Management, Sports Management, international Marketing, Brand Management, international Management

interests:

**Prof. Dr. Nagel,
Niels**



Research

Developments in the fitness market, exercise-oriented prevention, digital technologies in the sports and fitness market

focus:

**Prof. Dr. Ohlwein,
Martin**



Research

Marketing, Business Intelligence, Strategic Management, Customer Experience Management, Marketing Controlling

interests:

**Prof. Dr. Pauen,
Werner**



Function in addition to professorship:

Co-director of the Institute REL@ISM
Program Director M.Sc. Real Estate Management

Main

research

areas:

Rental prices for residential and commercial premises, valuation of real estate, management real estate (hotels, senior citizens' real estate), development of conversion areas, tourism location development

**Prof. Dr. Perner,
Susanne**



Research

Entrepreneurship (esp. Education), Entrepreneurial Finance, Sustainability (esp. Sustainable Ventures), Digitalisation and Innovation, Corporate Ventures

interests:

**Prof. Dr. Perret,
Jens K.**



Research

Structural change in the European Union, innovation, knowledge generation and diffusion, sustainability, consumer-innovativeness

interests:

**Prof. Dr. Quitt,
Anna**



Function in addition to professorship:

Campus Management ISM Frankfurt Institute Management SCM @ ISMStellv. Institute Management Institute for Business Innovation & Evolution @ ISMStellv. Department Management International Management, Logistics & Operations
Program Director M.Sc. International Management;
M.Sc. International Logistics & Supply Chain Management

Research

Purchasing & Supply Management, Supply Chain Management, Digital Transformation, Strategic Development, Organizational Change

interests:

**Prof. Dr. Rademacher,
Ute**



Research

Psychological brand management, employer attractiveness, work addiction, social media marketing & communication, psychological-systematic coaching & mentoring

interests:

**Prof. Dr. Rathgeber,
Philipp**



Research

Luxury and Fashion Management, Brand Management, International Marketing, Entrepreneurship

interests:

**Prof. Dr. Rathnow,
Peter**



Function in addition to professorship:

Program Director B.Sc. International Management (English Trail)

Research

Strategic and International Management, Acquisitions and Mergers, Controlling, Strategic Price Management

interests:

**Prof. Dr. Reichel,
André**



Research interests:

Sustainability, corporate development and strategy, digitalization and innovation, entrepreneurship, societal transformation processes and globalization.

**Prof. Dr. Rommel,
Kai**



Function in addition to professorship:

Vice-President for Research Deputy Head of Department Economics & Quantitative Methods

Management of the doctoral programs

Management of research projects

Research interests:

Environmental and resource economics, energy economics, regional economics, market regulation, consumer behavior research

**Prof. Dr. Rose,
Nico**



Research interests:

Business Psychology, Positive Psychology in Organizations, Leadership and Motivation, Recruiting & Employer Branding, New Forms of Work (Self-Organization & Co.)

**Prof. Dr. Ruess,
Peter**



Research interests:

Civil law, intellectual property law, trademark law, competition law, contract drafting

**Prof. Dr Sadowski,
René**



Research interests:

Leadership Succession in Family Businesses, Family Gravity - the New DNA of Entrepreneurial Families, Rethinking Human Resources, Dark Side of Agile Leadership.

**Prof. Dr. Samunderu,
Eyden**



Function in addition to professorship:

Program Director M.A. International Business

Research Interests:

Aviation and Strategic Networks, Multimarket Contact, Static and Dynamic Price Optimization, Income Management, Strategic Group Theory

**Prof. Dr. Schabbing,
Bernd**



Function in addition to professorship:

Deputy Head of Department Marketing, Sales, Tourism & Sports
Program Director B.A. Tourism & Event Management

Research interests:

Effects of cultural tourism for city marketing, importance and use of festivals for tourism, relationship of tourism and terrorism, use of music in events/event marketing, city brands and destination branding

**Prof. Dr. Schafmann,
Ernestine**



Function in addition to professorship:

Head of Department Human Resources Management
Program Director M.A. Human Resources Management & Digital Transformation

Research interests:

People Management, Digitalization, VUCA concept (Volatility - Uncertainty - Complexity - Ambiguity), New Leadership, Employability

**Prof. Dr. Schlesinger,
Dieter M.**



Function in addition to professorship:

Campus Management ISM Munich
Department Head Economics & Quantitative Methods Institute
Head
REL@ISM

Main research interests:

Sustainable business development, environmental and health economics, real estate economics, international economics, market and location research

**Prof. Dr. Dr. Schmid,
Patrick**



Research interests:

Digitalization and innovation, real estate financial markets, corporate development and strategy, empirical methods

**Prof. Dr. Schmidt-Netzel,
Janine**



Research interests:

Leadership, power, communication and conflict, organizational psychology, social psychology

**Prof. Dr. Schmitt,
Michael Georg**



Research interests:

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

**Prof. Dr. Schröder,
Jörg**



Research interests:

Financial Markets, Mergers & Acquisitions, Corporate Finance, Venture Capital, Sustainability in Finance

**Prof. Dr. Schubert,
Hermann**



Research interests:

Economics, capital market-oriented macroeconomics, business ethics, financial markets, economic history

**Prof. Dr. Schüttners,
Joachim**



Main research interests:

Law, Commercial law

**Prof. Dr. Dr. Siegfried,
Patrick**



Research focus:

Marketing, Logistics, Management, Strategic Controlling, Entrepreneurship

**Prof. Dr. Simmert,
Diethard B.**



Research interests:

Corporate finance, financial management (national and international), capital markets, SMEs, banks and insurance companies

**Prof. Dr. Simon,
Marcus**



Research interests:

Public relations, marketing and communication, content marketing, corporate communication, social media

**Prof. Dr. Spieß,
Brigitte**



Research focus:

Marketing and communication, value-oriented corporate and leadership culture, sustainability management, new worlds of work and leadership, digitalization and innovation

**Prof. Dr. Steffens,
Dirk**



Function in addition to professorship:

Deputy Campus Management Stuttgart
Program Director B.Sc. International Management

Research interests:

Organization, change management, human resource development, blended learning, human resource management

**Prof. Dr. Stephani,
Michael**



Function in addition to professorship:

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

Research interests:

Accounting tax law, corporate tax, turnover tax, further development of national and international accounting, regulatory economics

**Prof. Dr Störkel,
Marcus**



Research interests:

Digitalization and innovation, management, marketing and communication, telecommunications/Internet of Things, corporate development and strategy

**Prof. Dr. Tata,
Fidelio**



Research interests:

Financial markets, corporate finance

**Prof. Dr. Terstiege,
Meike**



Research focus:

Marketing, sales, communication, digitalization and innovation, strategy

**Dr Thiemann,
Daniel**



Research interests:

Digital transformation of the world of work, (business) psychology, Leadership 4.0, teamwork, technostress, negotiation skills, new forms of work (e.g. self-organization)

**Prof. Dr. Tiemann,
Veith**



Function in addition to professorship:

Head of the B.Sc. Information Systems program

Research interests:

Business Intelligence (Data Science and Analytics), Algorithmics, Simulations, R, E-Commerce

**Prof. Dr. Tomanek,
Dagmar**



Research focus:

Digitalization and innovation, health management, supply chain management, sustainability

**Prof. Dr. Trams,
Kai**



Function in addition to professorship:

Program Director LL.B. Business Law

Research interests:

Civil law, commercial and corporate law, insolvency law and restructuring, international law, labor law

**Prof. Dr. Vastag,
Alex**



Research focus:

Distribution logistics, urban logistics, electro mobility, artificial intelligence in logistics, IT in logistics

**Prof. Dr. Verhofen,
Verena**



Research interests:

International accounting, group accounting, taxes, corporate governance, financing

**Prof. Dr. Von Reibnitz,
Christine**



Research interests:

Marketing strategies in the medical device industry, consumer sovereignty and supply behavior in the health market, health promotion and health offerings - new business field strategies for companies, organizational development in companies in the health industry.

**Prof. Dr. Von Thaden,
Michael**



Main research interests:

Discrete Geometry (Polytopal Geometry), Discrete Optimization, Operations Research, Risk Management, Financial Markets

**Prof. Dr. Walter,
Götz**



Function in addition to professorship:

Head of Department Psychology & Management
Program Director M.Sc. Psychology & Management

Research interests:

Consumer psychology, change management, new work, energy industry issues, market & advertising psychology

**Prof. Dr. Weber,
Ulrike**



Research interests:

Coaching & Mentoring, Change Management, International Human Resources & Organization, Leadership, Learning & Development

**Prof. Dr. Westermann,
Arne**



Function in addition to professorship:

Department Head Marketing, Sales, Tourism & Sports Institute
Head
Brand & Retail Management Institute BRM@ISM
Program Director M.A. Strategic Marketing Management

Research interests:

Communication management, marketing, strategic communication, online communication, brand management

**Prof. Dr. Wyrwa,
Sven**



Research interests:

International accounting, business combinations, compliance and corporate governance

**Prof. Dr. Zeppenfeld,
Meiko**



Research interests:

Mergers & Acquisitions, Private Equity, Venture Capital, Corporate Law, International Business Law

Research assistants

**Altemeyer,
Caroline**



Function:

scientific Staff member Brand & Retail Management Institute@ISM

Main research interests:

OnPage optimization, competition analyses from an SEO point of view

**Barchfeld,
Till**



Function:

Scientific Research Associate & Research Officer

Main research interests:

Learning in an organizational context, employability, shaping work, corporate social responsibility

**Böckenholt,
Rebecca**



Function:

Scientific Staff member Brand & Retail Management Institute@ISM

Research

marketing, consumer behavior, Omni channel retailing, digital marketing

interests:

**Fastenroth,
Lukas**



Function:

wiss. Staff member Kienbaum Institute @ ISM

Research

Digital fluency; leadership, especially digital and ambidextrous; organizational psychology, especially work 4.0 and ambidexterity; test and questionnaire development.

interests:

**Front apple,
Felix**



Function:

Scientific Staff member Entrepreneurship Institute @ ISM

Research interests:

Creativity and Innovation, Corporate Governance and Entrepreneurship, Psychological Characteristics of Company Founders and Managers

**Firmont,
Marlen**



Function:

Scientific Staff member Entrepreneurship Institute @ ISM

Research

Decision-making ,venture capital, corporate governance and entrepreneurship

interests:

**Hartmann,
Kim**



Function:

Main research interests:

Experiential Communication, Hotel Management, Marketing, Online Marketing, Project Management, Tourism and Event Management, Tourism Marketing

**Nittke,
Robinson**



Function:
Scientific Staff member DRZ project

Research interests:
Communication, project management and business model development

**Siepelmeier,
Sarah Magdalena**



Function:
Scientific Staff member Entrepreneurship Institute @ ISM

Research interests:
Communication in stressful situations and effects on decision-making behavior

b Ongoing research projects at or with the participation of ISM

Research projects led by ISM professors or in which ISM is involved are listed below.

Becker, M.: Transparency AI. Projektzeitraum: 01.11.2020 – 01.11.2023.

Becker, M.: Valuation of Soccer Players with Fuzzy Integrals. Projektzeitraum: 01.04.2020 – 01.04.2021.

Engelmann, T.: Diverse empirische Evaluationsstudien in Kooperation mit der Westermann Gruppe. Projektzeitraum: 01.09.2016 – 31.12.2030.

Kaul, H.: Digital Transformation of Consumer Behaviour in Leisure – Analysis in the Context of Festivals and Sport Events. Projektzeitraum: 01.04.2018 – 31.12.2021.

Kaul, H.: EU Horizon Cost Program: Digital Transformation in the Leisure Industry. Projektzeitraum: 01.09.2019 – 31.12.2021.

Lichtenthaler, U.: Konsortialprojekt ‚Local Loyalty Cologne‘. Projektzeitraum: 01.04.2019 – 30.06.2021.

Rommel, K.; Kutsch, H.: EFRE NRW – Förderwettbewerb Regio.NRW Innovation und Transfer, Andrea Höber, Business Metropole Ruhr GmbH & Partner, ISM als assoziierter Partner (Letter of Intent unterzeichnet), Laufzeit: 36 Monate. (Einreichung der Projektskizze erfolgte am 28.09.2018).

Rommel, K.; Westermann, A.: BMBF-Förderprogramm Innovationslabore/Kompetenzzentren für Robotersysteme in menschenfeindlichen Umgebungen: Deutschlandweites Kompetenzzentrum für Roboter zur zivilen terrestrischen Gefahrenabwehr (A-DRZ), Dr. Ing. Hauke Speth, Stadt

Dortmund, Institut für Feuerwehr- und Rettungstechnologie. Laufzeit: 4 Jahre, Projektvolumen: 11.856.389 Mio. Euro, ISM-Anteil: 182.400, Projektzeitraum: 01.11.2018 – 30.09.2022.

Samunderu, E.: Continental Study on the Benefits of the Single African Air Transport Market and Communication Strategy for SAATM Advocacy. Projektzeitraum: 05.10.2020 – 31.03.2021.

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

Wyrwa, S.: Compliance mit IFRS als Gegenstand der empirischen Rechnungslegungsforschung. Projektzeitraum: 17.05.2010 – 31.12.2024.

Wyrwa, S.; Glaum, M.; Amel-Zadeh, A.: M&A and Goodwill Impairment - Information Analysis. Projektzeitraum: 01.01.2019 – 31.12.2021.

c Research projects completed in the reporting year at or with the participation of ISM

*Research projects at or with the participation of the ISM that were **completed in the reporting year** are listed below.*

ABELE, C.: Systemische Beratung von Individuen und Organisationen: 01.04.2020 - 31.03.2021.

BECKER, M.: Valuation of Soccer Players with Fuzzy Integrals: 01.04.2020 - 01.04.2021.

BIERL, P.: Family Office, Family Equity & Private Equity: Unternehmerisches Investieren und generationsübergreifendes Unternehmertum: 01.09.2017 - 31.12.2021.

BISKUP, D.: Die Service Dominant Logik und deren Implementierung bei Marketing Events: 01.03.2018 - 31.12.2021.

DIESTEL, S., RADACA, E.: NRW Leitmarkt CreateMedia. NRW - Gesucht: Neue Ideen für den Leitmarkt Medien und Kreativwirtschaft in NRW: "+SeniorDesignLab": 01.03.2017 - 28.02.2021.

DOBERNIG, H., ZIMMERMANN, R.: Verbundprojekt: Angewandtes Qualitätsmanagement im Wissenschaftsbetrieb: 01.03.2019 - 28.02.2021.

JÖRDEN, N.: People Analytics (Human Resource Management): 01.01.2018 - 31.01.2021.

KAUL, H.: Digital Transformation of Consumer Behaviour in Leisure – Analysis in the Context of Festivals and Sport Events: 01.04.2018 - 31.12.2021.

KAUL, H.: EU Horizon Cost Program: Digital Transformation in the Leisure Industry: 01.09.2019 - 31.12.2021.

MARTEN, M.: Nestlé - Social Media Konzept für die Wassermarken: 16.03.2021 - 28.07.2021.

MAUSZ, I.: Wirksamkeitsstudie zu Reverse-Mentoring: 01.11.2019 - 01.06.2021.

MORING, A.: Digital Innovation in Legal & Tax: 03.05.2021 - 25.06.2021.

- OSWALD, J.:** Wem gehört Clubhouse? - Die Rolle von Persönlichkeitseigenschaften und Motiven im digitalen Raum.: 01.02.2021 - 30.06.2021.
- PFLUMM, M.:** Der Einfluss von Personalmanagementsystemen auf das Corporate Entrepreneurship: 01.08.2010 - 31.12.2021.
- SAMUNDERU, E., VERMOOTEN, J.:** Continental Study on the Benefits of the Single African Air Transport Market and Communication Strategy for SAATM Advocacy: 05.10.2020 - 31.03.2021.
- STÖRKEL, M.:** Digitization of the value chain. Current situation of suppliers, customers and own enterprise: 15.10.2020 - 30.12.2021.
- WESTERMANN, A.:** Re-Commerce: 01.08.2018 - 31.07.2021.
- WESTERMANN, A.:** Landkarte der Medienbeobachter im deutschsprachigen Raum: 15.03.2021 - 16.07.2021.
- WESTERMANN, A.:** Jefe Marktstudie: 20.09.2021 - 31.12.2021.
- WYRWA, S., GLAUM, M., AMEL-ZADEH, A.:** M&A and Goodwill Impairment - Information Analysis: 01.01.2019 - 31.12.2021.

d Current publication list

The publications of the ISM professors cover the period from January to December 2021. The list of publications is sorted alphabetically by author name and includes contributions to journals, monographs and editorships of collective works, contributions to collective works and conference proceedings as well as other publications, e.g. blog entries.

Journal articles

- BANERJEE, S. B., JERMIER, J. J., PEREDO, A. M., PEREY, R., REICHEL, A. (2021).** Theoretical perspectives on organizations and organizing in a post-growth era. *Organization*, 28 (3), 337-357. doi:10.1177/1350508420973629.
- BASTINI, K., LACHMANN, M. (2021).** The effects of strategic choices and sustainability control systems in the emergence of organizational capabilities for sustainability. *Accounting Auditing Accountability Journal*, ahead-of-print (ahead-of-print), 1-33. doi:10.1108/AAAJ-04-2020-4515.
- BÄTZ, K., SIEGFRIED, P. (2021).** Complexity of culture and entrepreneurial practice. *International Entrepreneurship Review*, 7 (3), 61-70. doi:https://doi.org/10.15678/IER.2021.0703.05.
- BECKER, M., BEKETOV, M., WITKE, M. (2021).** Machine Learning in Automated Asset Management Processes 4.1. Die Unternehmung - Swiss Journal of Business Research and Practice, 75 (3), 411-431. doi:10.5771/0042-059X-2021-3-411.
- BOLIN, M., VERHOFEN, V. (2021).** Konzernabschlusspolitik nach IFRS oder HGB vorteilhaft. Eine Fallstudie zwecks Vergleich der Auswirkungen in unterschiedlichen Rechnungslegungssystemen. *KoR. IFRS: Internationale und kapitalmarktorientierte Rechnungslegung* (10), 446-452.

- BRUNNER, M., HODECK, A., DOMBROWSKI, M., ADAM, S.** (2021). Profifußball und nachhaltiges Management. *WISU - Das Wirtschaftsstudium*, 2021 (6), pp. 673-681.
- DECIUS, J., KNAPPSTEIN, M., SEIFERT, A., SCHAPER, N.** (2021). Investigating the Multidimensionality of Informal Learning: Validation of a Short Measure for White-Collar Workers. *Human Resource Development Quarterly*, 1-30. doi:10.1002/hrdq.21461.
- DIGUTSCH, J., DIESTEL, S.** (2021). How achievement motive enactment shapes daily flow experience and work engagement: The interplay of personality systems. *Motivation and Emotion*, 45 (5), 557-573. doi:10.1007/s11031-021-09894-2.
- DIGUTSCH, J., VELANA, M., RINKENAUER, G., SOBIERAJ, S.** (2021). Capturing Interactive Work for Nurses—First Validation of the German IWDS-N as a Multidimensional Measure. *International Journal of Environmental Research and Public Health*, 18 (15), 7786. doi:10.3390/ijerph18157786.
- DUNCKER, C.** (2021). Customization oder Capsules: Was erhöht den Markenwert. *Markenartikel: Das Magazin für Markenführung* (12), pp. 100-102.
- FASTENROTH, L. M., BÖCKENHOLT, I., JOCHMANN, W.** (2021). Digital Mythbusters. Vier Thesen zu Digitalkompetenz. *Personalführung*, 4, pp. 52-57.
- FONTANARI, M., TRASKEVICH, A.** (2021). Consensus and diversity regarding overtourism: the Delphi-study and derived assumptions for the post-COVID-19 time. *International Journal of Tourism Policy*, Online, pp.161 - 187. doi:10.1504/IJTP.2021.10039110.
- FRIELING, M., SCHRÖDER, J., VERHOFEN, V.** (2021). Nachhaltigkeit in der Mittelstandsfinanzierung - Quo vadis. *BC - Zeitschrift für Bilanzierung, Rechnungswesen und Controlling* (11), pp. 498-500.
- GOTTSCHLING, S., KAMMERER, Y.** (2021). Readers' regulation and resolution of a scientific conflict based on differences in source information: an eye-tracking study. *Discourse Processes*, 58 (5-6), 468-490. doi:10.1080/0163853X.2021.1930808.
- GROHER, E. J., QUITT, A. F., LEDERER, M.** (2021). Rigor versus Relevance for Purchasing Trends and Processes: An Analysis of How Research Trends and Business Needs are in Line. *Journal of Supply Chain Management, Logistics and Procurement*, 3 (3), 294-306.
- HARTMANN, K., LEDERER, M.** (2021). The Current State of Big Data Research in Tourism: Results of a Systematic Literature Analysis. *Zeitschrift für Tourismuswissenschaft*, 13 (2), 209-226. doi:10.1515/tw-2021-0015.
- HODECK, A., TUCHEL, J., HENTE, L., BRUNNER, M.** (2021). Crowdfunding als Finanzierungsinstrument für den Sport in Krisenzeiten!. Eine Analyse von Crowdfunding-Projekten in Deutschland während der Corona-Pandemie 2020. *Sciamus - Sport und Management*, 202 (1), 7-28.
- HODECK, A., TUCHEL, J., HENTE, L., BRUNNER, M.** (2021). Crowdfunding as a financing instrument for sport in difficult times - analysis of crowdfunding projects in Germany during the COVID-19 pandemic. *Journal of Physical Education and Sport*, 21 (2), 1124-1130. doi:10.7752/jpes.2021.s2142.

- HODECK, A., TUCHEL, J., HENTE, L., VON REIBNITZ, C.** (2021). The Importance of Sustainability in Diving Tourism—The Case of German Speaking Diving Tourists. *Sustainability*, 13 (11), 1-13. doi:<https://doi.org/10.3390/su13116485>.
- HOECK, I., STEURER, E., DOLUNAY, Ö., ILEKA, H.** (2021). Challenges for off-grid electrification in rural areas. Assessment of the situation in Namibia using the examples of Gam and Tsumkwe. *Energy, Ecology and Environment*, online. doi:10.1007/s40974-021-00214-5.
- HUKE, J., SIEGFRIED, P.** (2021). Finance methods in the automotive sector. Business agility in the age of digital disruption. *International Journal of Automotive Science and Technology*, 5 (3), 281-288. doi:<https://doi.org/10.30939/ijastech.955551>.
- KALLINA, D., SIEGFRIED, P.** (2021). Optimization of Supply Chain Network using Genetic Algorithms based on Bill of materials. *The International Journal of Engineering & Science*, 10 (7), 37-47. doi:<https://doi.org/10.9790/1813-1007013747>.
- KATH, C., ZIEL, F.** (2021). Conformal prediction interval estimations with an application to day-ahead and intraday power markets. *International Journal of Forecasting*, 37 (2), 777-799. doi:10.1016/j.ijforecast.2020.09.006.
- KATTENBACH, R., BRUNSBACH, S., WEBER, I.** (2021). Taking teamwork seriously towards a new concept for student research projects. *European Political Science*, 20, 453-464. doi:10.1057/s41304-020-00279-6.
- KRUMMEL, D., SIEGFRIED, P.** (2021). The dark side of Samsung's value chain. The human costs of cobalt mining "BLOOD, SWEAT AND COBALT". *Journal of Geoscience and Environment Protection*, 9 (2), 182-203. doi:10.4236/gep.2021.92011.
- LAYHER, N., SAMUNDERU, E.** (2021). The Impact of the Introduction of Uniform European Collective Action Clauses on European Government Bonds as a Regulatory Result of the European Sovereign Debt Crisis. *Journal of Risk and Financial Management*, 14 (1), 1. doi:10.3390/jrfm14010001.
- LICHTENTHALER, U.** (2021). A conceptual framework for innovation and new business opportunities in the post-pandemic period. *Journal of Creativity and Business Innovation*, 7 (1), 74-89.
- LICHTENTHALER, U.** (2021). A Conceptual Framework for Innovation and New Business Opportunities in the Post-Pandemic Period. *Journal of Creativity and Business Innovation*, 7, 74-89.
- LICHTENTHALER, U.** (2021). Digitainability: The Combined Effects of the Megatrends Digitalization and Sustainability. *Journal of Innovation Management*, 9 (2), 64-80.
- LICHTENTHALER, U.** (2021). Neue Kernkompetenzen durch künstliche Intelligenz. *Lebenswerk Magazin*, 2 (1), pp. 42-43.
- LICHTENTHALER, U.** (2021). Profiting From Digital Transformation?: Combining Data Management and Artificial Intelligence. *International Journal of Service Science, Management, Engineering, and Technology (IJSSMET)*, 12 (5), 68-79.

- LICHTENTHALER, U.** (2021). Profiting from innovation in the aftermath of an economic crisis. *Journal of Research in Marketing and Entrepreneurship*, 23 (2), 1-13. doi:<https://doi.org/10.1108/JRME-06-2020-0085>.
- LICHTENTHALER, U.** (2021). SMART Leadership: Innovative Führung für die neue Normalität. *Ideen- und Innovationsmanagement* (2), pp. 1-4.
- LICHTENTHALER, U., FRONAPFEL, F.** (2021). KI als Strategie. Eine vielseitige Verwendung ist möglich. *IT-Mittelstand: IT-Business im Mittelstand* (3), pp. 7.
- LÜTKE ENTRUP, M., GOETJES, D.** (2021). Praktiker-Tipps für die Optimierung der DB-Rechnung. *S-Firmenberatung*, 04/2021, pp. 13-15. Stuttgart.
- LÜTKE ENTRUP, M., GOETJES, D.** (2021). Schneller auf den Punkt: Supply Chain Benchmarking – Potentiale in Molkereien effizient identifizieren. *molkerei-industrie*, 03/2021, pp. 18-20.
- LÜTKE ENTRUP, M., GOETJES, D.** (2021). Wie aussagekräftig sind Ihre Artikelmargen? 10 Praktiker-Tipps zur Optimierung der Deckungsbeitragsrechnung. *Controller Magazin*, 2021 (5), pp. 75-77.
- LÜTKE ENTRUP, M., HOLZMANN, F., STÜVE, D.** (2021). Digitalisierung der Supply Chain Planung: Wie fortgeschritten ist die Lebensmittelindustrie. *Handbücher Höveler Holzmann Consulting GmbH*, pp. 1-16. Düsseldorf.
- LÜTKE ENTRUP, M., KÜPPER, G.** (2021). Sales & Operations Planning in der Milchwirtschaft. *DMW - Die Milchwirtschaft: Fachzeitschrift für die deutsche, österreichische und schweizerische Milch- & Lebensmittelwirtschaft*, 12 (3-4), pp. 48-51.
- LÜTKE ENTRUP, M., KÜPPER, G.** (2021). Sales & Operations Planning in the dairy industry - How well do you coordinate sales and operations in your company. *European Dairy Magazine: EDM ; dairy & fluid foods technology*, 33 (1), pp. 12-15.
- LÜTKE ENTRUP, M., STÜVE, D.** (2021). Acht Tipps für die Lieferkette. *IT-Tools für die Planung. ChemieXtra: Fachberichte, Messen, News: die Fachzeitschrift für die Chemie- und Laborbranche*, 2021 (11), pp. 46-47.
- LÜTKE ENTRUP, M., STÜVE, D.** (2021). Reaktionsstärke für Lieferketten - Supply Chain Analytics in der Lebensmittelindustrie. *LVT: Lebensmittel-Industrie: Entscheider Know-how für Food & Beverage* (1-2), pp. 32-33.
- MARTEN, E.** (2021). Damit die Pflegekräfte nicht wieder ausfliegen. *Personalmagazin: Management, Recht und Organisation* (9), pp. 82-85.
- MARTEN, E.** (2021). Der Kampf um das Personal der Zukunft. Mit Guerilla-Taktiken zum Erfolg. *HR Performance* (1), pp. 24-28.
- MICHEL, V., SIEGFRIED, P.** (2021). Digitale Speditionen in der Lebensmittellogistik. *Digital freight forwarders in food logistics. Logistics Journal*, 1-10. doi:10.2195/lj_NotRev_michel_de_202102_01.

- OBLAU, F., SIEGFRIED, P.** (2021). Erfolgskontrolle im Event-Marketing. Entwicklung eines Frameworks zur Evaluation von Event-Marketing Maßnahmen. *Research Journal for Applied Management*, 1 (2), 1-21.
- PAUEN, W., SCHLESINGER, D. M., SCHMID, P.** (2021). Modell zur Ermittlung von Liegenschaftszinssätzen unter besonderer Berücksichtigung des Bodenwertes. *Grundstücksmarkt und Grundstückswert: GuG: Zeitschrift für Immobilienwirtschaft, Bodenpolitik und Wertermittlung*, 04/2021, pp. 203-212.
- PERRET, J. K.** (2021). Interregional Inventor Mobility in the Russian Federation as Evidenced by European Patent Data. *Journal of the Knowledge Economy*, Online First. doi:<https://doi.org/10.1007/s13132-021-00825-7>.
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- PERRET, J. K., UDALOV, V., FABISCH, N.** (2021). Motivations behind individuals' energy efficiency investments and daily energy-saving behavior. The case of China. *International Economics and Economic Policy*, 20, 1-27. doi:[10.1007/s10368-021-00521-6](https://doi.org/10.1007/s10368-021-00521-6).
- ROMMEL, K., SAGEBIEL, J.** (2021). Are consumer preferences for attributes of alternative vehicles sufficiently accounted for in current policies. (10/2021), 1-7.
- ROSE, N.** (2021). Als Gründer oder Führungskraft den kontrollierten Kontrollverlust ertragen müssen. *Business Punk* (2), pp. 96-97.
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- ROSE, N.** (2021). Unternehmenskultur frisst Post-its zum Frühstück. *Business Punk* (4), pp. 81.
- ROSE, N.** (2021). Von welchem Leben haben Sie geträumt. *Harvard Business Manager* (9), pp. 32-35.
- ROSE, N.** (2021). Warum Gründer*innen erwachsen werden müssen – und das weh tut. *Business Punk* (1), pp. 63.
- ROSE, N.** (2021). Wie genau funktioniert im Unternehmen der Lauf der Launen. *Business Punk* (3), pp. 103.
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- SAMUNDERU, E., NJOROGE, S.** (2021). Challenges and Opportunities Underlining Africa's Aviation Landscape: A Multiple Lenses Analysis. *International Journal of Community Development and Management Studies*, 5, 36-57. doi:<https://doi.org/10.31355/77>.
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e Konferenz- und Tagungsvorträge

Nachfolgend sind die von ISM-Professorinnen und Professoren gehaltenen Vorträge auf Konferenzen oder Tagungen aufgelistet.

BAMBERGER, B., KNAPPSTEIN, M., VON SCHMETTOW, M. (2021). Verändertes Change Management bei Robotic Process Automation., AK Empor.

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Tourismus nach der covid-19-Pandemie., Perspectives for Tourism Development in Modern Conditions: Global Trends and Regional Contexts (S.33-40).

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- FONTANARI, M., TRASKEVICH, A.** (2021). The concept of resilience for organisational units. Proceedings of the first international scientific and practical conference "prospects for the development of tourism in the international constitution: world trends and regions and regional contexts".
- FONTANARI, M., TRASKEVICH, A.** (2021). Thinking about regional and corporate resilience in the tourism industry: Models, empirical research and first insights by the German hotel industry. Tourism Naturally Online Symposium.
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- KLEIN, K., BRUNO, P.** (2021). Blurring gender lines. Assessing the effect of androgynous models in advertising. 50th Annual EMAC Conference.
- KNAPPSTEIN, M., BAMBERGER, B., VON SCHMETTOW, M.** (2021). Verändertes Change Management bei Robotic Process Automation. AKempor-Jahrestagung: Transformation durch Organisation.
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- LICHTENTHALER, U.** (2021). Integrated Intelligence – Combining Human and Artificial Intelligence for Competitive Advantage. European Identity and Cloud Conference 2021.
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- LÜTKE ENTRUP, M.** (2021). Wie wird der berufsbegleitende Master zum Erfolg. high potential.

- MÜHLBÄCK, K., ROSENOW, E.** (2021). Aligning marketing and sales functions. An increasing challenge for today's B2B businesses. Sales Conference 2021 Sales Enablement – Fundament des Vertriebs Erfolgs.
- OHLWEIN, M., BRUNO, P., FAVORITE, J., LAUER, S., RAUCH, L.-M.** (2021). Wearing Rose-Colored Glasses – Can Brand Likeability enhance Perceived Price Fairness and Product Quality. 50th Annual Conference of the European Marketing Academy.
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f Guided research (consulting projects, workshops, market research projects)

At the International School of Management, both qualitative and quantitative market research studies are conducted every semester in all degree programs. The empirical studies are very practice-oriented and are partly based on company cooperations by working out current topics of entrepreneurial action. The following is an excerpt from the ISM workshops, market research and consulting projects.

- BEYERHAUS, C.:** Account based Marketing mit der Adesso AG (Hamburg, Berlin): 11.09.2021 - 06.12.2021.
- BEYERHAUS, C.:** Bonprix - Nachhaltigkeitsstrategie " Positive choice": 15.03.2021 - 04.06.2021.
- BEYERHAUS, C.:** Montblanc "New Technologies": 09.03.2021 - 04.06.2021.
- BEYERHAUS, C.:** PUMA - Development of a recruitment, training and onboarding strategy: 10.09.2021 - 03.12.2021.
- BRICKAU, R.:** Business Women als Zielgruppe – Wie kann Fujitsu dieses Segment erfolgreich bearbeiten?: 07.09.2020 - 29.01.2021.

JOISTEN, N.: Auswirkungen von protektiven Ressourcen auf das Stressempfinden im Homeoffice und daraus resultierende Maßnahmen: 01.09.2020 - 28.02.2021.

JOISTEN, N.: Gerichtetes Vergessen in Bezug auf die Corona Pandemie: 01.03.2021 - 31.08.2021.

STÖRKEL, M.: Social media for travel agencies after corona crisis: 15.03.2021 - 30.06.2021.

TERSTIEGE, M.: Marketingkommunikation Mercedes-Benz Consulting: 01.03.2021 - 30.06.2021.

WEBER, U.: "New Work - New What" New Work für den Mittelstand? Virtuelle Konferenz: 05.04.2021 - 31.08.2021.

g ISM Publications 2021

Workingpaper

No. 16 **GILDEMEISTER, C. C., MEHN, A., PERRET, J. K.** (2021). Factory-Outlet-Center: Discount oder Disney? Eine explorative Analyse der Auswirkungen von Erlebnismarketing auf die Attraktivität von Factory-Outlet-Centern. ISM Working Paper.

No. 17 **Böge, C., PERRET, J. K., NETZEL, J.** (2021). Die Effekte der Zielorientierung auf den Berufserfolg – Erste empirische Befunde. ISM Working Paper.

Research Journal for Applied Management

Vol. 2/2021 **Edler, R.; Perret, J.** (2021): Who Influences the Influencer – First Approaches towards a Quantitative Influencer Marketing. In: Research Journal for Applied Management Jg. 1 (2021)

Heft 1

Friesendorf, C.; Durai, S. (2021): Fisher Effect in Post-Unification Germany - Insights for Firms, Central Banks and Governments. In: Research Journal for Applied Management Jg. 1 (2021)

Samunderu, E.; Küpper, Y. (2021): Deconstructing commodity risk analysis: A theoretical perspective from the airline industry – Part 1. In: Research Journal for Applied Management Jg. 1 (2021)

Samunderu, E.; Küpper, Y. (2021): Testing the impact of commodity risk on airline capacity forecasting: A systems dynamic framework from an airline perspective: An empirical analysis – Part 2. In: Research Journal for Applied Management Jg. 1 (2021)

Seidler, K.; Bingemer, S.; Brandt, J. (2021): Wahrgenommenes Datenzugriffsrisiko im Kontext von Big Data. In: Research Journal for Applied Management Jg. 1 (2021)

Submissions for the next volume of Research Journal 2022 can be made at any time. Go to <https://www.ism.de/lehre-forschung/forschung/forschungsaktivitaeten> for submission details.

VIII News from the library

Monographs/editorials by authors of the International School of Management (ISM)



Friesendorf, C.; Lüttschwager, S. (2021): Digitale Gesundheitsanwendungen: Assessment der Ärzteschaft zu Apps auf Rezept. Wiesbaden: Springer.

ISBN 978-3-658-33982-1 **14,99€**

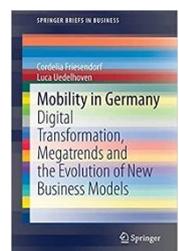
Digital health applications (*apps on prescription*) are medical devices based on technologies. The Digital Health Care Act allows the prescription of digital solutions. Thus, Germany wants to be a pioneer in digital care. Will it succeed? How do the players view digitalization? What *pain points* do doctors, insurance companies and start-ups have to watch out for? Cordelia Friesendorf and Sabrina Lüttschwager prepare practitioners in the healthcare sector with the latest know-how to shape industry success.



Friesendorf, C.; Stern, J. (2021): Digitalisierung des Auslandszahlungsverkehrs: Wie Fintechs, Blockchain & Co. das traditionelle Bankengeschäftsmodell verändern. Wiesbaden: Springer Gabler.

ISBN 978-3-658-32737-8 **14,99€**

The digital transformation is affecting all sectors of the economy. However, the lucrative international foreign payments business of banks has remained unaffected. Disruptive innovations such as cryptocurrencies block chain technologies and new business models such as FinTechs are changing this business area. What are the challenges here? How is this transformation taking place? What *pain points* must bankers, IT developers and public authorities be prepared for? Cordelia Friesendorf and Julian Stern equip the practice-oriented readers with the latest know-how and the necessary tools to advance the digitalization processes.



Friesendorf, C.; Uedelhoven, L. (2021): Mobility in Germany: Digital Transformation, Megatrends and the Evolution of New Business Models. 1st ed. 2021. Cham: Springer International Publishing; Imprint Springer (Springer eBook Collection).

ISBN 978-3-030-71848-0 **27,99€**

Mobility in Germany is embracing market changes like never before. Megatrends, notably, digitalization, urbanization and sustainable thinking are driving Germany's mobility transformation such that traditional players are rethinking their business models and new companies are constantly seeking market penetration. This book captures these changes in a holistic approach to depict Germany's mobility transition driven by innovation. Beginning with an evaluation of the market environment and megatrends impacting mobility, the book compares and contrasts traditional mobility business models with those of the new entrants. Using business management techniques and a detailed survey on customer perspectives, this book equips mobility

professionals, policymakers, entrepreneurs and researchers with concise, critical and up-to-date analysis of the developments in German mobility and provides valuable insights into new business models that offer user-oriented, futuristic and sustainable mobility solutions.



Hoffmann, K.; Schlüter, H.; Langenhorst, H. C. (2021): Mittelstandsjahrbuch Accounting Taxation & Law 2021/22. Norderstedt: Books on Demand.

ISBN 978-3-7534-0686-2 **11,99€**

The aim of the SME Yearbook Accounting, Taxation & Law is to provide SME readers with a concise overview of current issues in accounting, tax and business law. Year after year, the publishers are pleased about the great interest of the readership in the SME Yearbook, which is based not least on the special quality of the contributions by renowned authors who publish in our Yearbook. This year, too, the authors have succeeded in bridging the gap between business and politics and we are proud of the tax law outlook by the Federal Minister of Finance and Deputy Federal Chancellor Olaf Scholz, which precedes the SME Yearbook as a greeting. In the twelfth year of its existence, this Yearbook 2021/2022 once again takes up developments in corporate, accounting and tax law that are important for practitioners, e.g. in the areas of corporate succession and corporate acquisitions, corporate compliance and insolvency law.



Kleinjohann, M. (2021): Marketingkommunikation mit Out-of-Home-Medien: Planung, Einsatz und Wirkung von Außen- und Verkehrsmittelwerbung.

Wiesbaden: Springer.

ISBN 978-3-658-35502-9 **14,99€**

This *essential* provides an up-to-date insight into classic and digital outdoor advertising with the most important characteristics, channels, fields of application and modes of action. Out-of-home communication is becoming increasingly important in the battle for the attention of shoppers and users. Self-revolving advertising pillars at the roadside, interactive city light posters at bus and train stops, large-scale blow-ups on high-rise buildings or digital info screens with moving images at airports ensure an attention-grabbing presence of brands and companies in public spaces. The author offers a basic overview of elements, formats and fields of application of outdoor advertising at the edge of transport networks, centrally in the vicinity of transport account points such as railway stations or multi-storey car parks, or on modes of transport such as suburban trains, taxis or trucks. Concrete examples explain the opportunities of out-of-home in dialogue-oriented marketing with mobile and digitally networked target groups in public spaces.



Lichtenthaler, U. (2021): Künstliche Intelligenz erfolgreich umsetzen: Praxisbeispiele für integrierte Intelligenz. Wiesbaden: Springer.

ISBN 978-3-658-34669-0 **44,99€**

This book provides a cross-sectoral insight into the success factors in the implementation and use of artificial intelligence in companies. In their contributions, experts from research, teaching and practice convey both the opportunities and

possibilities as well as the challenges and dangers in the use and implementation of AI in small and large companies. In addition to the actual application of AI solutions, the necessary prerequisites and requirements in the phase of scaling AI solutions in practice will be discussed.

A particular focus will be on how companies can benefit not only in the short term by automating tasks and jobs through AI tools, but how they can achieve competitive advantages in the long term by combining human and artificial intelligence. This perspective of integrated intelligence is illuminated in an easily understandable way and with concrete practical examples.



Lömker, M.; Weber, U.; Moskaliuk, J. (2021): Chatbots im Coaching: Chancen im lösungsfokussierten Coaching. Wiesbaden: Springer.

ISBN 978-3-658-32829-0 **14,99€**

This *essential* provides a sound insight into the possible uses of chatbots in solution-focused coaching. It shows the possible uses of chatbots, especially the lesser-known ones in the health sector, outlines their possibilities and limitations and discusses their further development. Based on scientifically confirmed success factors for coaching and the concept of solution-focused coaching, the *essential* clearly explains the implementation of coaching processes in the "mindset and language" of chatbots. As an outlook, the *essential* discusses the relationship between man and machine and how chatbots can sustainably change and enrich our current understanding of coaching.



Moring, A. (2021): KI im Job: Leitfaden zur erfolgreichen Mensch-Maschine-Zusammenarbeit. Wiesbaden: Springer.

ISBN 978-3-662-62828-7 **44,99€**

This book is a practical guide to using artificial intelligence with motivated employees in companies and organizations.

You will learn what the prerequisites are for people to look forward to working productively with "intelligent machines". Because only in this way can the full potential of AI be raised. To this end, you will receive an overview of how and where AI can be used in companies and how to identify the right fields of application for AI in your company. The main question is: Which tasks will be taken over by AI in the future and which should continue to be carried out by the employee? These decisions change processes and tasks and require practical change management and motivation.

In this book, the reader will learn how to motivate and inspire people for these new tasks so that the steps towards the use of AI in the work environment can succeed in the best possible way.



Moring, A (2021): Die Krawall-Initiatoren: Wie KI-Systeme die Polarisierung in Gesellschaft, Wirtschaft und Politik befeuern. Wiesbaden: Springer.

ISBN 978-3-658-35486-2 **49,99€**

An increasing polarisation of society, identitarian absolutisms, a neo-feudalism in digital markets, the failure of our education system, a new Chinese-American world order and, last but not least, how to deal with climate change: all the big questions of our future will sooner or later lead to artificial intelligence. As the reason and source of these developments. And also as the key to their solution. This book explains where these connections lie and what the paths to the solution must look like.



Moss, C. (2021): The Corporate Newsroom: Steering Companies Efficiently Through Communication. Cham: Springer.

ISBN 978-3-030-67641-4 **40,65€**

Breaking down barriers, creating transparency in digital communication and effectively targeting different audiences is critical to today's successful organizations. Establishing a Corporate Newsroom is the answer.

The first part discusses the different theoretical approaches of communication and the corporate newsroom model. Special emphasis is given to efficiency and effectiveness as the main pillars of this strategy.

The second part presents case studies to illustrate how the corporate newsroom system can be used in the communication departments of organizations. The authors discuss real life examples from Swiss Life Germany and the Dutch Police among others and show how the corporate newsroom method impacted communication strategies and results in these organizations.

This book will be of interest not only for PR professionals but also for marketing specialists and business leaders trying to bring corporate communication to the next level.



Müller, M. H.-P.; Polfuß, J. (2021): Deutschland und China zwischen Kooperation und Konkurrenz: Eine vergleichende Analyse der Sozialen und Sozialistischen Marktwirtschaft. Wiesbaden: Springer Gabler.

ISBN 978-3-658-33004-0 **49,99€**

Germany and China - two of the world's largest economies - appear very contrasting in many respects. Germany has decisively shaped the concept of the social market economy; China is seen as a country that will decisively influence the global economy of the 21st century. Not only since the coronavirus pandemic have Western nations been struggling with economic challenges as well as with the approval of the liberal and free democratic order. At the same time, China, like the Western market economies, is facing unprecedented economic and

social tasks. The authors show how Germany and China deal with these challenges, what unites the two economies and what divides them in equal measure. The book looks at the developments and potential synergies of the two market economy systems and analyses their strengths and weaknesses - far from political generalizations. It provides well-founded answers in times of emotional debates about the reassessment of global power relations.



Schulz, W. H.; Joisten, N.; Edye, C. F. (2021): Mobilität nach Covid-19: Grenzen – Möglichkeiten – Chancen. Wiesbaden: Springer Gabler.

ISBN 978-3-658-33307-2 **39,99€**

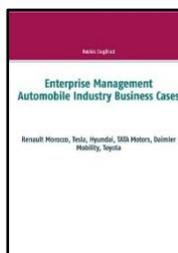
Flying, driving and sharing the underground and buses with strangers in a confined space - until now, this was the everyday mobility of many people. However, within a few weeks, our world has almost come to a standstill due to COVID-19. The pandemic reveals systemic weaknesses in German transport policy and the activities of large mobility-related companies. The changes are being felt in all mobility sectors. In this book, experts from different fields come together to analyze the developments, discuss problems, but also find opportunities. How can the mobility industry look forward despite the crisis? Could it even profit? The potential for innovation and the opportunities for change and innovation should be seized now in order to create a more agile basis for the mobility market.



Siegfried, P. (2021): Business Management Case Studies: Pran-RFL, Netflix, McDonalds, Google, Tesco, Apple, COCA COLA, PSA Group, Mercedes, Tesla, Toyota, Beximco, KFC, LBC Lao Brewery Company. Norderstedt: Books on Demand.

ISBN 978-3-7543-1691-7 **39,00€**

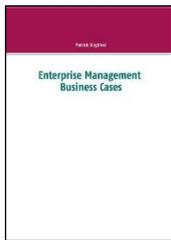
These case studies concern business concepts for management students and practitioners. They focus on different industries and how companies can be successful. Additionally they show how the different processes were organized.



Siegfried, P. (2021): Enterprise Management Automobile Industry Business Cases: Renault Morocco, Tesla, Hyundai, TATA Motors, Daimler Mobility, Toyota. Norderstedt: Books on Demand.

ISBN 978-3-7534-4487-1 **39,99€**

These case studies were written by students at the SZIE Szent Istvan University in Gödöllő, where Mechanical Engineering students visited the lecture "Enterprise Management". In this book, case studies from different companies are presented, as well as the development of their enterprises, their position in the market and their strategies. Prof. Dr. Patrick Siegfried Ph.D. has the guest professorship for Entrepreneurship at the SZIE University, Faculty Mechanical Engineering and worked together on these case studies with the students.



Siegfried, P. (2021): Enterprise Management Business Cases. Norderstedt: Books on Demand.

ISBN 978-3-7534-5901-1 **29,99€**

These case studies were written by students at the SZIE Szent Istvan University in Gödöllő, where international students visited the lecture "Enterprise Management". In this book, case studies from different companies are presented along with the development of their enterprises, their position in the market and their strategies. Prof. Dr. Patrick Siegfried Ph.D. has the Guest professorship for Entrepreneurship at the SZIE University, Faculty Mechanical Engineering and worked together with students on these case studies.



Siegfried, P. (2021): Handel 4.0 Die Digitalisierung des Handels: Strategien und Konzepte 1. Norderstedt: Books on Demand.

ISBN 978-3-7543-4503-0 **39,99€**

Siegfried, P. (2021): Handel 4.0 Die Digitalisierung des Handels: Strategien und

Konzepte 2.

ISBN 978-3-

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Norderstedt: Books on Demand.

7543-4515-3 **39,99€**

concepts are described on the basis of leading retail companies. on the different ways in which processes in traditional retail can with the help of technological support. The different cases were the context of research seminars.



Siegfried, P. (2021): Land & Sea Transport Aviation Management: Daimler trucks, DHL, JD Retail, Amazon, DB Schenker, COSCO Shipping, UPS, DSV, Anji Logistics. FedEx Qatar Airways, Lufthansa, China Eastern Airlines, Emirates Airlines, easyJet, Air Chi-na, Austrian Airlines, Iran Air. Norderstedt: Books on Demand.

ISBN 978-3-7543-1222-3 **39,00€**

This book concerns case studies regarding business concepts in transportation management. There are many good examples how companies can organize the land and sea transport and how aviation management can be helpful to optimize the whole supply chain. These cases were the result of the work carried out in the Master Program modules in Transportation Management.

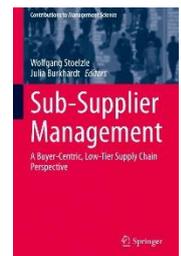


Siegfried, P. (2021): Strategic Management Business Cases and Management Concepts. Norderstedt: Books on Demand.

ISBN 978-3-7534-9909-3 **39,00€**



In this book, many examples from different industries show how important the strategy focus is in regards to the business. The management concepts describe how successful companies were competing. These cases were written in Strategic Management Courses.



Stölzle, W.; Burkhardt, J. (2021): Sub-Supplier Management. A Buyer-Centric, Low-Tier Supply Chain Perspective. 1st ed. Wiesbaden: Springer.

ISBN 978-3-030-75574-4 **139,09€**

This book highlights the latest research on sub-supplier management while also discussing its current state and related managerial challenges. It provides a process framework for managing sub-suppliers and an overview of the various buyer / sub-supplier relationships and their key characteristics. Furthermore, the respective chapters address essential capabilities to successfully manage sub-suppliers and to discuss how to overcome barriers and challenges associated with sub-supplier management. Concrete examples and cases are also provided, and, in closing, potential research opportunities are outlined and demonstrated.



Terstiege, M. (2021): KI in Marketing & Sales – Erfolgsmodelle aus Forschung und Praxis: Konzepte und Instrumente zum erfolgreichen Einsatz künstlicher Intelligenz. Wiesbaden: Springer Gabler.

ISBN 978-3-658-31518-4 **44,99€**

Artificial intelligence is the current and, above all, future dominant topic with regard to digitalization and digital transformation. Its development is now decisive for all areas of research and practice, both nationally and internationally. AI should make processes more efficient and leaner, and products and services more uniquely smart. Against this backdrop, numerous opportunities - and at the same time challenges - present themselves, especially in marketing and sales. This book shows how companies, agencies and consultancies are already successfully using AI as a marketing and sales tool and how AI can be strategically integrated. It offers a comprehensive and cross-sector overview of current and future challenges as well as opportunities for the use of AI in marketing and sales. Insiders provide insights on intelligent conception and know-how on the adequate use of AI. Based on expert interviews and success stories from renowned companies, innovative start-ups and AI-experienced consultants, the opportunities of AI in marketing, communication and sales are clearly and comprehensively presented and communicated. Marketing and sales professionals give practical recommendations for action and share AI checklists as well

as dos and don'ts for the successful use of artificial intelligence.