

# ISM

INTERNATIONAL  
SCHOOL OF MANAGEMENT

University of Applied Sciences

## ISM Research Report 2022



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## Foreword

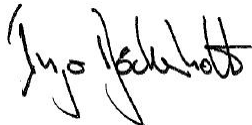
Several research goals were realized in 2022. For example, the establishment phase of the joint project Deutsches Rettungsrobotik Zentrum (DRZ) e. V. was successfully completed. This project, which is funded by the Federal Ministry of Education and Research from the end of 2018 to the end of 2022, enabled a centre of excellence to be established in Dortmund that can develop to market maturity in the next few years. During this funding phase, ISM was involved in the development of a business model as well as in the strategic and operative communication and marketing activities of the association's management.

In another area of third-party funded projects, for example, the Entrepreneurship Institute @ ISM is involved in the EXIST-Potentials funding measure. The other central areas of activity - doctoral programmes and publications - could also be further expanded, such as the cooperation with Twente University Enschede in the field of marketing.

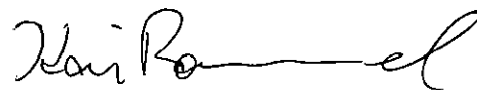
The following chapters present developments throughout the research year 2022. After a presentation of the development in the reporting year, the interview with Philipp Westermeyer - a media entrepreneur with a focus on digital business, marketing, finance and tech - provides interesting insights into the digital communication worlds and the versatile opportunities for companies, university graduates and educational institutions. This is followed by reports from ISM's doctoral programmes and an overview of the research-relevant achievements of the professors with a short profile as well as the publications in the peer-reviewed Research Journal for Applied Management (RJAM). A final look at the research year 2023 shows the further objectives of ISM research.

We would like to express our sincere thanks to all professors for their contributions to the current research report. A special thank you is due to all staff members who contributed to the editing of the research report.

Dortmund in December 2022



Prof. Dr Ingo Böckenholt  
President



Dr Kai Rommel  
Vice-President for Research

## *I Development in the reporting year*

The year 2022 was marked by pandemic and geopolitical events that had an additional negative impact on the higher education sector, in terms of unforeseeable developments. For example, the education market has gradually recovered from the drastic restrictions introduced in varying degrees since 2020 due to the COVID19 pandemic. The additional workload for teaching staff and administration resulting from the conversion of teaching to online courses has also had an impact on the research resources of the universities of applied sciences. Despite these limitations, the research structures established during the last few years were further expanded and consolidated in the year under review.

The ISM institutes have been active in the areas of application-oriented research and some carry out additional third-party funded projects. With the EXIST project, a sustainable start-up culture has been established at ISM since 2020 by the Entrepreneurship Institute@ISM in Cologne. With this project, which is funded by the Federal Ministry of Education and Research (BMBF) and runs for four years, the expansion of the start-up support structures can be developed further since the beginning of the project following successful implementation of the concept phase. The BRMI@ISM's involvement in the joint project of the non-profit association Deutsches Rettungsrobotik-Zentrum (DRZ) e. V. represents another central focus of the institute's activities and the ISM's third-party funded projects. Within the framework of this project, it has been possible to establish a centre of excellence at the Dortmund location during the last four years, which enables research into mobile robot systems for civil hazard prevention and can be developed to market maturity as a centre of excellence. By creating a scientific position, ISM has supported DRZ e. V. in the development of a business model, strategic issues as well as marketing and communication activities. This commitment in the project network of 26 partners was rewarded by the successful application for the second funding phase from October 2022. In addition to these activities, 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 were further expanded in the reporting year in the respective disciplines. After the difficult years of the pandemic, research resources could be developed again through the appointment of professors with experience in research and publications in peer-reviewed journals.

The doctoral cooperations with three European and one Australian partner university have been in place for several years and were further established in the reporting year; the first degrees are scheduled for the end of 2022 or beginning of 2023. Partners are the Bond Business School (BBS) at Bond University in Australia, the cooperation with Ramon Lull University in Barcelona, which began in 2018, and the cooperations with Strathclyde Business School (SBS) at Strathclyde University in Glasgow and with Newcastle Business School (NBS) at Northumbria University, which began in 2013. All partner universities are AACSB accredited. These programmes 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 field of marketing.

The regional research networks were further expanded in the reporting year through activities in the acquisition of third-party funding and in research cooperations such as the Master Plan of the City of Dortmund and the Wissensmetropole Ruhr. A particular joint success is winning the competition for the *European Capital of Innovation Awards*. This makes Dortmund the European Capital of Innovation 2021 (<https://metropole.ruhr/innovationshauptstadt-dortmund>). Participation in regional networks

such as the Institute for Fire and Rescue (IFR) of the City of Dortmund, the Fraunhofer Institute for Material Flow and Logistics, the Institute for Retail Research (IFH) in Cologne, the Content Marketing Forum e.V. (CMF), the Gesellschaft für Immobilienwirtschaftliche Forschung e. V. (gif) and other institutions also 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 01.10.2021 - 30.09.2022
Third-party funds raised by the ISM and within the association	Approx. € 342,000.
Research projects	6
Current publications	155
Second opinions of doctoral theses	18

Source: Own representation

Within the framework of its doctoral programmes, the ISM has taken over over the respective secondary supervision. These include regular meetings between the ISM professors and the doctoral candidates and an annual seminar week in Dortmund. This is also offered as a hybrid event and is coordinated with the doctoral regulations of the partner universities. During these five days, methodological competences are deepened and the respective procedure is presented and discussed in the group. In addition, the ISM supports interested parties in the application process and in the preparation of a research proposal and assists interested parties and doctoral candidates with various questions. The doctoral programmes shown in Table 2 began at different times and most of them run for five to six years on a part-time basis.

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

ISM Supervisor	Candidate: Title	Programme
Prof. Dr. Becker	<i>Fronapfel, Felix</i> : Artificial intelligence and the transformation of business models	SBS - PhD
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. D.r 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. 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. Meitner	<i>Franz, Simon</i> : Discovering fundamental data valuation approaches to support the accurate determination of the true value of data as an asset	BBS - PhD

Prof. Dr. Moss	<i>Grimm, Nils</i> : Newsroomness in Corporate Communication	University of Twente - PhD
Prof. Dr. Moring	<i>Dohrmann, Marcel</i> : Sustainable Urban Development - Measurement and control methods for urban sustainability	IQS - 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. Schabbing	<i>Franek von Schumann, Uta Sonja</i> : Children as experience (co-)creators in family tourism? The case of family cruise holidays	NBS - PhD
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>Forthmann, Jörg</i> : A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional market Research	Uni Twente - 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

Source: own representation

With the department structure shown in Figure 1, the degree programmes are assigned thematically and combined with the respective research topics of the professors. The members of the departments also carried out projects and expanded their own networks throughout the year. 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 further chapters.

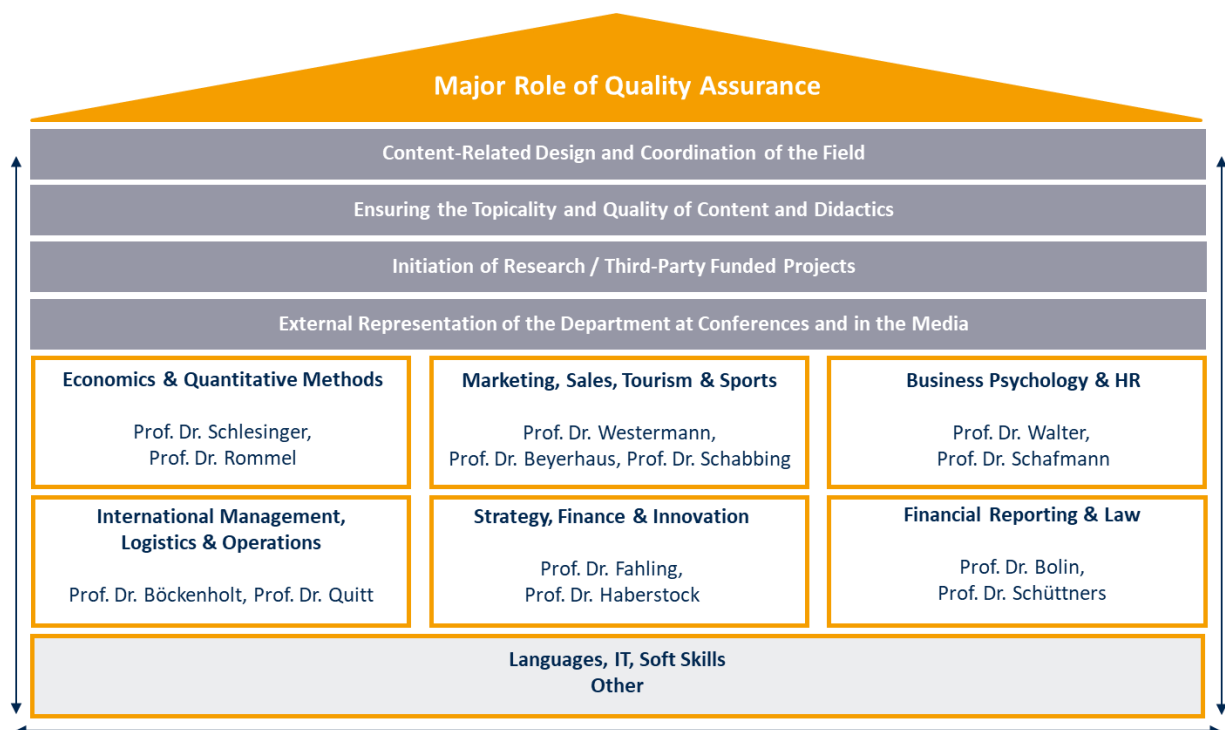


Figure 1: Department structure of the ISM

Source: own representation

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 Philipp Westermeyer, co-founder of OMR**

*Philipp Westermeyer is the founder and CEO of OMR - a media company with a focus on digital business, marketing, finance and tech. OMR currently employs around 300 people in Hamburg. The annual OMR Festival is one of the world's largest events for the digital industry, with over 70,000 visitors (as of 2022), international stars and high-ranking executives from renowned international companies.*

*The central website [omr.com](http://omr.com) with various contributions and offers is visited by almost one million people per month. The OMR subsidiary "Podstars" produces over 100 podcast formats, including numerous with well-known partners. Philipp hosts the OMR Podcast twice a week with around 50,000 listeners*

*Since 2020, OMR has also been operating Germany's largest software comparison platform at [omr.com/reviews](http://omr.com/reviews). Other mainstays of OMR are the education sector with a wide range of further education offers, the job portal OMR Jobs and the operation of the Hamburg TV Tower (together with Messe Hamburg and Home United).*

*Before OMR, Philipp Westermeyer founded two digital marketing and technology companies with partners, which were later successfully sold (adyard 2011 to Gruner + Jahr, metrigo 2015 to Zalando). In August 2021, his first book, entitled "Digital Unplugged", was published by Econ Verlag and deals with the everyday occurrences and curiosities from the digital world. In autumn 2021, the book landed on the SPIEGEL bestseller list.*

**Mr Westermeyer, within OMR you have built up a strong competence in the field of continuing education with "Education". What is your approach to the topic of knowledge and which innovations and topics occupy you most here?**

We are most concerned with the possibilities of digital marketing, the constant changes and the dynamics as well as the spillover effects of marketing and especially "digital marketing" in relation to the general value creation of many companies. What perhaps differentiates us a bit - even though I said it very theoretically - is that we approach this quite operationally, practically as well as very anecdotally. We are deeply established in practice. With us, the speakers are all practitioners. We do things ourselves and then report on how we have implemented them. For example, showing demos, using screenshots to illustrate content better, that's our approach - not classical scientific research or theory, but more operational.

**In the podcast, you met numerous founders. In your view, what potential do start-ups in particular have to further develop the innovative capacity of the economy and, in particular, to raise the topic of digitalisation to the next level?**

I actually always have the chance to meet some of the German founders, or successful founders. In the end, of course, they are the ones who have made it, so it's a very distorted insight into the scene. Nevertheless, I find it very interesting that many of the founders tend to initiate ventures that don't have such a high "innovative drop height". It's often more a matter of delivering food faster, using the example of food, or launching a new food supplement, or a new brand for this or that. In my opinion, this is too little for one of the world's largest economies. In earlier years, there were perceived to have been bigger ventures, from automobile innovation to book printing. In general, there are perhaps too

few companies in Germany that deal with really technical, big questions. The big exception is Biontech, for example, which is doing massive things.

**You say that you deal with successful founders from start-ups. What constitutes this success and at what point is a start-up successful for you?**

If I knew which start-ups would be successful, then I would be a chapter giver, it's simply difficult to impossible to say who will make it. I think what is very important, but often misjudged, is the right timing, i. e. the right idea at the right time, and that actually has nothing to do with the founding itself. There are many really good teams that work on the wrong idea and never really get it big and stagnate. With an idea like Home24, for example, there were many capable people, but in the end, it still wasn't enough, even though they were even listed on the stock exchange and still didn't become a success story. There are other founders who are not particularly impressive on paper or in their appearance, but have caught a theme that has a tailwind, comes at the right time and then really flies through. In the end, the team, persistence and determination are very important, and it is also crucial to have a lot of patience and ambition. Immediately afterwards, however, there is the question of whether the timing is right for the idea - and no one can really tell you that for sure.

**Regarding OMR's roadmap, the keyword "new generation media company" comes up again and again. What does this company look like in concrete terms and what motivates you to take this step at a time when media companies have been in crisis for years?**

I have always been very interested in media, liked content, consumed a lot and also produced myself since my school days. That's how I got into this media and marketing world via a station at Bertelsmann. That worked well side by side, and I realised that we could do things differently. At least we didn't start with a print product, a magazine or a website. Instead, we started with the festival and with seminars and then, in a way, developed a portal from behind, that is, built up content in the editorial department and then became a media company, later started with podcasts, with documentaries and built up a software evaluation platform - all these things that I believe media companies can earn money with in the future. Our job exchange, our continuing education business and big live events: these are all also media or belong classically to the media business. The only thing is that you can also earn money digitally in all these areas. We feel really comfortable in these different niches and have built an independent company with 300 to 400 people, standing on four to five, different pillars and a brand. That's a good way to manage.

**The OMR brand is very much connected to your name. The example of Elon Musk makes it clear that a name in connection with a very large company makes a lot of difference in terms of self-image and identification with a brand. Do you think that this has advantages or disadvantages depending on the situation of the people who are involved with it, or what is your view on this?**

*So first of all, of course Elon Musk is a few shelves too high in relation to us, but I am honoured. But what is true is that a person can convey a much more personal story and build trust than via a mere product. A recurring face is part of many successful media products, at least in the beginning, from SPIEGEL with Rudolf Augstein to "Wetten Dass" and Thomas Gottschalk, just as it is in the field of specialised media or in international offerings like "Business Insider" (Henry Blodget) or "Techcrunch" (Michael Arrington) and other digital role models from the US. That's all good for a while, I just think that there then has to come a moment when increasingly other people also carry the respective medium. I am now actively doing less, finding even more colleagues and pushing them into a perception that*

should build up their own reach and personal brands, because a company like this has to stand on different, also personnel, pillars from a certain size and not be dependent on me.

**During the Corona Pandemic, did you primarily focus on the evaluation platform as well as the education theme or did it just happen that way?**

It's a mixture. Immediately after the festival was cancelled, we lived from hand to mouth, so in concrete terms, for example, I posted content on LinkedIn as an influencer in order to generate sales quickly. Of course, that's not something that can sustain a company in the medium term. So we have integrated part of our event into digital masterclasses and training modules and conducted them digitally. In addition, we have tried very hard to move the festival content into digital areas and to expand these areas. The podcast is one example, education a second and the software platform a third. We have had the goal of moving forward without knowing and regardless of when the pandemic will pass. We took a long-term view, so to speak, and that helps a lot today.

**In your view, what contribution can start-ups and start-ups from universities in the field of digital media make to knowledge transfer and overcoming current challenges, and how do you assess this potential?**

I do believe that universities can play a big role. You can see this perfectly in Germany with the TU Munich and the start-ups that are created there. In the US, there is a similar situation with Stanford.

**How do you see things like this, where Germany as a whole does not have a good image as far as the technical advancement of digitalisation is concerned, as well as the problems that partly arise from federalism and that perhaps some federal states are faster and some less fast? Does this affect your day-to-day business and do you have to deal with it relatively much?**

We are not directly affected by it. So far, digitalisation has been perfectly fine for us. As far as I know, we don't have a fax machine in the company; I haven't had to fax anyone anything for years either. These usual anecdotal exemplary problems, fortunately I don't encounter them very often now in everyday life. Sure, sometimes you think some processes could be simpler. I recently met a friend who had invested in a tele-app and was amazed at how quickly digitisation can happen in medicine and how a remote ophthalmologist actually diagnosed my conjunctivitis on a Saturday afternoon, sent me a prescription medication digitally and I was able to pick up the medication at the pharmacy that same evening. This would otherwise have taken much longer and impressed me. Overall, I have the feeling that many German small and medium-sized companies are already tackling the possibilities and opportunities of digitalisation well. Whether that will be enough in the end is very difficult to say. I believe that in order to make sure that we as a country stay ahead worldwide, further development would be urgently recommended.

**What is your assessment that many young people, but also teaching staff in Germany, will sooner or later have to adapt to the fact that a large part of society also exists in a digital framework?**

I don't have any really good empirical data on this yet. I only know from myself and my own children. They are in the early grades, which I would say is fine, but could be better. There could be more digital, but in the end, the early grades are about learning reading, arithmetic and other basics. I haven't missed these skills yet. That's only coming slowly now.

**Thank you very much Mr Westermeyer for the interview.**



## II Institute reports

<b>Brand &amp; Retail Management Institute @ ISM</b>		
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### a 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 wants to become a central competence centre 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 & communication and consumer behaviour, covering both the corporate and the stakeholder perspective under the umbrella of the megatrends of sustainability and digitalisation. 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.

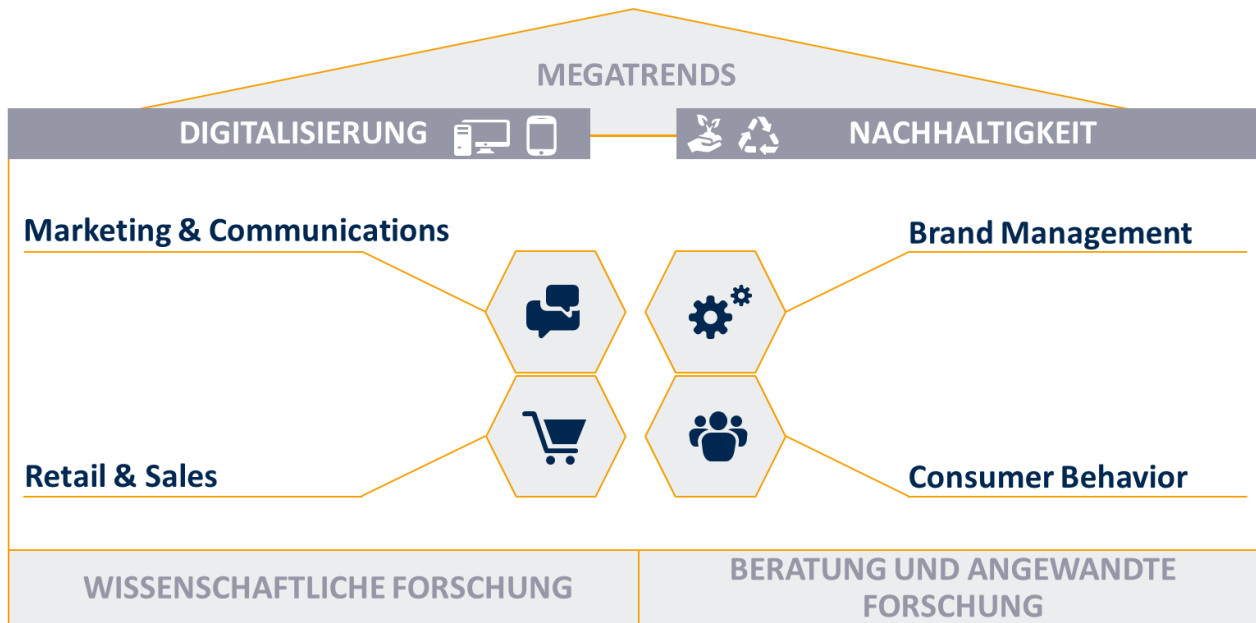


Figure 2: Main topics at the Brand & Retail Management Institute @ ISM

Source: Own representation

As in previous years, in 2022 the BRMI methodologically addressed the **use of artificial intelligence in the context of communication evaluation and monitoring, so-called social listening**, with a project this year focusing on the development of an "Optimal Reputation Quantifier" following reputation research in the tradition of Fombrun. In addition, the research project on the **platform economy** was further developed. Finally, the publication on omnichannel retailing, which was started at the end of 2021, was completed.

In addition, the Institute has participated in the **ongoing consultation of the German Rescue Robotics Centre (DRZ e.V.)**.

## b Main research projects

### Development of an "Optimal Reputation Quantifier"

In the research project, the perception of companies in five theoretically resulting reputation dimensions was examined in a mixed-methods approach. The AI-based method Social Listening was used with a view to data from social media. The results obtained in this way with regard to the reputation dimensions were then compared with the corresponding results obtained with the help of classic market research techniques (survey). The following research questions were considered:

1. What influence do the different reputation dimensions have on the overall reputation?
2. Are there differences when you look at actual stakeholder communication in online media on the one hand and classic market research surveys on the other?

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 analyse 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 (29th International Public Relations Research Symposium, peer-reviewed) in July 2022. In addition, work is currently underway on a subsequent publication.

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. The comparison of results from social listening analyses with corresponding results from classic surveys carried out this year was important for the validation and further development of the method. Cooperation partner and responsible for the technical realisation of the studies is the Hamburg Institute for Management and Economic Research (IMWF), which belongs to the Faktenkontor Group.

For 2023, the Institute is planning a further utilisation of the method. After several applications in the field of corporate communication, an application in the field of brand communication and a presentation of the corresponding study at the Global Brand Conference (GBC) are now being considered.

### **Platform economy**

Whether in the B2C, C2C or B2B sector - in the course of digitalisation, platforms have become an integral part of everyday life and have revolutionised 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, a wide variety 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 behaviour in the platform economy?

Against this background and taking these questions into account, the literature review was completed in 2022 and the plans for conducting a corresponding study at the beginning of 2023 were concretised.

### **c Third-party funded projects**

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

Together with the ISM's Research Dean's Office, the Institute successfully participated in a complex tender with numerous partners from other scientific fields for the establishment of a competence centre in the field of fire and rescue technology. As a subcontractor of the centre 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 organisational 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 Dean of Research have also conducted analyses on the demand for training offers in the field of rescue robotics.

The project ended in summer 2022 with the completion of the consortium's first funding phase.

#### **d 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. The studies themselves are conducted by an external partner, the agency Faktenkontor. They are based on the automated, statistical evaluation of user communication in social media and thus fall into the area of so-called big data 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")

#### **e Organisation and structure**

In order to be able to realise the aforementioned projects, the Institute had a half-time position at staff level until the end of August 2021, which is to be filled in 2023 after a vacancy in 2022. In addition, Robinson Nittke joined the BRMI team as a scientific project staff member from April 2020 to summer 2022, specifically for the joint project in the area of rescue robotics. The institute also uses the professional expertise of the ISM to enter into project-based collaborations.



## Kienbaum Institut @ ISM

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## a Presentation of the Institute

The Kienbaum Institute @ ISM for Leadership & Transformation is a research and competence centre 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 between 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.

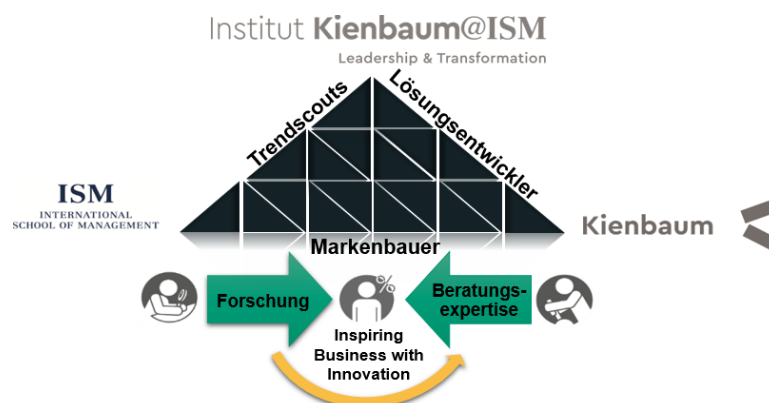


Figure 3: Organisation of the Institute

Source: Own representation

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 organisation'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.

2. 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 on the basis of proven methods and strategies and across all sectors and functions. When 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. Various individual client projects round off the portfolio.

## **b Digital Survey Solutions**

### **(1) 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 behaviour. A new version has been available since November 2019. Among other things, a randomisation 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. The Leadership Compass is used very frequently in the development area at Kienbaum. In the current year, the questionnaire will be reviewed, adapted and standardised again.

### **(2) Digital Readiness Check (DRC)**

Checking the digital competence of employees and organisations is the focus of the Digital Readiness Check. The institute was able to place an article on the tool and its relevance in the magazine *Personalführung* as early as April 2021. Since then, the tool has been used by many clients.

### **(3) Change Capability Profile (CCP)**

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 new CCP, the probability of success of change projects is 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 their

mindset towards change, their skillset and their toolset for initiating, shaping and successfully completing change, taking into account the contextual factors. Unconscious attitudes are also recorded, thus providing information far beyond the self-report. In this way, levers of impact are identified in order to derive measures for shaping a successful transformation. The new CCP has been in use in consultancy projects since February 2022.

#### **(4) Kienbaum Personality Inventory (KPI)**

In order to have a fully comprehensive personality instrument in the repertoire, the existing Kienbaum Management Questionnaire was revised in autumn 2021. In a first trial in March 2022, the new KPI was tested and will be usable in consulting projects in diagnostics with an automated result report by autumn.

### **c Executive Programmes**

#### **(1) Business Coaching Training**

In order to meet the changing digital environment and to respond to the increasing demand for topics such as digital transformation, change and agility, the Kienbaum Institute @ ISM has revised the 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 started in April 2022 and another course will take place from October 2022. A total of 19 participants are currently in training.

#### **(2) HR excellence**

In order to meet the new challenges posed by social developments, the Kienbaum Institute @ ISM, in cooperation with Hermann Troger, has developed a seminar series entitled "Excellence in Human Resources - Answers to Current Challenges". The specialisation is aimed at both experienced and new HR managers of medium-sized companies who are looking for an offensive way to shape the world of work. In total, there are six modules of 1.5 days each with keynote speeches, discussions, business games as well as expert rounds, e.g. with respected labour law experts, and evening events. Each module has different thematic focuses and moments. At each moment, speakers provide impulses and space for discussion based on practical projects from the participants' companies. Each participant brings at least one problem from their HR company practice to which solutions are developed in the course of the specialisation. This ensures the transfer of knowledge into practice. The seminar series will take place for the first time from 15.09.2022 - 19.05.2023.

### **d Cooperation and commissioned studies**

#### **(1) Remote Leadership (Cooperative Study)**

In times of pandemics and crises, challenges arise in the world of work to which ad hoc responses are needed. Especially due to the pandemic, topics such as working from home and remote work became important issues overnight. In cooperation with the German Association of Human Resource Managers (BPM), a study was conducted in April 2022 with more than 200 managers to shed light on the challenges managers were and are facing due to remote leadership. The survey

and data analysis have been completed and are being prepared for publication and interpreted with regard to their significance for remote leadership. A publication of the results will also be placed in the *personnel magazine*.

## **(2) Brave Leadership (Cooperative Study)**

Courageous personalities set the pace for transformation and change, as the Courage Study showed last year. In a cooperation between Kienbaum Consultants International GmbH and the Kienbaum Institute @ ISM, the survey for a new study on the topic of "Brave Leadership" started at the beginning of July 2022. After brave leadership was already a major topic last year, this study aims to find out how brave leadership can be shaped and implemented in entrepreneurial practice. It will also shed light on how brave leadership affects performance. It will also look at how spatial concepts can be used as a leadership tool and how the office as a place of gathering can be designed in such a way that employees enjoy going to the office again. Courageous leadership is primarily about combining strategic and ethical leadership aspects with modern management approaches that focus on employees. The survey ran from 04.07 - 14.07.2022 and a presentation of the results will take place in September 2022.

## **(3) Competence model for the German mechanical and plant engineering industry (commissioned study)**

Last year, 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 was to develop a job-specific competence model that is strongly oriented towards the product life cycle. The focus was on functional and cross-functional competences as an integral part of the model. The relevance of individual competences of the model could be worked out in a function-specific way and framework competence profiles for these functions could be derived. The final result was a guideline for the member companies that provides information on the success-critical competence profiles of the job groups relevant to the product life cycle. The study was completed and presented for the first time in April 2022.

## **e Third-party funded projects**

The Institute is continuously involved in current application processes with internal and external partners. A response from a BMBF submission on the topic of "KIRPA - Competence Centre Intelligent Robotic Process Automation" is still pending (application submission in summer 2021). Another BMBF submission on the topic of "Non-governmental universities" was completed on 02.08.2022. In addition, the Kienbaum Institute is involved in considerations for a research proposal on "Transparency AI"; the submission deadlines here are October 2022 and July 2023.

## **f Peer reviewed studies**

Publications in peer-reviewed journals are another important component of the Kienbaum Institute's activities. In the *German Journal of Human Resource Management*, an article on the topic of leadership competencies in the digital transformation was successfully published in January 2022. Another submission, which examines the influence of different forms of learning on employability, was resubmitted in revised form to the *European Journal of Work and Organizational Psychology (EJWOP)* at the beginning of August (Revise & Resubmit). Also revolving around the role of learning

is a publication in the journal *Controlling and Management Review*, which will appear in the 2nd half of 2022.

Regular presentations at scientific conferences are an important prerequisite for successful publications and networking with co-authors. In the second half of 2022, presentations are planned at the annual conference of the European Association for Research on Learning and Instruction in Paderborn and at the autumn workshop of the Commission for Human Resources in the Association of University Teachers of Business Administration.

### **(1) Publications in reference books**

Knowing one's own expertise and making knowledge available to others is understood as an important part of the research and teaching mission at the Kienbaum Institute. Thus, the Kienbaum Institute 2022 was also able to make an important contribution to specialist literature with its expertise in the field of purpose. For example, employees published a book chapter on the topic of corporate purpose in a reference book on the topic of the new normal and the world of work. The employees were also able to place a book chapter on the topic of brand purpose in a reference book that deals with the sustainability of brands.

### **(2) Research topic sustainability**

Another forward-looking research topic of the Institute is that of organisational sustainability. Despite the growing relevance of all three pillars of sustainability (ecological, social, economic), there is no consensus on the pillar of social sustainability, neither on the part of science nor on the part of practice. For companies, sustainable social processes in the context of human resource management also play a major role here. However, what exactly is social sustainability? How can reliable statements be made about the degree of social sustainability within an organisation? For this purpose, a measurement model is currently being developed that is to be transferred into a digital survey solution (Social Sustainability Culture-Assessment). In addition to a pilot study on the topic, a study will be conducted in August/September to examine how socially sustainable behaviour can be promoted by employees and managers.

### **(3) Organisation and structure**

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 for research is Dr. Michael Knappstein, university lecturer for International HR Management & Digital Transformation at ISM. Lukas Maximilian Fastenroth is Academic Director for the area of Consulting/Doctoral Studies. Lea Marie Dreifert is a research assistant/doctoral student. The core team is currently supported by a student trainee as well as by students who complete their two- to three-month compulsory internships at the Institute.

<b>Institute for Real Estate &amp; Location Research REL@ISM</b>		
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### a Presentation of the Institute

Since 2016, the Institute REL@ISM (**Institute for Real Estate and Location Research**) at the Munich Campus has been the organisational basis for the ISM professors with a research focus on real estate economics and location research for their research work and cooperation with practice. Membership in the Gesellschaft für Immobilienwirtschaftliche Forschung e. V. (gif) ensures networking with the scientific community. The methodological basis is primarily provided by models from economics and economic geography. The direct transfer of knowledge between research and teaching takes place, among other things, in the M.Sc. Real Estate Management course. The main focus of the institute is on

- Conceptual issues such as real estate and price models as well as systematisation of location evaluations and
- application-oriented research that is transferred into practice. This includes, among other things, the development of rental price models, real estate valuation methods, concepts for location development as well as the collection, processing and provision of specific market and location data.

### b Main research projects

In the last two reporting years, the focus was on the **sustainable real estate industry**, which on the one hand is characterised by an extremely high level of complexity and social significance, but on the other hand is not very well developed in terms of research. In addition to the sustainable design possibilities of real estate types (including residential, commercial, industrial), the ideas of different actors, such as owners vs. tenants, but also location factors must be considered. The success of sustainable real estate management depends primarily on the customer or the user of a property. Their preferences ultimately determine the sustainable management and design of the real estate. However, their requirements vary depending on the frame of reference. Thus, in several (award-winning) studies, the Institute investigated the question of significant sustainability criteria in relation to age groups, building classes or location factors. The following figure shows the focus of the studies, the results of which are briefly explained below.



Figure 4: Sustainable Real Estate Management Research @ ISM

Source: own representation

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 with regard 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, modernisation 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, e.g. the protection of historical monuments can constitute a modernisation 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 in order to offer employees greater everyday flexibility. In retail as well as production and logistics properties, the optimisation 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 programmes, 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 standardisation, 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. The increased effort involved can be better managed by these companies. 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 stakeholder's 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 landlords and tenants. Landlords certainly recognise a possible long-term financial added value as well as a general risk minimisation (e. g. regarding 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 materialise to a limited extent (cf. Thriene 2020).

As a level between individual buildings and entire city districts, a neighbourhood offers the possibility to consider sustainable development in an integrated way between the more abstract urban development and concrete building design. Despite the reduced complex structure of actors, the individual success factors and obstacles can only be separated with difficulty due to their interactions. The central



drivers of sustainable neighbourhood development are serious motivation, concurring goals, a pragmatic approach by the actors, such as the city or municipal council as well as the project developers and investors, but also the (future) residents and users, and the creation of clear and stable structures. A leading figure who is "on fire" for the project is likely to play a key role here. Furthermore, the neighbourhood must be integrated into its surroundings and opened up, equipped with the necessary infrastructure and made attractive. Key knock-out criteria are economic viability and the need to act in a down-to-earth way rather than emulating "academic" utopias. For example, a broad mix of neighbourhoods may correspond to an ideal image of neighbourhood development, but it is not very popular with the residents (cf. Foydl 2022).

In regional terms, the **drivers** for buying or renting **sustainable residential property** are large cities and university towns as well as growth regions and regions with high purchasing power. **Target group-specific** drivers are higher educational qualifications, membership of the middle class, but also a higher age and the expectation of a higher future income. A decision in favour of a sustainable property also correlates with the level of knowledge about the topic of sustainability, even if the price is the decisive factor, i. e. an investment in energy-saving measures, for example, must be worthwhile (in the long term). The "**attitude-behaviour gap**" is also clearly evident. This means that the willingness to behave sustainably falls if this has negative effects, e. g. in the form of higher prices or a less favourable location or facilities. It is also evident that the importance of sustainable aspects ranks lower in a direct comparison with location or amenities. One **obstacle** is that sustainable real estate is sometimes associated with the negative aspects of gentrification or luxury goods. In addition, a certain resignation can be discerned that the supply of residential properties is too small to really have a choice and "you have to take what you can get". Thus, many people opt for the cheaper or more suitable property, even if sustainable behaviour is actually important to them (cf. Kienlein 2021).

The economic viability of **sustainable real estate** compared to **conventionally built real estate with** can be carried out, for example, within the framework of a cost-benefit analysis. Based on a simulation of the construction costs of a fictitious property that is built conventionally and sustainably, it could be shown that the sustainable property (as expected) causes higher construction costs, which can, however, be (at least partially) compensated by state subsidies. However, sustainable properties then usually also have a higher property value. In addition, due to their design and construction, there are lower management costs, which leads to a higher return overall (cf. König 2022).

The publication of the results takes place in different bodies. **Kienlein's** contribution (**2022**) won the **Springer Nature BestMaster competition 2022** and was published by Gabler Verlag.



An overview article "**Sustainable Real Estate Management**" by Dieter M. Schlesinger and Simon M. Neumair was published in 2022 in the Praxishandbuch Immobilienwirtschaft.

**c Organisation and structure**

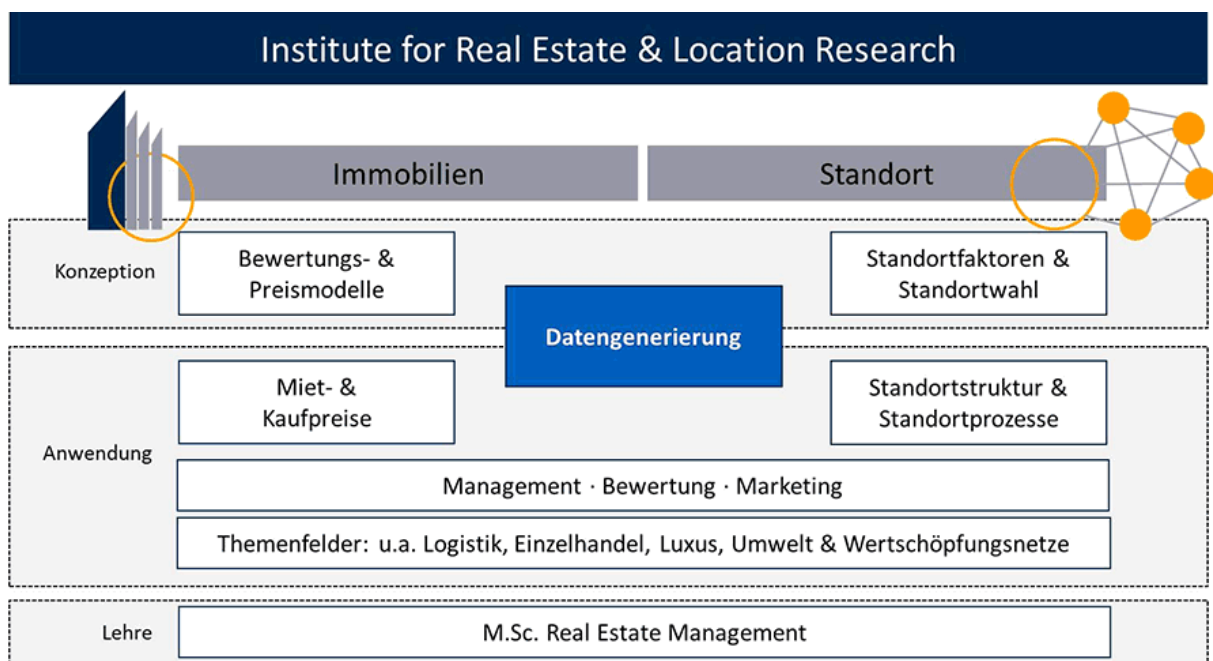


Figure 5: Organisation of the Institute

Source: Own representation

## Entrepreneurship Institute @ ISM

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### a Presentation of the Institute

The Entrepreneurship Institute@ISM (EPR@ISM) bundles entrepreneurship know-how, research results and current trends in a competence centre. 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 programme 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 (see Figure 6). 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 programme 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 founding a company, as well as external founders and established companies.

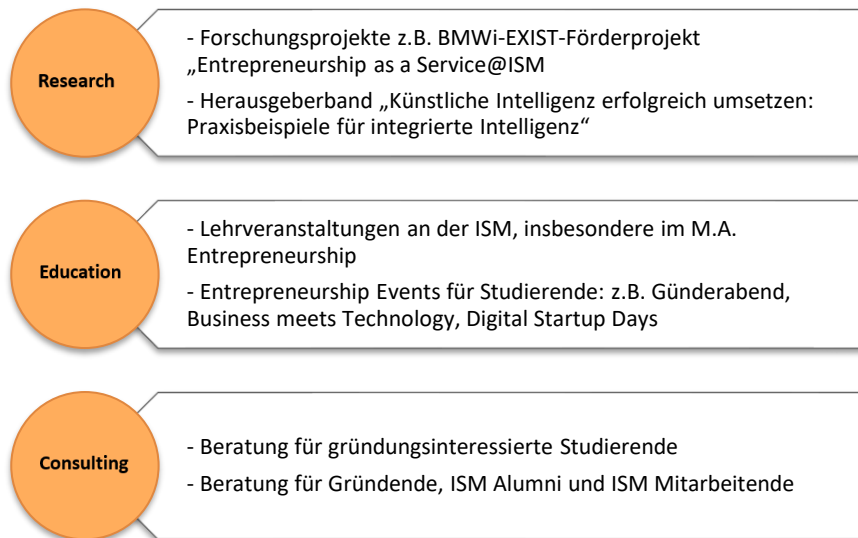


Figure 6: Central pillars of the Institute

Source: own representation

## b Employees 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 the research assistants Marlén Firmont, Sarah M. Siepelmeyer and Felix Fronapfel.

Prof. Dr Böckenholt has been President and CEO since 2013 and has 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 as a top management consultant for several years.

Prof. Dr. Kutsch is Professor of Entrepreneurship and Statistics at ISM Cologne and head of the M.A. Entrepreneurship programme. 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". Afterwards, he was a scientific project manager at the University of Koblenz-Landau for several years, where he was a founding partner and CEO of "Scienovation", a consulting company 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 doctorate in venture capital 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. In the course of 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 now, 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 at the University of Cologne.

Mr Fronapfel has been a research assistant at the Entrepreneurship Institute of ISM in Cologne since October 2020. He has a double Master's degree in Entrepreneurship from Edinburgh Napier University and also completed the International Management course at ISM. 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 digitalisation, 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.

## **c Research**

### [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 for funding by the review committee in December 2019 and includes a current project volume of over 500,000 euros. Within the framework of the four-year project, a perceptible and activating start-up culture is to be established at ISM and ideal conditions for the emergence of innovative start-ups from within the university are to be created. The project started on 1 October 2020 under the leadership of Prof. Dr Horst Kutsch. Prof. Dr Ulrich Lichtenthaler took over the project management in January 2021. Mr Fronapfel has been working on the project at 50% since 01.01.2021. Ms Firmont and Ms Siepelmeyer were employed on the project at 75% from 01.03.2021 and 01.04.2021 respectively.

The first goal of EaaS@ISM is to establish and sustainably consolidate a university-wide start-up culture. The aim is to establish ISM as a future university for start-ups in its cultural essence and uniqueness. Within this framework, a digital solution was established with Microsoft Teams, with which students can network and exchange information with each other and with their advisors. This solution offers sustainable scalability across locations. In addition, the online platform Moodle has been used since September 2022, which will also be part of ISM's digital offerings from the winter semester 2022. On the platform, students can find out about the topic of start-ups, get to know local networks for your location and use working materials. In addition, the institute's advisors can be contacted directly via the contact details on Moodle. Students with start-up ambitions can thus contact the start-up advisors Ms Firmont and Ms Siepelmeyer or the start-up advisor Mr Fronapfel directly. The counselling focuses on everything from team building to market research to questions regarding financing and professional founding. In addition, awareness-raising events were held in the reporting period as part of the digital Startup Days in the winter semester and the Startup Days in Präsenz in the summer semester at the Dortmund, Berlin and Hamburg locations.

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 winter semester of 2021/22, for example, events were offered with the BPW Berlin-Brandenburg community, where founders and those interested in founding can exchange ideas and network to form

teams together. A "Business meets Technology" event was also offered in an online format at the Cologne campus, where ISM founders can network with interested students. This gives ISM students the opportunity to exchange ideas with students from technology-oriented subjects or other departments. In addition, so-called Entrepreneurs in Residence were recruited at five ISM locations, who are available for events and advice and support for those 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. The analysis together with the service provider Atrineo according to the "Enabling Innovation" concept showed that the start-up dynamics develop independently of the institutes and therefore a wider circle of teaching staff must be included. As a result, a concept for lecturer workshops was developed, which is presented in more detail under Education and Events.

#### Foundation research

The Institute's staff members Sarah Siepelmeyer and Felix Fronapfel are currently surveying the requirements of academic start-up advice at a private university as part of accompanying research on EaaS@ISM. To this end, they are focusing on the individual formats and their acceptance and added value for users. In addition, it will be investigated whether not only students but also alumni can be considered a target group for start-up advice. In a third research question, the impact of the Covid-19 pandemic on the interest in founding a company will be examined. The quantitative study, which is being conducted at ISM, currently has 142 participants. An evaluation is planned for the summer of 2022. In addition, the results will be presented at the G-Forum in Dresden on 22/23 September.

#### Sustainability and competitive advantages

Prof. Dr Lichtenthaler has developed a frame of reference for a sustainability-based understanding of corporate success as part of a research project on sustainability and competitive advantage. Different aspects of sustainability are taken into account, not only in the analogue context, but also in the context of the 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, an interview-based study on this topic is planned as the next step.

## Innovation and sustainability

In addition, Prof. Dr. Lichtenthaler and Felix Fronapfel are working on an edited volume published by Haufe Verlag with the working title "Sustainability as a Competitive Advantage: How Companies Profit from Sustainability and Innovation". Renowned authors from companies such as DM, Jägermeister and Coca-Cola have been recruited for this project. In addition, exciting expert contributions from sustainable start-ups were integrated into the edited volume. Publication of the edited volume is planned for Q4 2022.

## **d Education and Events**

### Supervision of Bachelor's and Master's theses

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

### Events

#### *Digital Startup Days Winter Semester 2021/22*

With the Digital Startup Days, students, alumni and employees of ISM had the opportunity to inform themselves about the topic of start-ups and to take away exciting impulses. A highlight of the event week was the keynote speech by entrepreneur and investor Judith Williams. There was also a workshop focusing on women in start-ups and a format on "How to work agile" by Prof. Dr. James Hannon from Boston University.

#### *Startup Days Dortmund*

At the two-day Startup Days in Dortmund from 26-27 April 2022, the event series of the winter semester was opened with the keynote speech by ISM graduate Friedrich Kalthoff, founder of Kraftling. In addition, ISM graduate Naureen Damgust gave an insight into her social start-up in Africa during a brown bag lunch. The event in Dortmund was also marked by several start-up consultation meetings.

#### *Startup Days Hamburg*

The Startup Days in Hamburg from 28-29 April 2022 focused on the financing of start-ups. In a round of talks with various start-up financiers (banks, venture capital funds, business angels), it was discussed which form of financing is right for which start-up and which advantages and disadvantages the various forms of financing have. In a keynote speech by Tobias Seikel, Co-Founder of Planet A Ventures, the sense and the idea behind a possible startup were explained in detail.

#### *Startup Days Berlin*

At the Startup Days at Campus Berlin from 10-11 May 2022, a Design Thinking Workshop was held in cooperation with ISM Professor Brigitte Spieß. On the topic of "Sustainable Fashion", the participants developed a brand concept for a sustainable fashion brand. Further lectures by founder and business angel Christian Borchert and ISM alumnus Leo Hilse with his Metaverse Startup sensitised and inspired the participants for the various possibilities of self-employment. In a workshop on "How to find your startup idea", those interested in founding a company were able to work on their own plans and develop them for themselves.

### *Startup Competition 2022*

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. After the successful implementation of the past years, the starting signal for the Startup Competition 2022 was announced again in spring 2022. All students, alumni and employees with an idea or a concrete project can apply. The competition will again award three prizes as well as a special prize sponsored by Gutmann Global Advisory in the form of consulting services worth 10,000 euros.

### *Monthly Foundation Evening*

A digital start-up evening is held monthly in an online format for people interested in starting up a business from all ISM locations. With around 10 participants per event, this is an established format for exchange and networking. Every two to three months, speakers such as business angels are invited for an impulse that provides the participants with exciting information. In addition, participants have the opportunity to prepare their pitch and practise it at the start-up evening.

### *Workshops for lecturers*

Within the framework of the Enabling Innovation concept, it was determined that the start-up culture develops independently of topic-related research institutes and thus a dynamic and requirement-oriented establishment of the concept must be achieved. Therefore, a concept was developed in which all teaching staff at the ISM have the opportunity to receive further training on start-up-related topics. Susanne Demir kicked off the workshop series with a workshop on "Winning Rhetoric" on 22.02.2022. A second workshop on "Digital Self-Marketing" was offered on 24.03.2022. This was conducted together with the service provider Insight. The third workshop followed on 31.05.2022 with the aim of "Life Design Coaching" for all participants. Further workshops for the winter semester 2022/2023 are planned as part of the EaaS@ISM project and are already in the planning stage.

### *Design Thinking Workshops*

The EaaS@ISM project also includes design thinking workshops, which are conducted in cooperation with the other ISM institutes. The aim is to teach students how to apply creativity techniques in the sense of design thinking. In a first workshop at the Munich campus in September, a cooperation concept for start-ups was developed together with the ISM founders of Loremo and Wohnsinn.

### 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, organisations and institutions. Examples include 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 starting up and founders and represents an interface between start-ups and studies. In addition, the institute has partnerships with the Startup Manufaktur of the Bonn-Rhein-Sieg University of Applied Sciences, the Jean-Baptiste Say Institute of the ESCP, the Tech Startup School, the Volksbank Köln Bonn, the Kreissparkasse Köln, the Marketing Club Köln-Bonn, and the Founders



Foundation. Together with the cooperation partners, joint events or other projects were implemented in order to place the ISM founders in a strong network.

#### **e Consulting**

The Entrepreneurship Institute @ ISM is the central contact point for start-ups, founders and those interested in founding at ISM and has been listed as an EXIST start-up network at the Federal Ministry of Economics and Climate Protection (BMWK) 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 continually being expanded and successively extended through further cooperation with external partners.

From September 2021 to July 2022, 26 initial consultations and 21 follow-up consultations were conducted by the three academic staff members. In 2021, there were a total of 12 spin-offs by ISM students or graduates. In 2022, 4 spin-offs were already recorded. In addition to individual counselling, the LinkedIn group "ENTREPRENEURS@ISM" was also expanded and now has 124 participants, with the aim of offering founders an exchange platform. In addition, the Institute runs a focus page on LinkedIn. On this, current contributions are shared with the current 616 subscribers once or twice a week. The number of subscribers has almost doubled since the last reporting period, which shows a high level of interest in the topic of founding at ISM. The LinkedIn page aims to increase the visibility of the EPR@ISM internally and externally. The LinkedIn page is coordinated by Ms Siepelmeyer 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. From 01.01.2021 to 31.12.2021, the "Rekla.me" team at the Cologne campus received the EXIST start-up grant. The project, with a requested funding amount of 105,000 euros, was the responsibility of Prof. Dr. Kutsch as project manager and mentor and was accompanied and successfully completed by Mr. Fronapfel as the contact person for the ISM-EXIST start-up network. In spring 2022, a second Exist application was submitted under Prof. Dr Levasier as mentor and Ms Firmont as representative of the start-up network, which was approved in July 2022. A start for the project with the founders of Acquirepad is targeted for 01.10.2022. The team will be officially supervised at the campus in Munich.

#### **f Scientific contributions, practical contributions and conference presentations**

In a lively exchange between academia and practice, research results are continuously and sustainably transferred to teaching, advisory services and to the public via publications, lectures and other 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 start-up 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.



### *Contributions to collected editions:*

Fontanari, M.; Traskevich, A.; Kutsch, H., 2021. Organizing resilience within tourism enterprises (1 ed.). In Valeri, M.; Scuttari, A.; Pechlaner, H. (Eds.), Resilienza e sostenibilità: Interfacce tra dinamiche globali e azioni locali. Resilience and Sustainability: Global Dynamics and Local Actions (pp. 91-102). Bournemouth: Routledge.

Lichtenthaler, 2021. Artificial Intelligence Integrated and Successfully Implemented. Lichtenthaler, U. 2021 (Ed.). Implementing artificial intelligence successfully: Practical examples for integrated intelligence. Wiesbaden: SpringerGabler: 1-11.

Lichtenthaler, 2022. Marketing Automation and Augmentation: Better Marketing with Integrated Intelligence? Terstiege, M.; Cinar, M, & Hehemann, J. (Eds.). Marketing automation: success stories from research and practice. Wiesbaden: SpringerGabler: *in press*.

### *Articles in scientific journals:*

Lichtenthaler, U. 2021. Profiting from innovation in the aftermath of an economic crisis. Journal of Research in Marketing and Entrepreneurship, 23(2): 282-294.

Lichtenthaler, U. 2022. Explicating a sustainability-based view of sustainable competitive advantage. Journal of Strategy and Management, 15(1): 76-95.

Lichtenthaler, U. 2022. Data management efficiency: Major opportunities for shared value creation. Management Research Review, 45(2): 156-172.

Lichtenthaler, U. 2022. Mixing data analytics with intuition: Liverpool Football Club scores with integrated intelligence. Journal of Business Strategy, 43(1): 10-16.

### *Other publications:*

Lichtenthaler, U. 2021. New core competencies through artificial intelligence. Lebenswerk Magazine, 2(1): 42-43.

Lichtenthaler, U. 2022. Positive sustainability: Why brands must do good. absatzwirtschaft, online, 2022-05-18.

Lichtenthaler, U. 2022. Positainability: Make the Positive Happen, Avoid the Negative. DUP Unternehmer - Plattform für Digitalisierung und Nachhaltigkeit, online, 2022-02-15.

*Lectures:*

Lichtenthaler, U. 2021. Integrated intelligence: Combining human and artificial intelligence for competitive advantage. Online European Identify and Cloud Conference, Munich, Germany, 2021-09-14.

Lichtenthaler, U. 2021. Digital transformation and AI: The importance of innovation and business model design. Online Guest Lecture, DIDI - Dubai Institute of Design and Innovation, Dubai, 2021-11-23.

Lichtenthaler, U. 2022. Integrated Intelligence: What we can learn from Liverpool FC. Wissenschaft im Rathaus, Cologne, Germany, 2022-04-04.

Lichtenthaler, U. 2022. Integrated Intelligence - Why AI Needs People! Online Conference Disrupting Procurement, Bundesverband Materialwirtschaft, Einkauf und Logistik, Frankfurt, Germany, 2022-04-26.

*Panel discussions:*

Lichtenthaler, U. 2021. Digitalisation and Sustainability: Successfully Combining Two Megatrends (Chair Panel Discussion). Campus Symposium, Iserlohn, Germany, 2021-11-18.

Lichtenthaler, U. & Fronapfel, F. 2021. Startup Talk (Panel Discussion). Campus Symposium, Iserlohn, Germany, 2021-11-18.

## **g Outlook**

The projects and plans described above will be continued in the coming year. For example, in the winter semester, there are plans to hold presence events at the Munich, Stuttgart and Frankfurt locations. Furthermore, participation in the G-Forum in Dresden by Sarah Siepelmeyer and Felix Fronapfel is part of the further accompanying research. At the end of 2022, ISM's corporate mission will also be adapted with the aim of anchoring the topic of start-ups even more firmly in the university's strategic position. 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. In addition, the new edited volume will also be published.

**SCM@ISM – Institute for Supply Chain, Cluster & Mobility Management****Geschäftsführung:****Prof. Dr. Ingo Böckenholt****E-Mail****ingo.boeckenholt@ism.de****Tel.****+49 231 975139 48****Ansprechpartner:****Prof. Dr. Ingo Böckenholt****E-Mail****ingo.boeckenholt@ism.de****Tel.****+49 231 975139 48****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 specialised in supply chain management, purchasing, logistics or mobility as an organisational 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 programme. 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:

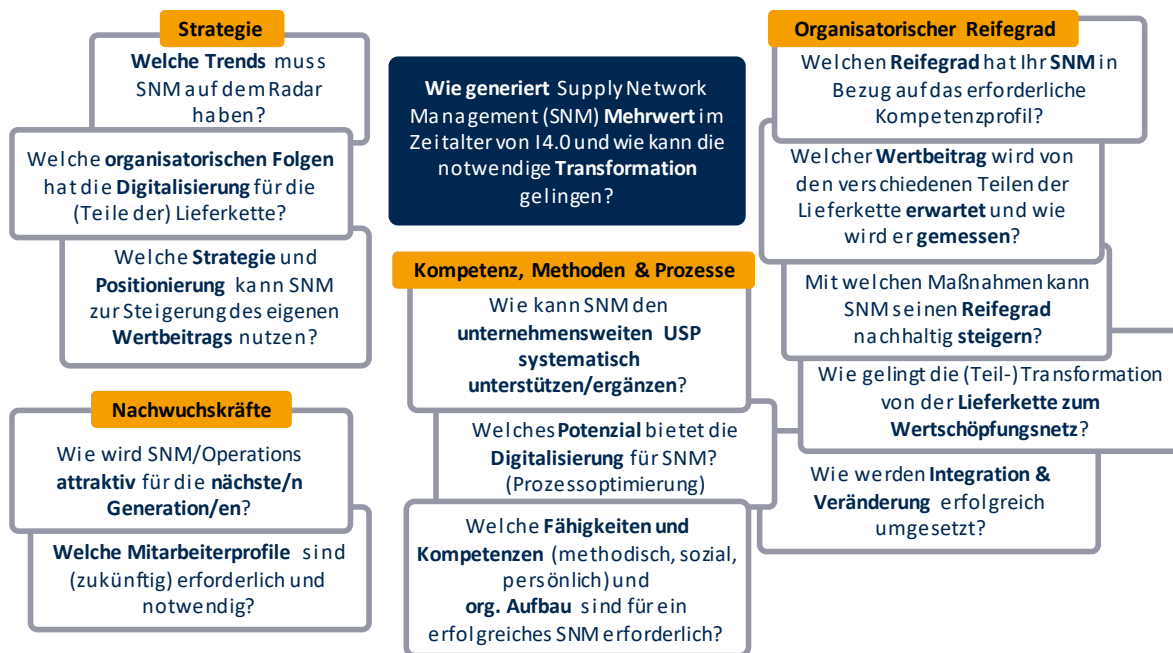


Figure 7: Current work issues of the Institute

Source: ISM 2022

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.

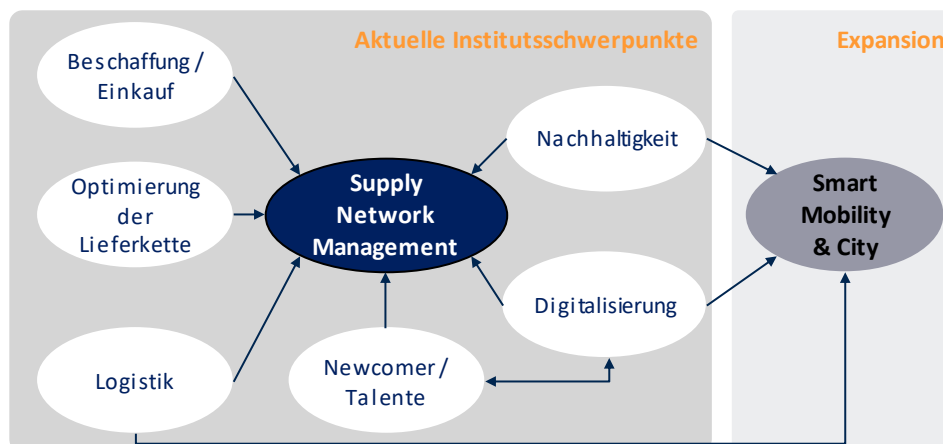


Figure 8: Main topics of the Institute

Source: ISM 2022

The SCM@ISM Institute acts in different ways:

**Competence centre:** 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 related to analysis, conception, transformation/optimisation.

**Research drivers:** 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.

## Institut für Nachhaltige Transformation @ ISM

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## Presentation of the Institute

The economy is undergoing a fundamental transformation from the old industrial society to a sustainable economy. In order to meet the challenges of climate change, resource scarcity as well as the shortage of skilled workers and to utilise the potentials of this transformation, trained leaders and experts are needed who can implement sustainable business models and coordinated measures in companies.

The Institute for Sustainable Transformation@ISM is located at the interface between business, ecology and society. On the way to social and sustainable business models, the institute explores innovative solution approaches and instruments for the credible establishment, implementation and evaluation of sustainability goals with experts and managers. The Institute also wants to enable small and medium-sized enterprises in particular to deal effectively with the opportunities and risks of the transformation process. For example, new regulations such as the ESG guidelines adopted by the EU lead to greater uncertainty and considerable effort for companies.

The Institute pursues the goal of making innovative spaces of opportunity in the field of sustainable management visible in research, teaching and further education, initiating model projects in various sectors and business areas and providing scientific support for these.

In research, the Institute's focus will be on sustainable business models, leadership, organisational structure and culture, and sustainability management. In education and training, master's degree programmes are offered as well as certificate courses, consulting and coaching, including on how to handle the new EU standards. With innovative networking formats and platforms, the opportunity for sustainability experts to share specific expertise and experiences with each other and to learn together is created.

The services offered in **research** can be further subdivided into the following areas:

#### Sustainable business models

- Business model analysis
- Business Model Innovations & Sustainable Business Models
- Business Model Design & Patterns
- Business model implementation
- Sustainable Business Models in different sectors & organisational structures

#### Sustainable leadership

- Anchoring sustainable responsibility in corporate governance
- Leadership in modern, agile working environments
- Sustainable Leadership
- Leadership qualities & competences
- Communication as a management task

#### Organisational structure and culture

- Organisational structures & sustainability
- Culture in the context of sustainable organisations
- Cultural analysis
- Developing and changing a sustainable organisational culture

#### Sustainability management

- Organisational philosophy & suffering process
- Sustainability strategies, establishment and implementation in organisations
- Ethical Decision Making & Moral Action
- Stakeholder management & stakeholder dialogues



### **III Project reports**

#### **Workshop: Empirically based sustainability concept for the Kaifu Lodge fitness club**

Prof. Dr Nicole Fabisch

In a multi-stage research process, the students of ISM Hamburg, under the direction of Prof. Dr. Nicole Fabisch, created a holistic sustainability concept for the Kaifu Lodge, one of the largest and most innovative fitness clubs in the city. As desk research, a competition and target group analysis was first carried out and international best practice examples researched. Then the club was subjected to a sustainable SWOT analysis and discussed on site in a focus group, which aspects of sustainability in the context of fitness clubs are "must have", "nice to have" or uninteresting for athletes. Finally, based on this qualitative data, a member survey was conducted on site and statistically analysed, in which more than 150 club members participated. The results of all the research and empirical findings were finally incorporated into the final conception of a sustainability strategy and recommendations for its communication. Kaifu's head of marketing was enthusiastic.

#### **Cooperation project with the Hamburg Institute for Behavioural Therapy Training (IVAH gGmbH) and the Hamburg School of Law, Bucerius Law School, on discrimination based on the use of psychotherapy**

Prof. Dr Nicole Fabisch

The number of cases of mental illness in Germany has been increasing for years, so that 27.8% of the adult population (around 17.8 million) are affected by a mental illness per year and the lifetime prevalence is around 50% (DGPPN 2022). The most common clinical pictures include anxiety disorders, depression and disorders caused by alcohol or medication use. The question of whether discrimination due to the use of psychotherapy still plays a role is correspondingly socially relevant. Studies in recent years have shown that psychotherapists are discriminated against, especially when it comes to employment contracts and insurance policies, but also when it comes to exclusion and devaluation in the social and private spheres. In this context, Prof. Dr. Nicole Fabisch, on behalf of the Hamburg Institute for Behavioural Therapy Training (IVAH gGmbH) and in cooperation with the renowned private Hamburg law school, Bucerius Law School, conducted a two-part online study on the topic of "Discrimination through the Use of Psychotherapy", which she presented at the 7th Bucerius Medical Law Day on "Structural Discrimination against People in and by the Health System" on 22 June 2022. For this purpose, institutional functionaries from professional associations (e.g. public health officers, judiciary, police, teachers, administration) and the insurance industry were interviewed, as well as outpatient psychological psychotherapists. The study confirmed the above-mentioned experiences of discrimination and serves, among other things, as a basis for a corresponding legal opinion on the topic.

#### **Hamburg Fairtrade University Competition: Analysis and concept development to increase awareness of runamics, the first Cradle to Cradle sports brand.**

Prof. Dr Nicole Fabisch

As part of the Hamburg Fair Trade University Competition, which has been run jointly by the Fair Trade City of Hamburg and the Innovations Kontakt Stelle Hamburg (IKS) for eight years, the students of the Strategic Marketing Masters (SMM) at ISM Hamburg, together with Professor Dr Nicole Fabisch, had the task of raising awareness of the fair trade products of the cooperation partner "runamics". The young sports brand runamics wants to put an end to waste in the sports world and become the first fully Cradle to Cradle certified sports brand in the world. For this task, the students first analysed the

micro and macro environment as well as the status quo of the young company and created a target group dashboard and personas. Afterwards, strategic fields of action were derived, matched with the UN Sustainable Development Goals and "outside-the-box" ideas were developed that focused on Fairtrade certified products as well as proposals for online communication. With these extensive analyses and the final concept, the Master's students convinced not only the managing directors of runamics, but also the jury of the competition and were allowed to climb the winners' podium ahead of the other Hamburg universities.

### **Education and service research in cooperation with the German Association for Behavioural Therapy (DVT)**

Prof. Dr Nicole Fabisch

On behalf of the German Association for Behavioural Therapy (DVT), Prof. Dr. Nicole Fabisch researched customer-specific experiences, evaluations and future needs for supervision in the context of behavioural therapy training and further training of psychotherapeutic psychotherapists and doctors in order to optimise the further training curriculum. In a sequential qualitative-quantitative mixed-methods design, qualitative expert interviews were first conducted and their results validated and supplemented by other experts (member check) in an online focus group. Experiences with the Critical Incident Technique (CIT), which enables deep insights into the quality of a service offer, were also included in the design of the interview guidelines. Subsequently, a nationwide online study was conducted in which 315 therapists participated. The quantitative study largely confirmed the results of the two previous qualitative studies, but provided additional material for improvement. In summary, the supervision training shows high satisfaction values, but at the same time there is potential for improvement.

The relationship between supervisor and supervisee, the professional knowledge of the supervisor and the didactic skills were identified as central success factors, with the relationship aspect playing the fundamental role. Lack of preparation and insufficient case knowledge of the supervisor was an important aspect, which was described especially in the experiences in individual supervision, but also in group supervision. The training institutes can support here by institutionalising the possibility of feedback within the framework of quality management and, for example, by integrating a review meeting after a certain number of hours. In addition, there could be supervision protocols (with a self-reflection component) and/or an independent contact point with which problems can be discussed.

## **BMDV-funded research project HUSST4MaaS successfully completed**

Prof. Dr Andreas Helferich

The 9-Euro-Ticket was on everyone's lips in the summer of 2022 - either as proof of how urgently the public transport infrastructure needs to be expanded before passenger numbers are significantly increased, as an effective means of saving CO2 in transport, or as the cause of numerous leisure trips that would otherwise not have taken place. Regardless of the political assessment, it can be stated that this temporary experiment has also shown how important tariffs and tariff systems are in public transport. The HUSST4MaaS project dealt with precisely these tariff systems from 1.1.2021 to 31.07.2022: the increasing networking within public transport (ÖPV) and between partners in the environmental network makes a simple and flexible exchange of data indispensable. This data exchange must function between different sales devices and background systems in a transport company as well as between systems of contractual and interconnected partners. In order to meet the increasing requirements, it was necessary to expand the existing, open interface standard HUSST (short for: manufacturer-independent standard interface).

The aim of the project was to expand the MaaS applications such as parking and city toll services and to implement the interface to a related standard. This makes it possible to react in a more agile way to changes in demand and special situations with tariff adjustments and the introduction of new products across company boundaries. The HUSST4MaaS project focused on harmonising data access for Mobility as a Service solutions and improved data application through interoperability and uniform data governance. The project resulted in several prototypes for the further development of the standard, recommendations for the governance of the standard and one quantitative and one qualitative study on the topic. The studies were conducted by ISM, the recommendations for governance jointly by ISM and FH Potsdam.

## **Conference Report Software Management 2021**

### **Software management in times of digitalised and networked products**

Prof. Dr Andreas Helferich, Robert Henzel

On 11 and 12 November, the 13th conference of the GI expert committee Management of Application Development and Maintenance (WI-MAW) took place at the International School of Management (ISM) in Stuttgart. Under the motto "Software Management in Times of Digitalised and Networked Products", the conference took place for the first time in a hybrid format - with a dozen participants present on site and a good 20 participants connected via web conference.

After brief welcoming addresses by Prof. Dr Johannes Moskaliuk, Head of the Stuttgart Campus of ISM, and Prof. Dr Andreas Helferich as Head of the Organising Committee, the keynote speech by Dr Ulrike Dowie, Head of Analytics at Siemens Data Visions, kicked off the event. Under the title "Artificial Intelligence (AI) in the Factory: Success Factors for AI-based Material and Production Planning", she reported on an exciting application example of artificial intelligence in the manufacturing environment and particularly addressed success factors and management aspects of the introduction and maintenance of AI solutions. Dimitri Petrik (University of Stuttgart) then presented a multiple case study on the use of social media in the environment of Industrial Internet of Things (IIoT) platforms, which complements the current state of research in the field of IIoT platforms. Stefan Trieflinger (Reutlingen University) presented results from his research on suitable formats for the development and handling of product roadmaps in dynamic and uncertain markets.



*Figure 9: Round of questions on the lecture by Stefan Trieflinger (left) moderated by Andreas Helferich (right), head of the organising committee*

*Source: own photo*

The presentation by Dr Claus Habiger (ITS Germany e.V.) on the extension of an existing standard for data exchange to support the Mobility as a Service domain and the resulting conclusions for the role of standards and standardisation for software management concluded the morning of the first day.

The afternoon began with the lecture by Dr Christian Zinke (Uni Leipzig) on "Digital Social Service Engineering", which focused on the challenges of developing and integrating software solutions into the processes of personal services. The subsequent lecture by Christopher Ringel (HS Heilbronn) then focused on a best-practice case study for software engineering in the mobility industry, with special consideration of end users as experts throughout the entire development process and beyond. Dr Thomas Greb concluded the engineering block with his systematic approach to tailoring hybrid IT project methods developed from his extensive practical experience.

The day ended with the meeting of the WI-MAW expert committee, at which Prof. Dr. Andreas Helferich and Dimitri Petrik were elected as the new speakers of the Software Product Management expert group. Friday began with the keynote speech by Prof. Dr. Michael Burmester (Stuttgart Media University), who reported on his work as coordinator of the Mittelstand 4.0- Kompetenzzentrum Usability and showed how the experience of using software can be made as positive as possible and thus create new innovation potential. Prof. Dr. Ralf Kneuper (IU International University) then addressed current developments in data protection and their significance for IT management in his lecture. Prof. Dr. Franz Lehner (University of Passau) reflected in his lecture on software maintenance over a period of four decades and attempted an integrative stocktaking from the perspective of business informatics and computer science. The scientific programme concluded with a presentation by Robert Henzel (University of Stuttgart) on success factors for IT product management in the digital transformation.

### **Nuclear power and renewable energy are both associated with national decarbonization**

Prof. Dr. Dr. Patrick Schmid has published, in an international cooperation with the University of Sussex (UK) an important follow-up article which analyses worldwide CO<sub>2</sub> reductions:

Sovacool, B., Schmid, P.; Stirling, A.; Walter, G.; Mackerron, G. 2020. Differences in carbon emissions reduction between countries pursuing renewable electricity versus nuclear power. *Environmental Science. Nature Energy*. DOI:10.1038/s41560-020-00696-3.

Almost every country in the world has been investigated with respect to its particular carbon emissions reduction and its relation to clean energy (nuclear power vs. renewables). The article has not only been published in the A+ journal *Nature Energy*, but has also been mentioned in the popular German magazine "Bild der Wissenschaft" for which Prof. Dr. Dr. Patrick Schmid has been interviewed. Due to the significance of climate change the article has created a huge media response and initiated many following research activities. Furthermore, due to his affiliation as Acting Program Director for the Data Science & Business Intelligence Master program at ISM, Prof. Dr. Dr. Patrick Schmid has published an article about the internet economy with "Digital Transformation of B2B Commerce - Identification of Patterns based on Successful Case Studies" in the *International Journal of Electronic Trade*.

#### IV Bachelor and Master Theses

A total of **860** theses were successfully completed at the ISM locations in the reporting year 2022. The following overview shows the distribution among the ISM locations.

Table 3: Assessment of Bachelor's and Master's theses

Standort	Programm	Anzahl
Berlin	Bachelor	4
	Master	21
Dortmund	Bachelor	107
	Master	75
Frankfurt	Bachelor	83
	Master	115
Hamburg	Bachelor	79
	Master	63
Köln	Bachelor	49
	Master	33
München	Bachelor	87
	Master	97
Stuttgart	Bachelor	36
	Master	11

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

Table 4: Review of Bachelor's theses by degree programme at the Berlin location

Bachelor-programme	Studiengang	Anzahl
Berlin	B.Sc. International Management	3
	B.A. International Sport Management	1
		$\Sigma$ 4

Table 5: *Review of Bachelor's theses by degree programme at the Dortmund location*

Bachelor-programme	Studiengang	Anzahl
<b>Dortmund</b>	B.A. Business Administration	11
	B.A. Global Brand & Fashion Management	13
	B.A. International Sport Management	1
	B.A. Marketing & Communications Management	7
	B.A. Tourism & Event Management	4
	B.A./B.Sc. Betriebswirtschaft	9
	B.Sc. Finance & Management	7
	B.Sc. International Management	32
	B.Sc. Psychology & Management	17
	LL.B. Business Law	6
		<b>Σ 107</b>

Table 6: *Review of Bachelor's theses by degree programme at the Frankfurt location*

Bachelor-programme	Studiengang	Anzahl
<b>Frankfurt</b>	B.A. Business Administration	12
	B.A. Global Brand & Fashion Management	11
	B.A. Marketing & Communications Management	9
	B.A. Tourism & Event Management	1
	B.A./B.Sc. Betriebswirtschaft	2
	B.Sc. Finance & Management	8
	B.Sc. International Management	27
	B.Sc. Psychology & Management	11
	LL.B. Business Law	2
		<b>Σ 83</b>

Table 7: *Review of Bachelor's theses by degree programme at the Hamburg location*

<b>Bachelor-programme</b>	<b>Studiengang</b>	<b>Anzahl</b>
<b>Hamburg</b>	B.A. Business Administration	7
	B.A. Global Brand & Fashion Management	14
	B.A. International Sport Management	6
	B.A. Marketing & Communications Management	6
	B.A. Tourism & Event Management	4
	B.Sc. Finance & Management	2
	B.Sc. International Management	30
	B.Sc. Psychology & Management	9
	LL.B. Business Law	1
		<b>Σ 79</b>

Table 8: *Review of Bachelor's theses by degree programme at the Cologne location*

<b>Bachelor-programme</b>	<b>Studiengang</b>	<b>Anzahl</b>
<b>Köln</b>	B.A. Business Administration	2
	B.A. Global Brand & Fashion Management	13
	B.A. International Sport Management	1
	B.A. Marketing & Communications Management	2
	B.A. Tourism & Event Management	2
	B.A./B.Sc. Betriebswirtschaft	8
	B.Sc. Finance & Management	1
	B.Sc. International Management	13
	B.Sc. Psychology & Management	7
		<b>Σ 49</b>



Table 9: Review of Bachelor's theses by degree programme at the Munich location

Bachelor-programme	Studiengang	Anzahl
<b>München</b>	B.A. Business Administration	4
	B.A. Global Brand & Fashion Management	6
	B.A. International Sport Management	3
	B.A. Marketing & Communications Management	6
	B.A. Tourism & Event Management	4
	B.A./B.Sc. Betriebswirtschaft	6
	B.Sc. Finance & Management	7
	B.Sc. International Management	35
	B.Sc. Psychology & Management	16
		<b>Σ 87</b>

Table 10: Review of Bachelor's theses by degree programme at the Stuttgart location

Bachelor-programme	Studiengang	Anzahl
<b>Stuttgart</b>	B.A. Business Administration	1
	B.A. Global Brand & Fashion Management	2
	B.A. Marketing & Communications Management	1
	B.A. Tourism & Event Management	1
	B.Sc. Finance & Management	1
	B.Sc. International Management	26
	B.Sc. Psychology & Management	4
		<b>Σ 36</b>

In total, **445** bachelor theses were successfully completed at all locations.

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

Table 11: Assessment of Master's theses by degree programme at the Berlin location

Master-programme	Studiengang	Anzahl
Berlin	M.A. Luxury, Fashion & Sales Management	5
	M.A. Strategic Marketing Management	9
	M.Sc. Finance	3
	M.Sc. International Management	4
		<b>Σ 21</b>

Table 12: Assessment of Master's theses by degree programme at the Dortmund location

Master-programme	Studiengang	Anzahl
Dortmund	M.A. International Business	7
	M.A. Management	16
	M.A. Strategic Marketing Management	7
	MBA General Management	7
	M.Sc. Business Intelligence & Data Science	4
	M.Sc. Finance	9
	M.Sc. International Management	18
	M.Sc. Organizational Psychology & Human Resources Management	6
	M.Sc. Psychology & Management	1
		<b>Σ 75</b>

Table 13: Assessment of Master's theses by degree programme at the Frankfurt location

Master-programme	Studiengang	Anzahl
Frankfurt	M.A. International Business	3
	M.A. Management	17
	M.A. Strategic Marketing Management	11
	M.Sc. Finance	23
	M.Sc. International Logistics & Supply Chain Management	24
	M.Sc. International Management	32
	M.Sc. Organizational Psychology & Human Resources Management	5
		<b>Σ 115</b>

Table 14: Assessment of Master's theses by degree programme at the Hamburg location

Master-programme	Studiengang	Anzahl
Hamburg	M.A. Luxury, Fashion & Sales Management	6
	M.A. Management	9
	M.A. Strategic Marketing Management	8
	M.Sc. Business Intelligence & Data Science	6
	M.Sc. International Logistics & Supply Chain Management	7
	M.Sc. International Management	15
	M.Sc. Psychology & Management	9
	M.Sc. Real Estate Management	3
		<b>Σ 63</b>

Table 15: Assessment of Master's theses by degree programme at the Cologne location

Master-programme	Studiengang	Anzahl
Köln	M.A. Digital Marketing	3
	M.A. Entrepreneurship	1
	M.A. Luxury, Fashion & Sales Management	4
	M.A. Management	12
	M.Sc. International Management	8
	M.Sc. Psychology & Management	5
		<b>Σ 33</b>

Table 16: Review of Master's theses by degree programme at the Munich location

Master-programme	Studiengang	Anzahl
München	M.A. International Business	10
	M.A. Luxury, Fashion & Sales Management	6
	M.A. Management	5
	M.A. Strategic Marketing Management	14
	MBA General Management	5
	M.Sc. Business Intelligence & Data Science	12
	M.Sc. Finance	6
	M.Sc. International Management	15
	M.Sc. Psychology & Management	10
	M.Sc Real Estate Management	14
		<b>Σ 97</b>

Table 17: *Assessment of Master's theses by degree programme at the Stuttgart location*

Master-programme	Studiengang	Anzahl
Stuttgart	M.A. Digital Marketing	1
	M.A. Management	5
	M.Sc. International Management	1
	M.Sc. Psychology & Management	4
		<b>Σ 11</b>

In total, **415** master's theses were successfully completed at all locations.

## V Short reports on doctorates

*In this chapter, the ongoing doctorates within the framework of the ISM's cooperation programmes with Strathclyde Business School in Glasgow, with Northumbria Business School in Newcastle, with Universitat Ramon Lull in Barcelona and with Bond University on the Gold Coast in Australia are queried. A selection of doctoral programmes conducted by ISM professors in individual cooperation with partner universities, such as Twente University Enschede, is also presented here. Since the international doctoral collaborations with British universities are conducted exclusively in English, the descriptions in the research report are written in English. The doctoral programmes are generally part-time doctoral projects.*

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

<b>Candidate:</b>	<b>Jörg Forthmann</b>
<b>Topic:</b>	A Comparison of the Effectiveness of Using Social Listening for the Measurement of Reputation to that of Traditional Market Research
<b>Partner University:</b>	Twente University
<b>Supervisor:</b>	Prof. Dr Menno de Jong
<b>ISM-Supervisor:</b>	Prof. Dr. Arne Westermann
<b>Start:</b>	October 2021

The number of internet users worldwide has more than quintupled from 2005 to 2022 to 5.3 billion people, according to the International Telecommunication Union (ITU) of the United Nations. This has been accompanied by a significant change in media usage behaviour: In the USA, for example, online news (including social media) is now significantly more important than traditional media such as TV or radio in providing news to the population (Newman et al., 2022).

This has a clear impact on the reputation of companies: Aula/Mantere (2008) ascertain that the company's own reputation does not really lie in the hands of the company itself, since it results from communication in networks within and outside of the company - and thus to a large extent outside of the company's own direct sphere of influence. The respective reputation thus lies in the hands of an abundance of third parties. Aula/Mantere (2008) even go so far as to see reputation in the hands of millions of people: "To a great extent, it is the publics that build reputation, not organisations themselves.

Thus, a "collective truth" is created on social media (Aula, 2010). Once users have formed a picture of a company, they share it with others, exchange views about it, and the subjective of the individual forms a collective truth about how the reputation of a company is and how it should be judged. "The development of social media has made companies vulnerable to negative publicity and endangered their reputation." (Schulze Horn et al., 2015). As a result of this, social media analyses are crucial for reputation management (Aula, 2010). In this environment, finding a suitable measurement method is "a major hurdle in corporate reputation management" (Eckert, 2016).

Given the dynamic nature of communication on the internet, reputation measurements based on market research are typically too slow and too expensive for companies. They are suitable for low-frequency reputation measurement.

Deephouse (2000) opened the research branch of media reputation in 2000, with the question to what extent corporate reputation can be explained by media reputation. Previous studies have been able to

show that there is a significance between media coverage and corporate reputation - but with a low degree of explanatory power. Here, the strong growth of digital communication opens up new opportunities for media reputation research: digital communication can be collected in large quantities on the internet and analysed with the help of artificial intelligence. This considerably increases the data basis compared to previous studies, where only a few media could be analysed due to time-consuming manual coding.

For this study, 326,737 statements from the German-language internet about ten companies were evaluated with artificial intelligence. At the same time, eight market research surveys representative of the population were conducted at intervals of two weeks each on the reputation of these ten companies, so that the connection between media reputation and corporate reputation could be (1) examined over time and (2) on a significantly broader data basis. The object of the study is to investigate to what extent the significance and explanatory power of previous media reputation research can be significantly surpassed with a significantly larger database and a differentiation into the five functional reputation dimensions according to Fombrun (1996).

<b>Candidate:</b>	<b>Uta Sonja Franek von Schumann</b>
<b>Topic:</b>	Children as experience (co-)Creators in Family Tourism? The Case of Family cruise Holidays
<b>Partner University:</b>	Newcastle Business School - Northumbria University
<b>Supervisor:</b>	Prof. Dr. Sharon Wilson, Prof. Dr. Elizabeth Carnegie
<b>ISM-Supervisor:</b>	Prof. Dr. Bernd Schabbing
<b>Start:</b>	October 2020

Investigations of experience (co-)creation in family tourism are quite rare and a holistic child-inclusive approach is missing. To unpack (co-)creation concepts and make it applicable for family cruise tourism context, it is discussed as a spatial-temporal and playful social practice, overcoming adultist perspectives of isolated tourist consumers and provider-consumer sphere divides. It opens a space for children who jointly create lived family cruise experiences in interweaving routinised, mundane and ludic social interactions of everyday family life with people and the cruise provider offered experiencescape environment.

Following Rhoden et al.'s (2016) call for exploring the mundane aspects of children's tourist experiences, the overarching theme is about children who (co-)create family cruise experiences with people and environment. With particular attention to German family cruise tourism, this research will look at how floating mobile attractions offering a range of leisure activities for children are staged, experienced, and shaped by children in play. In line with Hall and Holdsworth (2016), family cruise tourism is viewed as an extended form of children's mobile leisure that emphasises the realm of everyday family practices that intertwine intimate relationships and consumption. It challenges adult-centred approaches in family tourism research, marketing-oriented notions of child tourist consumers as isolated individuals and the methodological marginalisation of young children. Thus, allowing for a consideration of social life in which children are placed at the centre of consideration as interacting beings, embedded in social bonds, social positioning, and generational order while (co-)creating experiences on site. The boundaries and the nature of cruise consumption itself are thus changed because it is no longer about the model of a single social actor, but about a multi-layered understanding of different

subjects, subject positions and contexts that are related to each other in different ways. The focus shifts from individualistic notions of desire, identity, and lifestyle, to relationships and reciprocity.

Family tourism research can be classified into two research streams: marketing-oriented and social turn-oriented. Family tourism marketing literature is dominated by a position that advocates design and delivery of valuable tourism experiences that aim to realise benefits for individual tourists. Social turn-oriented research frames sociality and the family within tourism. Here family tourism is understood as a central part of children's family life today, rather than a demarcated or discrete activity that takes place in specific places and at specific times (Franklin & Crang, 2001). From a practice-based perspective it is to argue that in family cruise tourism both streams are interweaving in complex ways. To overcome adult-centrism in general, individualistic experience (co-)creation perspectives and tourism provider excluding social-turn oriented approaches, a holistic and generational child-centred approach is needed. Therefore, a social practice-based understanding of experience (co-)creation with focus on routinised, mundane and ludic social interactions of children with people and environment while cruising is proposed. Thus, can help to understand the true value of children's tourist experiences in family cruise tourism.

<b>Candidate:</b>	<b>Felix Fronapfel</b>
<b>Topic:</b>	The role of artificial intelligence within business model innovation of startups
<b>Partner University:</b>	Strathclyde Business School
<b>Supervisor:</b>	Dr. Efstathios Tapinos; Prof. Dr. Peter McKiernan
<b>ISM-Supervisor:</b>	Prof. Dr. Marcus Becker
<b>Start:</b>	July 2021

This research aims to understand the role of Artificial Intelligence within the business model innovation process. In particular, startups are the object of investigation as their innovation process has been identified as more radical in contrast to established players within markets. In more detail the value aspect of the business model is considered. Taking into consideration the value proposition, value creation and value capture will broadly refine the understanding of emerging technologies like Artificial Intelligence as an influence on business model innovation.

In literature, there is limited understanding of the role of AI in business model innovation of start-ups, withstanding radical market changes through technology. It would be vital to understand which parts of the business model are affected by the implementation of AI and at which phase they have the most impact on business model innovation within start-ups that progress on their implementation of AI solutions and to what extent value is created.

Most central to firm's business models is the question on how to create and capture value. The entrepreneurial motivation of generating a benefit for another institution while benefiting oneself is also a central business model goal. The complexity of this value creation is, that value is rarely created along a single-lined process but in a value creation system focused on the customer (Wirtz, 2019). From a firm's side, the value that is desired by customers must be met and represented by the business model. Generally, firms create value through innovation activities and entrepreneurial actions. Innovative business models rely on the customer-based valuation and the value that is created for and with the customer. (Lepak, Smith and Taylor, 2007). In this sense, business model innovation does not focus on



the renewal of products or services but puts the reconfiguration of the business model towards value creation, value proposal and value capture in the centre (Baden-Fuller and Haefliger, 2013). In his study, Clauss (2017) develops aggregated groups of business model parts that are considered when reviewing business model innovation: value proposition, value creation and value capture. These three segments are taken into consideration when analysing business model innovation.

<b>Candidate:</b>	<b>Mijka Ghorbani</b>
<b>Topic:</b>	Digital brand personality: sources, dimensions, and consequences
<b>Partner University:</b>	Strathclyde Business School
<b>Supervisor:</b>	Dr. Andrea Tonner; Dr. Eleni Tsoungkou
<b>ISM-Supervisor:</b>	Prof. Dr. Arne Westermann
<b>Start:</b>	March 2020

The doctoral research aims to explore sources, dimensions, and consequences of consumers' brand personality perceptions across different digital contexts. It has long been established in consumer psychology and marketing research that consumers humanise brands and build relationships with them that are similar to interpersonal relationships (Bagozzi et al., 2021). Brand personality theory contends that brands like humans may have personalities, which distinguish them from one another, and which are manifested in individual patterns of behaviour (Aaker, 1997). Generally, consumers infer brand personality traits from a brand's perceived behaviour (Blackston, 1993; Fournier, 1998) and their own experiences and interactions with brands (Johar et al., 2005; Brakus et al., 2009; Maehle & Supphellen, 2011). However, there is a lack of understanding of how brand personalities are constructed in exclusively online spaces, where images are inferred from new types of sources and senders across digital platforms (Borges-Tiago et al., 2019).

The purpose of the planned mixed methods research is to explore the sources, dimensions, and consequences of consumers' brand personality perceptions across digital contexts. Moreover, the study aims to explore the (experiential) value consumers derive from the interactions with brands in digital spaces to examine how they may affect their perceptions of the brand as a person or as a relationship partner. The following research questions guide the mixed methods research: How are brand personality perceptions inferred from different sources and senders in digital contexts? How and why may digital brand personality perceptions vary across digital contexts? What brand personality attributes are most influential in different digital contexts?

The planned doctoral research adopts a pragmatic worldview to study digital brand personality with a sequential exploratory mixed methods approach (Morgan, 2007, 2014; Creswell & Creswell, 2018; Simpson, 2018). In the first phase, a multi-method qualitative study currently explores brand personality perceptions across a variety of brand-owned and non-brand-owned touchpoints. This qualitative study employs, first, a multi-site, non-participative netnography (Kozinets, 2002, 2020) to explore brand personality traits that consumers ascribe to brands at different non-brand-owned touchpoints through diverse social media contents (e.g., textual, visual, para-textual). Second, semi-structured in-depth interviews using visual techniques (Belk et al., 2013; Bell et al., 2019) will be conducted to investigate how consumers perceive and experience brands as persons or as relationship partners in additional digital settings, where particular attention is given to brand-owned touchpoints (e.g., websites, apps, chatbots). The thematic qualitative analysis will then integrate the findings of netnography and

interviews to map out brand personality dimensions and sources of inference-making across digital touchpoints. The second stage of the PhD research comprises an explanatory-quantitative study, presumably a series of online experiments, to test the variations of brand personality perceptions across digital contexts and to measure their effect on consumer responses.

<b>Candidate:</b>	<b>Nils Grimm</b>
<b>Topic:</b>	Corporate Newsroom
<b>Partner University:</b>	University of Twente, Enschede
<b>Supervisor:</b>	Prof. Dr. Ir. Jörg Henseler
<b>ISM-Supervisor:</b>	Prof. Dr. Christoph Moss
<b>Start:</b>	April 2020

### Abstract

The Corporate Newsroom is a spatially consolidated control unit for corporate communication (Moss, 2021) of high managerial relevance (Oltmanns, Stocker, Horstkötter, & Sailer, 2019). The Corporate Newsroom against the backdrop of i) formative capabilities towards institutional logics, ii) orchestration of polyphonic brand messages, iii) corporate branding and conscientious branding is analysed.

### Aim and Objectives

What is known thus far about the design and raison d'être of consolidated corporate communication departments? In answering this question, a literature review was conducted which is currently in the process of revision.

How do corporations detail their communication function to i) navigate (diverging) institutional logics and ii) orchestrate polyphonic brand messages? Illuminating the chain of decisions, the why, the how and the result, we opted for an in-depth, abductive case study (currently a working paper for a conference in 2023).

Going forward, the authors want to further elaborate on how the resulting design artifact, a Corporate Newsroom, relates to behavioural concepts (e.g., narrative perception, conscious attitude) and how this relation might alter our understanding of corporate branding and brand conscience? In 2023, this may justify an ethnographic study in the setting of a Corporate Newsroom.

### Problem Description and Literature Review

The communication function unfolds formative potential in the wake of changing institutional logics (Mangiò, Pedeliento, & Andreini, 2021; Ocasio, Loewenstein, & Nigam, 2015). The orchestration of polyphonic brand messages thus emerges as particularly important to corporate branding in resolving the inherent ambiguity and strengthening brand legitimacy (Cornelissen, 2022; Cornelissen, Durand, Fiss, Lammers, & Vaara, 2015; Schmeltz & Kjeldsen, 2022).. Functional silos remain a complication, a hindrance towards strategic orchestration (Ind & Bjerke, 2007; Mortimer & Laurie, 2017; Neill & Jiang, 2017).. This entails the question of how corporations detail their communication function to facilitate strategic orchestration, how they manage the complexity, how they build coalitions. A possible solution space is the positioning of corporate communication departments (Brockhaus & Zerfass, 2022), as

well as integrated oversight of different communication functions, their flexible integration or consolidation (Christensen & Cornelissen, 2011; Christensen, Firat, & Torp, 2008; Neill & Jiang, 2017).. We contribute to literature by introducing the *Corporate Newsroom* as a design, a mental model, and discussing its potentials, implications, and limitations.

<b>Candidate:</b>	<b>Dennis Hafenrichter</b>
<b>Topic:</b>	Development of a Model to Access the Substitution Potential of Public Transport and Mobility Services Compared to Private Cars
<b>Partner University:</b>	Bond University
<b>Supervisor:</b>	Prof. Dr. Steve Stern; Dr. Gulasekaran Rajaguru
<b>ISM-Supervisor:</b>	Prof. Dr. Dagmar Tomanek
<b>Start:</b>	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 subsumed 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 characterised 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.

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?

<b>Candidate:</b>	<b>Sascha Mull</b>
<b>Topic:</b>	The impact of perceived digital maturity and expected synergies on preferences and the buying decision for consumer energy product-service-bundles – Discrete choice model estimations on digital servitization appliances
<b>Partner University:</b>	Strathclyde Business School
<b>Supervisor:</b>	Prof. Dr. Karen Turner
<b>ISM-Supervisor:</b>	Prof. Dr. Kai Rommel
<b>Start:</b>	March 2015

The three contributions in the thesis are derived from a single DCE that captures amongst others the buying behaviour and preferences for digitized electricity product service bundles from 800 respondents in Germany. The methodical foundation of the survey is a servitization framework for energy and utility companies based on Vandermerwe & Rada's model (Grahsl, Identifikation und Erschließung innovativer Wachstumspotenziale von Energieversorgungsunternehmen im Provatkundenmanagement, 2013; Grahsl & Velamuri, Servitization Logics for Utilities: A Systematic Approach to Develop B2C-Offerings, 2014; Vandermerwe & Rada, 1988). The framework includes different attribute groups that are common for energy provides when offering product-service bundles. The properties and characteristics for the used product-service bundles include different technologies (mobile internet, machine learning, sensors, digital customer interfaces, platforms, etc.), rely on important company capabilities and resources (big data, computing infrastructure, digital processes, communication protocols, etc.), and offer the possibility to increase efficiency and sustainability for the consumer (energy efficiency, consumption oriented, etc.). The survey was designed to address three areas of interest for economic and management research. It offers the foundation for investigating

- if economic choice and the buying process of agents for product-service-bundles can be altered by context effects (part 1);
- if the combination of goods and services offers a surplus that exceeds the utility sum of its individual parts (part 2); and
- if the utility of the digitisation of consumer offerings can be quantified and measured (part 3).

In the context of the framework of the thesis, the research objectives of the three contributions aim for different points of the process of consumer choice behaviour. The objective of the first paper is the question how preferences and expected utility can be affected by circumstances. The second paper focuses especially on the attributes, i.e., products and services, and how to quantify (if any) interactions/synergies between them. The third paper investigates how different digitised attribute levels, i. e. different levels of products and services, can be compared by the means of utility and WTP. This means each contribution of this thesis investigates on a further and deeper level of a preference measurement setup.

The results show that the respondents tend to value services and products not based on production input but rather based on subjective perception. The contribution presents evidence that there is a higher willingness to pay for offerings that require comparatively less investments in digital infrastructure on the supplier's side. This means the investigation is able to present evidence for a so-called servitization and digitisation paradox on the product level.

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

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 systemic way. The research questions will be covered in three chapters. Analysis within the chapters will incorporate quantitative and qualitative elements. The qualitative data collection will use an upstream multi step survey approach. The inclusion of quantitative (Bayesian networks, influence diagrams) and qualitative elements (surveys, value chains) 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 survey environment with a value-chain based framework from a strategic standpoint. This primary data will be used for visual illustration and quantification in the Bayesian network. The linkages in the value chain structure will build the contextual groundwork. The second chapter will use Bayesian models to quantify as well as clarify the threats and the internal risk 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 strategic 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.

The structure guides the thesis towards a systematic point of view by covering a large set of 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 and develops risk measurement tools. Building a tailored publication, which reflects current measurements, evaluates emerging risks and assesses them in the niche business context. Research gaps include the construction of a value chain-based risk management tool as well as the analysis of wholesale and retail risks. 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 (W&R) businesses will be done by constructing models with primary data, collected and analysed in quantitative and qualitative ways to draw conclusions for designing an industry agnostic strategic model. 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 suitable for academic and business implementation, emerging problems could be identified, measured, and mitigated earlier.

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

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 analysed separately, as the value is defined by future profits and its assets. 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-theory, where 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). Furthermore, 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) and Brennan and Schwartz (1985). This approach is considering the investment timing decision (Grenadier 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; Wang et al., 2021). 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 of 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, the paper investigates the investment and financing decisions of young companies under the influence of asymmetric information. We base our analysis on a dynamic contingent claims model (theoretical structural model) and develop a real option signalling game. We extend recent models by

including tangible & intangible assets, borrowing constraints (tangibility ratio) and the trade-off theory, to trade-off the benefit of debt over its bankruptcy costs to find optimal capital structure (mixed financing). Further, the paper defines pooling and separating equilibrium investment strategies for good and bad companies. Finally, we conduct a numerical analysis to generate explanations for real problems or patterns and produce new and unique insights, implications, and empirical predictions.

<b>Candidate:</b>	<b>Katharina Alexandra Schuck</b>
<b>Topic:</b>	Sustainability in luxury hotels – motives, challenges and views of three parties involved
<b>Partner University:</b>	Ramon LLull University / IQS School of Management
<b>Supervisor:</b>	Dr. Belén Derqui-Zaragoza
<b>ISM-Supervisor:</b>	Prof Dr. Audrey Mehn
<b>Start:</b>	November 2021

The luxury tourism industry, along with luxury cars and personal luxury goods, is one of the highest-revenue fields in the luxury market (Bain & Company 2020). With people being more aware of the issue of sustainability when it comes to their preferred holiday stays, the aspect of sustainability also became a significant topic for luxury hotels (Giancho et al. 2021; Kapferer & Michaut-Denizeau 2020; Kim et al. 2020). While luxury hotels are increasingly showing engagement in sustainability, the extent of their commitment varies greatly. Many international luxury hotel companies now claim that sustainability is an important part of their mission and that they strive for sustainable development as a fundamental orientation (Stombelli 2020) - but this is still often characterised by a lack of control mechanisms and questionable transparency. Despite pleading and compelling calls from industry experts and representatives of relevant sustainability institutions, this is still reality - although climate change and environmental disasters as well as poor treatment of workers and the local population are also issues in progressive and hotel-dense European cities (Kim et al. 2018).

Authors are still discussing whether the two concepts of 'luxury' and 'sustainability' are even compatible. While arguments against their compatibility imply a reasonable base of argumentation, there are various authors who contributed their work on showing the opposite, for example the studies on individual and sustainable luxury hotel brands (Ahn & Pearce 2013; Cherapanukorn & Focken 2014; de-Miguel-Molina et al. 2011; Robbins & Gaczorek 2015; Moscardo 2017; Pereira et al. 2021). In addition, authors agree for the general hotel segment that sustainability should be part of a hotel's strategic considerations (Graci & Dodds 2008; Malcheva 2019), but for the luxury hotel sector, this has not yet been verified, although luxury brand theory suggests that everything a luxury brand 'sells' and communicates must be authentic and identity-compliant. Considering these existing research gaps, it appeared that an investigation of different perspectives is useful in order to obtain a comprehensive overview; these are the perspectives of the hotel as an organisation, the employees and the customers/guests. In the course of this, it will be investigated to what extent sustainability and luxury are compatible and which motives, challenges and perspectives are pursued by these three different parties in the course of sustainability implementation in a luxury hotel.

For the first paper, the investigation of the hotel perspective (and with it the question of compatibility between the concepts of sustainability management and luxury hotel branding), by means of a quali-

tative study was aimed at. 16 interviews with representatives of 5-star hotels in Europe were performed within this context. People in various roles inside the hotels were interviewed to give a diverse viewpoint. CSR managers, general managers, and HR managers were a few of them. The interviews were analysed using the grounded theory approach as described by Gioia et al. (2013). As a first step, first-order codes were created from the material, which were subsequently discussed by the team, resulting in 38 codes. As a second step, these codes were considered in a super-ordinate manner and then grouped into second-order themes. This reduced the number of codes and increased the level of abstraction, which makes it easier to present the results and interpret them. This second step resulted in 9 second-order themes. As a third step, these second-order themes were reviewed a second time and aggregated dimensions were generated. This resulted in the dimensions 1) luxury hotel branding, 2) sustainability management, and 3) challenges for compatibility luxury hotel + sustainability. The preliminary results of the first qualitative study show that sustainability and luxury hotel management are very much compatible if one takes into account what luxury and sustainability actually mean in individual cases, what opportunities can arise from their inclusion, but also what challenges accompany them.

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

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, organisations seem to shy away from implementing APS due to a lack of resources. As part of the further empirical research the antecedents of APS adoption are investigated.

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 organisational 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.

<b>Candidate:</b>	<b>Yating Tian</b>
<b>Topic:</b>	An Extended Realstionship Framework Bridging Sustainability and Food Well-Being Paradigm
<b>Partner University:</b>	University of Twente
<b>Supervisor:</b>	Prof. Dr. Jörg Henseler
<b>ISM-Supervisor:</b>	Prof. Dr. Qeis Kamran
<b>Start:</b>	November 2021

About a decade ago, food well-being (FWB) was introduced to food marketing and consumer research as an interesting novel perspective (Block et al., 2011). However, subsequent research showed conflicting and inconsistent findings associated with this perspective, because seemingly unnoticed different meanings were ascribed to FWB. This creates the danger of theoretical confusion. To solve this problem, the authors identify the different meanings of FWB and propose a unified framework for FWB that reconciles the operating research hypotheses and the all-inclusive efforts. A structured review method using the problem is applied, intervention/solution, comparison, and outcome (PICO) analysis and find that the term FWB is used for three different things in the literature: a scientific paradigm, a theoretical framework, and a conceptual variable. The design science method is employed to synthesise them into a unified framework - the FWB Triptych. The FWB Triptych incorporates a world view and belief system, establishes a grand theory of FWB in the form of a template model that accommodates the relationship linking sustainability and consumer well-being in an integrated fashion, and conceptualises FWB as a latent variable. This paper provides an overarching solution for interdisciplinary research involving positive psychological food relationships, healthy eating behaviour, product design and consumption, marketing, sustainability, and consumer well-being research.

**Aim and Objectives:** This study is to disentangle the mixed understanding about FWB and design the applicable holistic framework linking sustainability and consumer well-being.

**Problem Description and Literature Review:** The problem was inconsistent use of FWB in the extant literature. There is a lack of rigorous theoretical foundation for FWB.

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

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. But 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).

This PhD thesis 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 machine learning is an essential option to develop a new perspective on the topic of TCO and supplier selection.

## **VI Outlook 2023**

The founding phase of the German Robotics Centre (DRZ) with the participation of the ISM ended in October 2022. The results achieved so far are impressive: the founding of the Living Lab, the expansion of association memberships, the start of training operations, the presence in social media and much more. The other major third-party funded project EXIST Potentials at the Entrepreneurship Institute @ ISM will also continue in the coming year, in the form of projects, presence events, participation in start-up forums and publications. These successes motivate us to further intensify the acquisition of third-party funding in the institutes and departments of ISM.

The demand for international doctoral opportunities increased somewhat in the reporting year, despite the late effects of the Brexit and the pandemic, enabling a further expansion of international doctoral collaborations. On this basis, a continuous expansion of doctoral supervision and a targeted inclusion of new appointments are planned for the next few years, so that the focus will remain on continuous research with publication achievements in the future.

The consolidation of the ISM institutes founded in recent years and the international doctoral programmes was also successfully continued and established in the reporting year. The permanent expansion of the research infrastructure will continue in the coming year. This will enable the challenges in research, such as further third-party funding in alliances of science and practice as well as the new opportunities for universities of applied science in doctoral studies, to be well met.

These successes and developments make us confident that we will be able to successfully continue ISM's long-term research strategy - establishing practice-oriented research with networks of companies and research institutions - in 2023.

## 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**



**Role in addition to professorship:**

Head M.Sc. Finance

**Research Focus:**

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

**Prof. Dr. Becker,  
Marcus**



**Role in addition to professorship:**

Programme Director M.Sc. Business Intelligence & Data Science; Distance Learning Programme Director M.SC Applied Business Data Management

**Research Focus:**

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

**Prof. Dr. Behringer, Nicole**



**Role in addition to professorship:**

Distance learning programme M.Sc. Media and Communication Psychology

**Research Focus:**

Agile teaching and learning formats, new forms of work, leadership and teamwork, personnel and organisational development, nudging

**Prof. Dr. Beyerhaus,  
Christiane**



**Role in addition to professorship:**

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

**Research Focus:**

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

**Prof. Dr. Bender,  
Frauke**



**Research Focus:**

Intercultural management, diversity and inclusion

**Prof. Dr Böckenholt,  
Ingo**



**Role in addition to professorship:**

President of ISM; Managing Director of  
ISM Campus Management  
ISM Dortmund  
Head of Department International Management, Logistics & Operations

**Research Focus:**

Controlling, Logistics and Supply Chain Management

**Prof. Dr. Büsch,  
Mario**



**Role in addition to professorship:**

Strategic purchasing, product group strategies, supply chain management, supply chain segmentation, transformation of organizational units

**Prof. Dr. Dippon,  
Peter**



**Role in addition to professorship:**

Intangible Cultural Heritage Tourism (ICHT), destination management, cultural tourism (UNESCO World Heritage), brand experience worlds

**Prof. Dr. Engelmann,  
Tanja**



**Role in addition to professorship:**

Head of Distance Learning M.Sc. Media and communication psychology

**Research Focus:**

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

**Prof. Dr. Fabisch,  
Nicole**



**Research Focus:**

Ethical aspects of data use, marketing ethics, sustainable consumer behavior, sustainability/ corporate social responsibility

**Prof. Dr. Feldmann,  
Christoph**



**Research Focus:**

Supply chain management, digitization and innovations, health management, international business, business & politics, corporate development, mobility

**Prof. Dr. Finken,  
Silke**



**Role in addition to professorship:**

Head of MBA General Management

**Research Focus:**

Innovation Management, Strategic Management, Blockchain, Financial Services, Consulting

**Prof. Dr. Förster,  
Heinrich**



**Role in addition to professorship:**

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

**Prof. Dr. Fontanari,  
Martin**



**Research Focus:**

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

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



**Research Focus:**

Brand management, market research, marketing, sustainability management, customer relationship management

**Prof. Dr. Friedrich,  
Silke**



**Research Focus:**

Economics, Political Economy, Foreign Trade, corporate social responsibility

**Prof. Dr. Friesendorf,  
Cordelia**



**Research Focus:**

Financial Management, Economics, International Management, Strategic Management, Capital Markets

**Prof. Dr. Gericke,  
Jens**



**Research Focus:**

Cost and performance accounting/controlling, supply chain management/logistics, medium-sized businesses, sustainability, digitalization

**Prof. Dr. Gran,  
Andreas**



**Research Focus:**

Transport Law, Logistics Law, International Law, Mergers & Acquisitions, Aviation Law

**Prof. Dr. Groher,  
Erich**



**Research Focus:**

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

**Prof. Dr. Haberstock,  
Philipp**



**Role in addition to professorship:**

Deputy Head of Department Strategy, Finance & Innovation

**Research Focus:**

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

**Prof. Dr. Hammes,  
Mike**



**Research Focus:**

Risk analysis & health promotion, work psychology, business psychology, consumer research, personnel and Organizational Psychology, Human Factors

**Hartmann,  
Kim**



**Research Focus:**

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



**Prof. Dr. Helferich,  
Andreas**



**Research Focus:**

Digitization and innovation, entrepreneurship, IT/business informatics, marketing and communication, mobility

**Prof. Dr. Hodeck,  
Alexander**



**Research Focus:**

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

**Prof. Dr. Hoffmann,  
Anke**



**Research Focus:**

Data-driven marketing and CRM, digital commerce, digital transformation and leadership, digitization and ethics, artificial intelligence and changes in the world of work

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



**Research Focus:**

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

**Prof. Dr. Horn,  
Carmen**



**Research Focus:**

Digital Marketing, Brand Management, Customer Experience, Consumer Behavior, Luxury and Fashion Management

**Prof. Dr. Jockel,  
Otto**



**Role in addition to professorship:**

Course Director B.Sc. Business Administration (Dual)

**Research Focus:**

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

**Prof. Dr. Joisten,  
Nicole**



**Research Focus:**

Sportpsychologie, Klinische Psychologie, Kognitive Psychologie, Rollenmodelle, Psychische Erkrankungen im Arbeitskontext

**Dr. Jungmann, Franziska**



**Research Focus:**

Designing safe and healthy work, risk assessment of psychological stress, new forms of work, diversity, leadership and teamwork, design and evaluation of measures for personnel and organizational development

**Prof. Dr. Kamran,  
Qeis**



**Role in addition to professorship:**

Course Director B.Sc. International Management (English)  
Head of the MBA General Management degree program (extra-occupational)

**Research Focus:**

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

**Prof. Dr. Kattenbach,  
Ralph**



**Role in addition to professorship:**

Distance learning course management B.Sc. Business Psychology

**Research Focus:**

Coaching, career research, work engagement, agile work processes, working conditions

**Prof. Dr. Kaul,  
Helge**



**Research Focus:**

Coaching, career research, work engagement, agile work processes, working conditions

**Prof. Dr. Kleinjohann,  
Michael**



**Role in addition to professorship:**

Course Director B.A. Marketing & Communications Management

**Research Focus:**

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

**Dr. Knappstein,  
Michael**



**Role in addition to professorship:**

Academic Director of the Kienbaum Institute @ ISM

**Research Focus:**

Company learning, future skills, employability, leadership, employee volunteering

**Prof. Dr. Koursovitis,  
Antonios**



**Role in addition to professorship:**

Campus management ISM Berlin

**Research Focus:**

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

**Prof. Dr. Kristal,  
Samuel**



**Research Focus:**

Digitization and innovation, market research, empirical methods, brands, luxury and fashion, marketing and communication

**Prof. Dr. Kutsch,  
Horst**



**Role in addition to professorship:**

Head of the Entrepreneurship Institute @ ISM  
Course Director M.A. entrepreneurship

**Research Focus:**

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

**Prof. Dr. Lauterbach,  
Rainer**



**Research Focus:**

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

**Prof. Dr. Levasier,  
Maximilian**



**Role in addition to professorship:**

Course Director B.Sc. Finance & Management

**Research Focus:**

Real estate investment and financing, real estate taxation, corporate taxes, wealth allocation, entrepreneurship

**Prof. Dr. Lichtenhaler,  
Ulrich**



**Role in addition to professorship:**

Head of Entrepreneurship Institute @ ISM

**Research Focus:**

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

**Prof. Dr. Lietz,  
Gerrit**



**Role in addition to professorship:**

Distance learning course management B.Sc. financial management

**Research Focus:**

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

**Prof. Dr. Lütke Entrup,  
Matthias**



**Role in addition to professorship:**

Course 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**



**Role in addition to professorship:**

Vice President for Education; Distance course management B. A. Brand and Fashion Management; Head of degree MA Digital Marketing

**Research Focus:**

Fashion Management, Luxury Management, Sales Management, Retail Expansion, Omnichannel Strategies, Brands, Luxury and Fashion

**Prof. Dr. Meitner,  
Matthias**



**Research Focus:**

Finance, accounting

**Prof. Dr. Merkwitz,  
Ricarda**



**Research Focus:**

Intercultural management, human resource management, event management, cultural psychology

**Prof. Dr. Michel,  
Alex**



**Research Focus:**

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

**Prof. Dr. Moring,  
Andreas**



**Role in addition to professorship:**

Campus management ISM Hamburg

**Research Focus:**

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

**Prof. Dr. Moskaliuk,  
Johannes**



**Role in addition to professorship:**

Campus management ISM Stuttgart  
Director of distance learning

**Research Focus:**

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

**Prof. Dr. Moss,  
Christoph**



**Research Focus:**

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

**Prof. Dr. Mühlbäck,  
Klaus**



**Role in addition to professorship:**

Course Director B.A. International Sports Management

**Research Focus:**

Strategic Marketing Management, Sports Management, International Marketing, Brand Management, International Management

**Prof. Dr. Nagel,  
Niels**



**Research Focus:**

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

**Prof. Dr. Ohlwein,  
Martin**



**Research Focus:**

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

**Prof. Dr. Pauen,  
Werner**



**Role in addition to professorship:**

Co-director of the institute REL@ISM

**Research Focus:**

Rental prices for residential and business premises, valuation of real estate, management real estate (hotels, senior citizens' real estate), development of conversion areas, tourist site development

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



**Research Focus:**

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

**Prof. Dr. Quitt,  
Anna**



**Role in addition to professorship:**

Campus management ISM Frankfurt  
Head of Institute SCM @ ISM  
deputy Director of the Institute for Business Innovation & Evolution @ ISM  
deputy Head of Department International Management, Logistics & Operations  
Head of the M.Sc. international management;  
MSc International Logistics & Supply Chain Management

**Research Focus:**

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

**Prof. Dr. Rathgeber,  
Philipp**

**Research Focus:**

Luxus und Mode Management, Brand Management, Internationales Marketing, Entrepreneurship

**Prof. Dr. Rathnow,  
Peter**

**Role in addition to professorship:**

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

**Research Focus:**

Strategic and international management, acquisitions and mergers, controlling, strategic price management

**Prof. Dr. Reichel,  
André**

**Role in addition to professorship:**

Distance learning course management B.Sc. business administration; Distance course management M.A. Sustainability Management

**Research Focus:**

Sustainability, corporate development and strategy, digitization and innovation, entrepreneurship, social transformation processes and globalization

**Prof. Dr. Rommel,  
Kai**

**Role in addition to professorship:**

Vice President for Research  
Deputy Head of Department Economics and Quantitative Methods; Management of the doctoral programs  
Management of research projects

**Research Focus:**

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



**Prof. Dr. Rose,  
Nico**



**Research Focus:**

Business psychology, positive psychology in organizations, leadership and motivation, recruiting & employer branding, new forms of work (self-organization & Co.)

**Prof. Dr. Ruess,  
Peter**



**Research Focus:**

Civil law, commercial legal protection, trademark law, competition law, drafting of contracts

**Prof. Dr. Samunderu,  
Eyden**



**Role in addition to professorship:**

Course Director M.A. International business

**Research Focus:**

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

**Prof. Dr. Schabbing,  
Bernd**



**Role in addition to professorship:**

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

**Research Focus:**

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

**Prof. Dr. Schafmann,  
Ernestine**



**Role in addition to professorship:**

Head of Department Human Resources Management; Course Director M.A. Human Resource Management & digital transformation

**Research Focus:**

People management, digitization, VUCA concept (Volatility - Uncertainty - Complexity - Ambiguity), New Leadership, Employability

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



**Role in addition to professorship:**

Campus Manager ISM Munich; Head of Department Economics and Quantitative Methods; Head of Institute REL@ISM; Course Director B.Sc. international management

**Research Focus:**

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

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



**Research Focus:**

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

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



**Research Focus:**

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

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



**Role in addition to professorship:**

Course Director B.Sc. Finance & Management (English Trail)

**Research Focus:**

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

**Prof. Dr. Schröder,  
Jörg**



**Research Focus:**

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

**Prof. Dr. Schubert,  
Hermann**



**Research Focus:**

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

**Prof. Dr. Schüttner,  
Joachim**



**Research Focus:**

Law, commercial law

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



**Research Focus:**

Marketing, logistics, management, strategic controlling, entrepreneurship

**Prof. Dr. Siegl, Thomas**



**Research Focus:**

Risk management, empirical research on price developments on stock and commodity markets, processing and valuation of derivatives, financial market infrastructures

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



**Research Focus:**

Corporate finance, financial management (national and international), capital market, medium-sized companies, banks and insurance companies

**Prof. Dr. Simon,  
Marcus**



**Role in addition to professorship:**

Distance course management B.A. Marketing & Communication

**Research Focus:**

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

**Prof. Dr. Spieß,  
Brigitte**



**Role in addition to professorship:**

Head of Institute for Sustainable Transformation @ ISM; Course Director M.A. Sustainability & Business Transformation

**Research Focus:**

Sustainable transformation processes and innovative business models, corporate and leadership culture, sustainable stakeholder management and communication

**Prof. Dr. Steinberg, Daniel**



**Research Focus:**

Empirical methods, data analytics, economics, econometrics, financial markets

**Prof. Dr. Störkel,  
Marcus**



**Research Focus:**

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

**Prof. Dr. Tata,  
Fidelio**



**Research Focus:**

Financial markets, corporate finance

**Prof. Dr. Terstiege,  
Meike**



**Research Focus:**

Marketing, Vertrieb, Kommunikation, Digitalisierung und Innovation, Strategie

**Dr. Thiemann,  
Daniel**



**Role in addition to professorship:**

Head of the M.Sc. Psychology & Management

**Research Focus:**

Digital transformation of the working world, (business) psychology, leadership 4.0, teamwork, techno-stress, negotiation, new forms of work (e.g. self-organization)

**Prof. Dr. Tiemann,  
Veith**



**Role in addition to professorship:**

Course Director B.Sc. information systems

**Research Focus:**

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

**Prof. Dr.-Ing. Töllner,  
Martin**



**Role in addition to professorship:**

Course Director B.Sc. real estate management

**Research Focus:**

International real estate appraisal, market value determination of social real estate, profitability of heritable building rights, sustainable real estate investments, participation procedures in urban development processes

**Prof. Dr. Tomanek,  
Dagmar**



**Role in addition to professorship:**

Head of the M.Sc. International Logistics & Supply Chain Management; Distance course management M.Sc. management

**Research Focus:**

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

**Prof. Dr. Trams,  
Kai**



**Role in addition to professorship:**

Course Director LL.B. business law

**Research Focus:**

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

**Prof. Dr. Vastag,  
Alex**



**Research Focus:**

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

**Prof. Dr. Verhofen,  
Verena**



**Research Focus:**

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

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



**Research Focus:**

Marketing strategies in the medical device industry, consumer sovereignty and supply behavior in the health market, health promotion and health offers - new business segment strategies for companies, organizational development in companies in the health care industry

**Prof. Dr. Walter,  
Götz**



**Role in addition to professorship:**

Head of Department Psychology & Management  
Head of the M.Sc. Psychology & Management

**Research Focus:**

Consumer psychology, change management, new work, energy management issues, market and advertising psychology

**Prof. Dr. Weber,  
Ulrike**



**Research Focus:**

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

**Prof. Dr. Westermann,  
Arne**



**Role in addition to professorship:**

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

**Research Focus:**

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

**Dr. Widenhorn, Andreas**



**Research Focus:**

Statistical methods, microeconomics, data-driven marketing, quantitative market research, consumer behavior

**Prof. Dr. Wünsche, Sebastian**



**Research Focus:**

International Corporate Governance, Digital Transformation, International Mergers & Acquisitions, Modern Project and Stakeholder Management, Intercultural Management

**Prof. Dr. Wyrwa,  
Sven**



**Role in addition to professorship:**

Campus management ISM Frankfurt; Course Director B.A. Business Administration (part-time); Head of the M. Sc. international management

**Research Focus:**

International accounting, business combinations, compliance and corporate governance

**Prof. Dr. Zeppenfeld,  
Meiko**



**Research Focus:**

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

**Prof. Dr. Zimmermann,  
Timo**



**Research Focus:**

Management and marketing of individual and team sports, management and marketing of professional athletes, trends and innovations in sports, eSports

**Research assistant**

**Fastenroth,  
Lukas**



**Role:**

Research assistant Kienbaum Institut @ ISM

**Research Focus:**

Digital fluency; leadership, especially digital and ambidextre; organizational psychology, especially work 4.0 and ambidexterity; Test or questionnaire development

**Fronapfel,  
Felix**



**Role:**

Research assistant Entrepreneurship Institute @ ISM

**Research Focus:**

Creativity and innovation, corporate management and entrepreneurship, psychological characteristics of company founders and managers



**Firmont,  
Marlen**



**Role:**

Research assistant Entrepreneurship Institute @ ISM

**Research Focus:**

Decision Making, Venture Capital, Corporate Governance and Entrepreneurship

**Küter,  
Ann-Christin**



**Role:**

Research assistant

**Research Focus:**

New work cultures, sustainable leadership, stakeholder management

**Nittke,  
Robinson**



**Role:**

Research assistant research and PhD

**Research Focus:**

Third-party funded projects, politics, robotics, communication, project management and development of business models

**Siepelmeier,  
Sarah Magdalena**



**Role:**

Research assistant Entrepreneurship Institute @ ISM

**Research Focus:**

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. Project period: 01.11.2020 - 01.11.2023.

**Brandt, J.:** Compliance with IFRS as an object of empirical accounting research. Project period: 01.01.2019 - 31.12.2023.

**Engelmann, T.:** Various empirical evaluation studies in cooperation with the Westermann Group. Project period: 01.09.2016 - 31.12.2030.

**Hodeck, A.:** Sustainable Sports Tourism in Research and Teaching (NaSpoTo). Project period: 01.01.2022 - 31.12.2023.

**Lichtenthaler, U.:** Entrepreneurship as a Service @ ISM (EXIST-Potentials) BMBF. Project period: 01.10.2020 - 30.09.2024.

**Schmidt-Netzel, J.:** Dark triad and leader gender - An experimental study in diverse countries. Project period: 11.01.2021 - 31.01.2023.

**Wyrwa, S.:** Compliance with IFRS as an object of empirical accounting research. Project period: 17.05.2010 - 31.12.2024.

**Wyrwa, S.:** M&A and Financial Information Intermediation. Project period: 01.01.2019 - 31.12.2023.

**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.*

**Beyerhaus, C.:** Conceptualisation of a creative content for TIK TOK with focus on KPI's and a sell-through strategy (brand: Abercrombie & Fitch). Project period: 20.04.2022 - 05.07.2022.

**Fabisch, N.:** On behalf of the German Association for Behaviour Therapy (DVT), Prof. Dr. Nicole Fabisch researched customer-specific experiences, evaluations and future needs for supervision in the context of behaviour therapy training. Educational and service research in cooperation with the German Association for Behaviour Therapy (DVT). Project period: 01.06.2021 - 06.07.2022.

**Fastenroth, L.:** Diversity Innovation Support Scheme DINNOS. Project period: 05.08.2019 - 31.07.2022.

**Helferich, A.:** Manufacturer-independent standard interface (HUSST4MaaS). Project period: 01.01.2021 - 31.07.2022.

**Kaul, H.:** Digital Transformation of Consumer Behaviour in Leisure - Analysis in the Context of Festivals and Sport Events. Project period: 01.04.2018 - 31.12.2021.

**Kaul, H.:** EU Horizon Cost Program: Digital Transformation in the Leisure Industry. Project period: 01.09.2019 - 31.12.2021.

**Kutsch, H.:** Rekla.Me BMBF. Project period: 01.01.2021 - 31.12.2021.

**Moring, A.:** Analysis of Data Sources of a construction company. Project period: 06.07.2021 - 30.09.2022.

**Rommel, K.; Westermann, A.:** BMBF-Förderprogramm Innovationslabore/Kompetenzzentren für Robotersysteme in menfeindlichen Umgebungen: Germany-wide competence centre for robots for civilian terrestrial danger defence (A-DRZ), Dr. Ing. Hauke Speth, City of Dortmund, Institute for Fire and Rescue Technology. Duration: 4 years, project volume: 11,856,389 million euros, ISM share: 182,400, project period: 01.11.2018 - 30.09.2022.

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

#### **d Current publication list**

*The publications of the ISM professors refer to the period from 01.10.2021 to 30.09.2022. 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**

- Al Sobaihi, E.; Siegfried, P.** (2022): Cyber security in the logistics industry. *Scientific and Practical Cyber Security Journal*, 6 (2), 6-14.
- Amangeldiyev, N.; Siegfried, P.** (2022): Concepts, applications, and challenges of the Internet of Things. *Scientific and Practical Cyber Security Journal*, 6 (2), 38-47.
- Bätz, K.; Siegfried, P.** (2022): From idea to canvas: which canvas serves best? - A comparison of the business model canvas, lean canvas and digital platform canvas. *Ekonomski Vjesnik / Econviews*, 35 (2), 441-452. doi: 10.51680/ev.
- Bätz, K.; Siegfried, P.** (2022): Reflecting on the efficiency of design thinking and lean startup. *Journal of Intercultural Management*, 14 (5), 4-53.
- Beck, A.; Reck, J.; Siegfried, P.** (2022): Development of a performance measurement systems for NCA-sales-teams. *Accounting & Finance*, 95 (1), 65-87. doi: 10.33146/2307-9878-2022-1 (95)-65-87.
- Bolin, M.; Verhoven, V.** (2021): Group accounting policy according to IFRS or HGB advantageous? A case study to compare the effects in different accounting systems. *CoR. IFRS: International and Capital Market Accounting* (10), 446-452.
- Breiter, M.; Siegfried, P.** (2022): The metaverse. Exploring consumer's expectations, their attitudes, and it's meaning to the fashion industry. *Tekstilna industrija*, 70 (2), 51-60.
- Bruno, P.; Melnyk, V.; Murray, K. B.** (2022): The temperature dimension of emotions. *European Journal of Marketing*, 56 (8), 2172-2215. doi: 10.1108/EJM-04-2020-0237.
- Bührdel, S. L.; Siegfried, P.** (2022): Technological innovations as drivers of Retail 4.0. How RFID could improve returnable bottle logistics in the German beverage industry. *Journal of Engineering Science*, 29 (2), 151-160. doi: 10.52326/jes.utm.2022.29(2).15.
- Bussemer, T.; Blessin, B., Jochmann, W., Fastenroth, L.** (2022): Remote leadership. Middle management under pressure. *Personalmagazin: Management, Recht und Organisation*.
- Denine, A.; Siegfried, P.** (2022): The assessment of the filament extruder equipment for 3D printing method. *Journal of Social and Technological Development*, 4 (1), 32-38. doi: 0.7251/STED2201032E.
- Duncker, C.; Perret, J. K.** (2022): Beyond Linearity - An Analysis of the Interdependencies across the Customer Journey. *Research Journal for Applied Management*, 03 (1), 54-85.
- Fontanari, M.; Traskevich, A.** (2022): Smart solutions for handling overtourism and developing destination resilience for the post-Covid-19 era. *Tourism Planning and Development*, 1-22. doi: 10.1080/21568316.2022.2056234
- Frieling, M.; Lazarz, K.; Verhofen, V.** (2022): The accounting treatment of green bonds under HGB versus IFRS. A case study on investor accounting. *KoR: international and capital market-oriented accounting; IFRS* (11-12), 464-469.
- Gran, A.** (2022): Jurisprudence on transport law in 2021. *Neue Juristische Wochenschrift*, **75 (14)**, pp. 990-994.
- Gran, A.** (2022): The Civil Code's lack of proximity to citizens. Findings from an empirical study. *Monatsschrift des deutschen Rechts*, pp. 1521-1527.

- Gran, A. (2022):** Broad-based legal education out of responsibility towards the economy and society. *Journal of Legal Policy*, pp. 194-197.
- Gran, A. (2022):** More legal understanding for a risk-free economic community. *ZVI : Zeitschrift für Verbraucher- und Privat-Insolenzrecht*, 21 (8), pp. 294ff.
- Gran, A. (2022):** Benefits of knowledge of the law in the transmission of values. *Journal of Legal Policy*, 55 (6), pp. 194-198.
- Hammer, T.; Siegfried, P. (2021):** Financial Management. Green Bonds - Success or Failure? *Expert Journal of Finance*, 9 (1), 1-8.
- Hammer, T.; Siegfried, P. (2022):** Value-based controlling & international accounting Economic Value Added (EVA). An Overview. *Accounting and Finance = Oblik i finansy*, 96 (2), 43-48. doi: 10.33146/2307-9878-2022-2(96)-43-48.
- Hammer, T.; Siegfried, P. (2022):** Value-based controlling & international accounting of economic value added (EVA). An overview. *Oblik i finansi : Accounting & finance*, 96 (2), 43-48. doi: 10.33146/2307-9878-2022-2(96)-43-48.
- Heck, S.; Siegfried, P. (2022):** The future of German retail pharmacy business models with retail clinics as USP against online pharmacies. *Research and Clinical Medicine*, 6 (1), 3-11.
- Helferich, A.; Habiger, C.; Recknagel, C. (2021):** Standardisation of data formats as a prerequisite for the implementation of innovations in the field of Mobility as a Service. *Lecture Notes in Informatics (LNI), Proceedings - Series of the Gesellschaft fuer Informatik (GI)*, 318, 15-27.
- Hente, L.; Hodeck, A.; Schlesinger, T. (2022):** Establishment and management of a workplace health promotion network in rural areas. A case study. *Health Promotion International*, 37 (5), daac123. doi: 10.1093/heapro/daac123.
- Holthaus, L.; Perret, J. K.; Horn, C. (2022):** E-Commerce and Luxury From the Perspective of Female German Customers. *Marketing Review St. Gallen*, 39 (2), 52-59.
- Höffner, E.; Schubert, H. (2022):** Subsidising the gas price as an alternative to skimming off "excess profits". *Wirtschaftsdienst*, 102nd volume, November 2022, issue 11 (11), 20-27. doi: 10.1007/s10273-022-3308-z.
- Höveler, B.; Lütke Entrup, M. (2022):** Optimisation potentials in the supply chain of dairies. *Deutsche Molkereizeitung (03/2022)*, pp. 20-23.
- Ismaeel, T.; Siegfried, P. (2022):** The collaboration between humans and robots in the industrial environment. *Robotica & Management*, 26 (2), 9-15. doi: 10.24193/rm.2021.2.2.
- Kamran, Q., Tian, Y. (2021):** A Review of Antecedents and Effects of Loyalty on Food Retailers towards Sustainability. *Sustainability*, 13 (23), 1-18. doi: <https://doi.org/10.3390/su132313419>.
- Kassebi, O.; Siegfried, P. (2022):** Hyperloop. The innovative logistic technology. *Journal of Road and Traffic Engineering*, 68 (1), 11-16. doi: 10.31075/PIS.68.01.02.
- Kattenbach, R.; Kump, B., Moskaliuk, J. (2021):** New Work Arrangements. A Review of Concepts and Theories. *management revue - Socio-economic Studies*, 32 (4), 297-301.
- Kaul, H., Allmanritter, V. (2021):** I am what I visit? A new instrument for recording the motives of cultural visitors. *Magazine of Kultur Management Network*, 163 (163), 96-102.

- Kins, O., Siegfried, P.** (2022): Analysing the impact of increasing uncertainty on supply chain design with a focus on the trade-off between resilience and cost efficiency. *Beneficium*, 03-2022, 83-97. doi: 10.34680/BENEFICIUM.2022.3(44).83-97
- Kleinjohann, M.** (2022): Touchpoint with potential. *Markenartikel: das Magazin für Markenführung* (5), pp. 16-18.
- Knapstein, M.; Bamberger, B.; Dreifert, L. M.; Fastenroth, L.** (2022): For more informal learning in controlling. *Controlling and Management Review*, 1-8.
- Knapstein, M.; Gilli, K.; Nippa, M.** (2022): Leadership competencies for digital transformation. An exploratory content analysis of job advertisements. *German Journal of Human Resource Management*, Online first. doi: 10.1177%2F23970022221087252.
- Kovermann, J.; Lietz, G.; Velte, P.** (2021): EU regulation of public country-by-country reporting. Part I: Comparative law analysis. *Der Konzern: Zeitschrift für Gesellschaftsrecht, Steuerrecht, Bilanzrecht und Rechnungslegung der verbundenen Unternehmen*, 12/2021 (DK1387146), pp. 489-498.
- Kovermann, J.; Lietz, G.; Velte, P.** (2022): EU regulation of public country-by-country reporting - Part II: Critical analysis on the further development of tax reporting -. *Der Konzern: Zeitschrift für Gesellschaftsrecht, Steuerrecht, Bilanzrecht und Rechnungslegung der verbundenen Unternehmen*, 2022 (1), pp. 1-4.
- Kramer, M.; Engelmann, T.** (2022): The impact of working from home on job satisfaction and work effectiveness in times of the Corona pandemic. *International Journal of Work Innovation*, doi: 10.1504/IJWI.2022.10050342
- Kristal, S.; Bruno, P.** (2022): Being seen to be heard. How brands can achieve visibility in voice marketing. *Transfer: Journal of Communication and Brand Management*, 68 (2), 46-50.
- Kristal, S.; Bruno, P.** (2022): Being seen to be heard. How brands can achieve visibility in voice marketing. *Transfer: Journal of Communication and Brand Management*, 68 (2), 46-50.
- Kristal, S.; Toth, L.** (2022): Fits like a glove. How companies can ensure the perfect fit between influencer and brand. *Transfer: Journal of Communication and Brand Management*, 68 (1), 57-62.
- Kristal, S.; Toth, L.** (2022): Fits like a glove. How companies can ensure the perfect fit between influencer and brand. *Transfer: Journal of Communication and Brand Management*, 68 (1), 57-62.
- Lichtenthaler, U.** (2022): Data management efficiency: Major opportunities for shared value innovation. *Management Research Review*, 45 (2), 156-172. doi: 10.1108/MRR-10-2020-0639.
- Lichtenthaler, U.** (2022): Data management efficiency: Major opportunities for shared value innovation. *Management Research Review*, 45 (2), 156-172. doi: 10.1108/MRR-10-2020-0639.
- Lichtenthaler, U.** (2022): Explicating a sustainability-based view of sustainable competitive advantage. *Journal of Strategy and Management*, 15 (1), 76-95. doi: 10.1108/JSMA-06-2021-0126.
- Lichtenthaler, U.** (2022): Explicating a sustainability-based view of sustainable competitive advantage. *Journal of Strategy and Management*, 15 (1), 76-95. doi: 10.1108/JSMA-06-2021-0126.
- Lichtenthaler, U.** (2022): Mixing data analytics with intuition: Liverpool Football Club scores with integrated intelligence. *Journal of Business Strategy*, 43 (1), 10-16.

- Lichtenthaler, U.** (2022): Positainability: Making positive happen, avoiding negative. Sustainability and innovation. DUP UNTERNEHMER, pp. 1-2.
- Lichtenthaler, U.** (2022): Positive sustainability: Why brands must do good. Absatzwirtschaft, pp. online.
- Liebenspacher, F.; Siegfried, P.** (2022): Pharmacy 4.0 - The potential of integrating digital technologies into daily healthcare processes at pharmacies. Timisoara Medical Journal (2), online.
- Lu, Y., Siegfried, P.** (2021): E-commerce live streaming. An emerging industry in China and a potential future trend in the world. ACC JOURNAL, 27 (2), 73-89. doi: 10.15240/tul/004/2021-2-007.
- Lütke Entrup, M.** (2022): Years of slimming down are now taking revenge. LP. economy - Zeitung der Lebensmittelwirtschaft, 2022 (9), pp. 20.
- Lütke Entrup, M.; Goetjes, D.** (2022): 10 Tips for Successful Supply Chain Collaborations. BA Beschaffung aktuell, pp. 1-8.
- Lütke Entrup, M.; Goetjes, D.** (2022): The money is on the road. Ten practitioner tips for professional transport tenders in the brewing industry. Brauindustrie (9), pp. 60-62. Mindelheim.
- Lütke Entrup, M.; Goetjes, D.** (2022): Die Logistik machts - Aktuelle Logistikherausforderungen in der Milchindustrie und wie man sie proaktiv meistert. DMW - Die Milchwirtschaft: Fachzeitschrift für die deutsche, österreichische und schweizerische Milch- & Lebensmittelwirtschaft (16-17), pp. 356-357.
- Lütke Entrup, M.; Goetjes, D.** (2022): Production control in dairies. Do you actively control your filling quantities? molkerei-industrie, 3/2022, pp. 22-24.
- Lütke Entrup, M.; Goetjes, D.** (2022): Forecast quality. Sales and Operations Planning: Practitioner tips to improve forecast accuracy. CHEManager, 31 (5), pp. 29.
- Lütke Entrup, M.; Goetjes, D.** (2022): Sales and Operations Planning. How good are your forecast grades? dairy industry, 2022 (7), pp. 6-10.
- Lütke Entrup, M.; Goetjes, D.** (2022): What a robust supply chain looks like. MM Logistik, pp. 1-8.
- Lütke Entrup, M.; Goetjes, D.** (2022): How to optimise contribution margin accounting. SME Magazine, 1/2 (2022), pp. 42-44.
- Lütke Entrup, M.; Goetjes, D.** (2022): How robust is your supply chain set up? 10 practitioner tips for improving the resilience of supply chains in the dairy industry. Deutsche Molkereizeitung, 143 (15), pp. 21-23.
- Lütke Entrup, M.; Höveler, B.** (2022): Detail optimisations help against exploding logistics costs. Lebensmittelzeitung, 15/2022, pp. 38.
- Lütke Entrup, M.; Küpper, G.** (2022): Significantly improve production planning Delivery capability, costs and stocks can be significantly influenced. Fleischwirtschaft (09/2022), 30-33.
- Lütke Entrup, M.; Küpper, G.** (2022): How well do you plan your production? Paint and Varnish, 128 (5), 58.
- Lütke Entrup, M.; Stüve, D.** (2021): Eight tips for the supply chain. IT tools for planning. ChemieXtra: Fachberichte, Messen, News: die Fachzeitschrift für die Chemie- und Laborbranche, 2021 (11), pp. 46-47.

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- Moring, A.** (2022): Pathways to an Ecological Machine Economy. A systemic view on the environmental impacts of digital technologies. CO:DINA Research Report, pp. 109-140.
- Nagel, N.; Fannasch, P.; Martin-Niedecken, A. L.; Mühlbäck, K.; Polfuss, J.; Hodeck, A.** (2022): Digital training management. A critical analysis of the potentials for activating exercisers in fitness studios. *Leipziger Sportwissenschaftliche Beiträge*, 63 (1), 96-112.
- Ohlwein, M.** (2022): Same but different. The effect of the unit of measure on the valuation of a unit price. *Journal of Retailing and Consumer Services*, 66 (May), 102896. doi: 10.1016/j.jretconser.2021.102896.
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- Perret, J. K.; Udalov, V.; Fabisch, N.** (2021): Motivations behind individuals' energy efficiency investments and daily energy-saving behaviour. The case of China. *International Economics and Economic Policy*, 20, 1-27. doi: 10.1007/s10368-021-00521-6.
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- Rademacher, U.; Weber, U.; Zinn, C. T.** (2021): Drawing the line. Strategies for managing the use of smartphones in organisations. *management revue - Socio-economic Studies*, Year 32 (2021) vol. 4 (Special Issue "New Work"), 366-384. doi: 10.5771/0935-9915-2021-4-366.
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- Rathnow, P.; Jakob, E.; Lederer, M.** (2022): The use of artificial intelligence in M&A processes. A potential assessment. *Banking and Information Technology*, 01-08.
- Rathnow, P.; Walter, G.; Schweig, D.** (2021): People as a success factor in M&As. Actually, we should know better. *PERSONALquarterly (formerly: Personal: Zeitschrift für Human Ressource Management)*, 04/21, 41-47.



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#### **Contributions to collected editions and conference proceedings**

- Beyerhaus, C.; Mou, S.; Hodeck, A.** (2022): Sustainable Luxury Sport Tourism. An Emerging Market (1 ed.). In Cambridge Scholars (Ed.), *IRNIST 2021* (pp. 80-90). UK: Cambridge Scholars Publishing.
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- Schlesinger, D. M.; Neumair, S.-M.** (2022): Market and location analysis in the real estate industry (1 ed.). In Pauen, Werner (Eds.), *Praxishandbuch Immobilienwirtschaft* (pp. 95-126). Cologne: Reguvis.
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- Schlesinger, D. M.; Neumair, S.-M.; Haas, H.-D.** (2022): Mining and resource-oriented industries (3rd ed.). In Kulke, Elmar (Eds.), *Economic geography of Germany (digital)*. Springer Spektrum.
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A. (Eds.), *Krankenhausmanagement* (pp. 481-491). Berlin: Medizinisch Wissenschaftliche Verlagsgesellschaft.

**Westermann, A.; Mehn, A.; Schuck, K.** (2022): E-commerce and omnichannel retailing. Past development and outlook on the future role of physical stores (1 ed.). In Butzer-Strothmann, Kristin (Eds.), *Integriertes Online- und Off-line-Channel Marketing. Approaches - practical examples - recommendations for action* (pp. 27-51). Springer Gabler.

### Other publications

**Bender, F.** (2022): *A Roadmap To Intercultural Proficiency. Navigating across cultural diversity and inclusion.* (1 ed.). Switzerland : Springer Nature.

**Ciftci, K.; Michel, A.; Siegfried, P.** (2022): *The Potential Impact of E-Mobility on the Automotive Value Chain* (1st ed.). Springer.

**Kleinjohann, M.** (2021): *Marketing communication with out-of-home media. Planning, deployment and impact of outdoor and transit advertising* (1st ed.). Springer Gabler.

**Lempp, M.; Siegfried, P.** (2022): *Automotive disruption and the urban mobility revolution. Rethinking the business model 2030* (1 ed.). Springer International Publishing.

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**Moring, A.** (2022): *AI on the job. Guide to Successful Human-Machine Collaboration.* Springer.

**Moring, A.** (2022): *Real Sustainable - Digitalisation and Sustainability in the Real Estate Industry* (Springer Science ed.). Wiesbaden: Springer Fachmedien Wiesbaden.

**Rausch-Pahn, M.; Siegfried, P.** (2022): *Sustainable Supply Chain Management. Learning from the German Automotive Industry* (1 ed.). Springer International Publishing.

**Siegfried, P.** (2022): *Digitalisation in mobility service industry. A survey based expert analyses* (1 ed.). Springer International Publishing.

**Terstiege, M.** (2022): *Communication with Generation Y & Z* (1 ed.). Freiburg im Breisgau: Haufe.

**Terstiege, M.** (2022): *Mensch Marke Manipulation* (1 ed.). Freiburg im Breisgau: Haufe.

### Editorships

**Helferich, A.; Henzel, R.; Herzwurm, G.; Mikusz, M.** (2021): *Software Management 2021: Software Management in times of digitalised and networked products*, Stuttgart, Germany, November 11-12, 2021. LNI P-318, Gesellschaft für Informatik e.V. 2021, ISBN 978-3-88579-712-8.

**Lichtenthaler, U.; Fronapfel, F.** (2022): *Sustainability as a competitive advantage: How companies benefit from sustainability and innovation. Wie Unternehmen von Nachhaltigkeit und Innovation profitieren* (1 ed.). Freiburg i. Br.: Haufe.

**Patek, G.; Verhofen, V.; Lazarz, K.; Frieling, M.** (2022): *Business taxation, accounting and auditing. Current developments - Festschrift for Dieter Schneeloch on his 80th birthday* (1 ed.). Munich: Vahlen.

**Pauen, W.** (2022): *Praxishandbuch Immobilienwirtschaft.* (1 ed.) Reguvis Fachmedien.

**Siegfried, P. (2022):** Omni-Channel 4.0. Digital Trends in Retailing during the Covid Pandemic (1 ed.). Norderstedt: Books on Demand.

**Siegfried, P. (2022):** Transportation Management Land & Sea, Aviation and Infrastructure Concepts. Analyzing the influence of Covid on company processes (1 ed.). Norderstedt: Books on Demand.

**Terstiege, M. (2022):** Diversity in marketing and sales (1 ed.). Springer Gabler.

**Terstiege, M.; Cinar, M. (2022):** Marketing automation (1 ed.). Springer Gabler.

### **e Conference and meeting presentations**

*The following is a list of presentations given by ISM professors at conferences or meetings.*

**Bender, F. (2021):** Does Multilingualism enhance intercultural proficiency? 47 EIBA Conference.

**Bruno, P. (2022):** Can fashion be digitised? Panel discussion, Frankfurt Fashion Week 2022.

**Bruno, P.; Ohlwein, M. (2022):** I am one of the good ones, forgive me! The impact of CSR on brand forgiveness. 51st Annual Conference of the European Marketing Academy (EMAC).

**Dippon, P. (2021):** Sharing UNESCO's Cultural Heritage. an analysis of the Memory of the World Programme. 12th World Heritage Education Working Group Meeting.

**Dippon, P.; Krämer, F. (2021):** UNESCO World Heritage in Germany. an analysis of the educational offer. 12th World Heritage Education Working Group Conference.

**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.

**Gilli, K.; Knapstein, M. (2022):** Identifying Key Competencies for Digital Transformation. Evidence from an International Delphi Study. European Academy of Management (EURAM) Annual Meeting.

**Hammes, M.; Wieland, R. (2022):** Cognitive and emotional mediators between leadership and health., Psychology of Occupational Safety and Health - Transfer of Safety and Health.

**Hodeck, A.; Dombrowski, M. (2022):** Awareness of European football clubs' shirt sponsorship. A survey among German-speaking football fans., the Hochschultag 2022.

**Hodeck, A.; Tuchel, J.; Hente, L. (2022):** Sustainability in Diving Tourism. An Analysis of German Diving Tourists. 8th IRNIST Conference - Sport Tourism and Local Sustainable Development: The Dynamics of Action Sports and Cultural Perspectives.

**Knapstein, M.; Decius, J.; Creon, L.; Grassmann, C. (2022):** Informal Workplace Learning Symposium, EAWOP Annual Conference 2022.

**Knapstein, M.; Decius, J.; Heinemann, L. (2022):** Don't underestimate the power of the dark side. Insights from a video-based vignette study on detrimental informal workplace learning. Autumn workshop of the Commission for Personnel in the Association of University Teachers of Business Administration.

- Knapstein, M.; Decius, J.; Raemdonck, I., Gijbels, D. (2022):** The Self-Directed Learning Orientation (SDLO) Scale. Development and Validation across four Languages in five Countries. European Association for Research on Learning and Instruction Special Interest Group 14 "Learning and Professional Development".
- Knapstein, M.; Decius, J.; Seifert, A. (2022):** Off Your Own Bat or Aided by Others? An Investment-Reward Typology of Metacognition and Social Support for Self-Development at Work, European Association for Research on Learning and Instruction Special Interest Group 14 "Learning and Professional Development".
- Lichtenthaler, U. (2022):** Integrated intelligence - why AI needs people! Online Conference Disrupting Procurement.
- Merkwitz, R. (2022):** Arbeitswelt im Wandel, Digitalisierungsgipfel Bundesverband Kommunal 4.0., Digitalisierungsgipfel Bundesverband Kommunal 4.0.
- Merkwitz, R. (2022):** How we will work tomorrow-Herausforderungen der new work für Arbeitnehmer in Unternehmen.
- Moss, C. (2021):** Digital Thinking: The Newsroom Begins in the Head, #diwodo21.
- Mühlbäck, K. (2022):** A keynote on recreational sports in demanding times. 4th International Conference of Sustainable Sports Management.
- Mühlbäck, K. (2022):** Supply and demand in sports during the Covid 19 pandemic. A critical analysis with an outlook on the further development after the pandemic. 4th International Conference of Sustainable Sports Management.
- Mühlbäck, K. (2022):** Sustainability in fitness studios - an analysis of the customer perspective. 4th International Conference of Sustainable Sports Management.
- Perret, J. (2022):** On the potentials of artificial intelligence in marketing. The case of robotic process automation. 6th International Conference on Business, Management and Economics (ICBME-CONF).
- Perret, J. K.; Schuck, K. A. (2022):** Optimizing Production of Fashion Goods as a Means to a more Sustainable Garment Industry, ACEDE 31st International Conference.
- Perret, J.; Galic, L. M. (2022):** Luxury in a Post-Growth Society - Success or Disparity? 6th ICBMECONF Conference.
- Schabbing, B. (2021):** Quo vadis MICE and tourism destinations in Germany post Corona? The next challenge for municipalities and the event industry? 12th Scientific Conference Event Research Chemnitz.
- Schabbing, B. (2022):** Generation Y & Z: Fachkräftemangel und Akqisegestaltung in der Eventbranche in Deutschland: Anforderungen und Lösungen., Fachkonferenz des VPLT auf der Messe "Prolight & Sound".
- Tata, F. (2021):** Interest rate risk and asset-liability-management in banks. ESE Web Seminar: Interest Rate Risk and Asset-Liability Management in Banks.

- Thiemann, D. (2022):** Everything digital and then? How HR departments can prevent the human factor from falling by the wayside, Zukunft Personal (ZP) Europe 2022.
- Thiemann, D. (2022):** Data Dialogue: Leveraging Data Governance: Turning Fragmented activities into a Solid Framework (Panel Discussion), Data and Analytics - Crystal Clear Data Quality: The Balancing Act in People, Processes and Technology.
- Thiemann, D. (2022):** Digital Leadership against Digital Stress? Führung als Ressource gegen Technostress in modernen Arbeitswelten., Wissenschaftskonferenz der Arbeiterkammer Vorarlberg . Technikfolgenabschätzung aus Arbeitnehmer:innenperspektive.**Thiemann, D. (2022):** Digitaler Stress - Herausforderungen und Implikationen für das Personalmanagement., Zukunft Personal (ZP) Nord 2022.
- Thiemann, D. (2022):** Homeoffice, Homeschooling, Technostress: Wie digitale Technologien die Psyche belasten können, Digital Dortmund Hochschultage 2022.
- Thiemann, D. (2022):** KPIs im HR -Welche Kennzahlen Führungskräfte im modernen Personalmanagement im Blick haben, ERFA Personalverantwortliche München, RKW Bayern e.V.
- Thiemann, D. (2022):** Technostress as the dark side of digitalisation: Effects on job performance and satisfaction under the influence of the moderating role of transformational leadership, 25th Symposium of the Society for Applied Business Psychology (GWPs).
- Thiemann, D. (2022):** Technostress at Work? How different generations deal with technologies in everyday working life, 5th Dortmund Science Conference - "Connecting Generations".
- Thiemann, D. (2022):** Technostress in moderne Arbeitswelten - Interventionsbereiche., Changetagung 2022 - Verlässliche Kooperation in Zeiten der Digitalisierung.
- von Reibnitz, C. (2021):** Health Literacy an important aspect of Tourism and Sports Management, 3rd International Conference of Sustainable Sports Tourism in Egypt 2021.
- von Reibnitz, C. (2022):** Health Impact Assessment in Long-Term Care Nursing "Dementia"., Capital Congress 2022.
- von Reibnitz, C.; Hodeck, A.; TUCHEL, J.; HENTE, L. (2021):** The Importance of Sustainability in Diving Tourism - The Case of Speaking Diving Tourists, 3rd International Conference of Sustainability Sports Tourism in Egypt 2021.
- Westermann, A.; Forthmann, J.; Homann, R. (2022):** Development of an optimal reputation quantifier for the reboot of communication after Covid-19., <https://www.bledcom.com/news>.

#### **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 programmes. 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.:** How can luxury brands rethink and develop the make-up axis in the B&M focus (stationary), but also with the omnichannel approach (offline & online), in order to win sell-out



and market shares again? *The evolution of customer behaviour (with Givenchy/LVMH)*. 06.04.2022 -05.07.2022.

**Beyerhaus, C.:** Improving KPI's and sell-through for the brand Versace via social media channels (TIK TOK) *Conceptualisation of creative content for TIK TOK for the brand Versace*. 28.04.2022 - 05.07.2022.

**Brickau, R.:** "Identification of the decisive parameters for future Fujitsu communication - how to communicate with the most important personality types in the target groups? Development of a building block kit for the effective design of a communication strategy - review of the concept proposal within the target group" *Target groups and address - analysis of the Fujitsu marketing approach in the context of different personality types*. 04.04.2022 - 04.07.2022.

**Brickau, R.:** "Corona has strongly influenced the event landscape. Digital formats have replaced life events. But that will probably change again, at least in part. For the successful cultivation of relationships with its customers, it is essential for Fujitsu to offer events that inspire and enable intensive personal contact." *The event of the future - How can Fujitsu design successful events for its partners and customers in the future?* 04.04.2022 - 04.07.2022.

## g ISM publications 20 22

### Workingpaper

- No. 18**                      **Stotz, S.; Brickau R.; Moss, C.; Meierhof, D.** (2021): Measuring and Restoring customer trust - an explorative research based on the VW Diesel gate scandal. ISM Working Paper.
- No. 19**                      **Perret, J.** (2022): On the Gender Performance Gap in Economics Education - A Comparison of German Public and Private Universities. ISM Working Paper.
- No. 20**                      **Schuck, K.; Perret, J.; Mehn, A.; Rommel, K.** (2022): Consumer preferences in the purchase of second-hand luxury goods. ISM Working Paper.

### Research Journal for Applied Management

**Vol. 3/2022**      Klose, S.; Truong, N. A. (2022): The effectiveness of IGA in mobile games

#### **Booklet 1**

Samunderu, E.; Perret, J. K.; Patel, R. (2022): Unbundling CRM - A RFMC Perspective

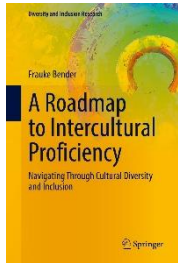
Perret, J. K.; Duncker, C. (2022): Beyond Linearity - An Analysis of the Interdependencies across the Customer Journey

Traut, J.; Simonov, A.; Meitner, M. (2022): Quantifying Alpha of Active Managers: A Case Study on Factor-Based Performance Attribution in Fixed-Income

Rommel K.; Sagebiel, J. (2022): Analysis of consumer preferences in Germany for attributes of fast moving consumer goods with a discrete choice experiment.

Submissions for the next volume of the Research Journal 2023 can be made at any time. Go to <https://ism.de/forschung/forschungsaktivitaeten> for submission details.

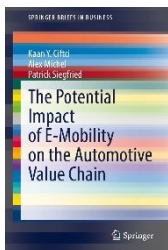
### VIII News from the library



**Bender, F. (2022):** A roadmap to intercultural proficiency. Navigating through cultural diversity and inclusion. Cham : Springer (Diversity and Inclusion Research).

ISBN: 978-3-031-04898-2 **106,99€**

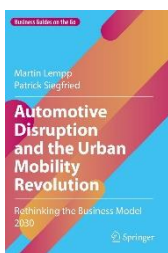
This book describes the linkage between the worlds of culture and inclusion based on the concept of intercultural proficiency (IP). It explains the building blocks of intercultural proficiency by providing a conceptual framework that combines and structures the existing knowledge base and extends it by incorporating the author's own empirical research work. The framework presents not only a comprehensive and universal model based on existing concepts but also implications for learning and teaching strategies. This book and the IP concept provide guidance for students, early working professionals as well as seasoned working professionals on how to thrive and succeed when interacting with different cultures. It allows us to think outside our narrow cultural boundaries and decode complex cross-cultural interactions. Thus, the IP approach can be applied in academic and corporate settings, as it facilitates potential for solution of the issues associated with multicultural workforces and global operations of organisations.



**Ciftci, K. Y.; Michel, A.; Siegfried, P. (2022):** The Potential Impact of E-Mobility on the Automotive Value Chain. Cham : Springer.

ISBN: 978-3-030-95598-4 **48,14€**

This book provides extensive insight into the impact of electro-mobility (e-Mobility) on traditional automobile manufacturers. The authors analyse the drivers of e-Mobility and develop a forecast model with the help of exclusive industry reports from leading investment banks and reveal the impact on the automotive value chain. Apart from empirical analysis of the reports, the book also presents insights based on expert interviews with the leading automobile supplier Continental, the consultancy firm KPMG, the market-leading leasing company Deutsche Leasing, and a VW-Audi car dealer.



**Lempp, M.; Siegfried, P. (2022):** Automotive Disruption and the Urban Mobility Revolution. Rethinking the Business Model 2030. Cham : Springer (Business Guides on the Go).

ISBN: 978-3-030-90035-9 **35,30€**

This book provides an integrated perspective of the automotive market for the next decade. It shows how customers and producers are shaping the market simultaneously and

contends that the first steps of the mobility revolution have already been taken. It compels automotive companies to strike new paths to participate in this journey.

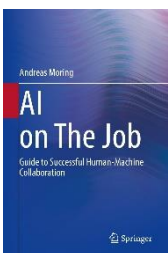
The authors provide a comprehensive analysis of the automotive industry, including prevailing business models of OEMs and 'tier-n' automotive suppliers, the competitive environment they are embedded in as well as socio-economic changes affecting future market conditions. Subsequently, elements of the automotive disruption are presented; these enable the provision of novel urban mobility concepts and offer a new source for additional services accompanying the user. A comprehensive insight into consumer behaviour, potential automotive business models which can be sustained by 2030, smart city models, transformation strategies, and diverse market penetration scenarios are also provided in the book. It also outlines the challenges and key actions that shape the automotive sector even beyond 2030 as well as knock-on effects across different industries arising from the technological and economic changes in the automotive market are projected.



**Lichtenthaler, U.; Fronapfel, F. (eds.) (2022):** Sustainability as a competitive advantage. How companies benefit from sustainability and innovation. Freiburg : Haufe (Haufe Fachbuch).

ISBN 978-3648164181 €39.95

Sustainability is one of the central megatrends of our time. Companies are challenged to implement concrete measures for sustainability that at the same time have a positive effect and are in harmony with other business activities. This book presents convincing examples and best practices for ecological, social and economic sustainability. They show how companies do not just treat sustainability as a side issue, but establish it in their core business and thus achieve long-term competitive advantages through increased efficiency, innovation and transformation. This is not just about minor optimisations, but about arriving at completely new and better solutions.



**Moring, A. (2022):** AI on the job. Guide to successful human-machine collaboration. Berlin : Springer.

ISBN: 978-3-662-64004-3 64,19€

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 productive collaboration with "intelligent machines". Because this is the only way to leverage the full potential of AI.

To this end, you will receive an overview of how and where AI can be used in companies and how to identify the right areas of application for AI in your company. The main issue here is the following: which tasks will be taken over by AI in the future and which should continue to be performed by employees. These decisions change processes and tasks and require practical change management and motivation.

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



**Moring, A. (2022):** Sustainability and digitalisation in the real estate industry . Real Sustainability. Wiesbaden : Springer.

ISBN: 978-3-658-37046-6 **32,99€**

For the first time, this book creates transparency and understanding on the topic of sustainability and digitalisation in the German real estate industry. These are two megatrends in the market that will determine the coming years, perhaps even decades. Firstly, the entire real estate industry is undergoing a digital transformation and this affects the entire life cycle from planning to construction to operation. This means not only that processes and instruments are changing, but also that entire business models and market logics are being transformed, as has already happened radically in some other sectors. Secondly, sustainability is increasingly determining the real estate markets. This is due to several drivers. The legal requirements are becoming more and more demanding, awareness of sustainability is growing on the demand side and is thus becoming a determining criterion for market success and, last but not least, sustainability in all three phases of the life cycle - especially in the last phase "operation" - also represents a massive lever with regard to costs and margins and thus also for business success.

This book takes stock of the penetration and presence of sustainability in the German real estate market and ventures forecasts for further developments in the market based on empirical quantitative analyses and qualitative in-depth surveys. It provides clear guidance on how companies in the real estate sector can approach the topic of sustainability and technology by dividing real estate into digital and hybrid subsets that can be technologically optimised in terms of sustainability and economic efficiency. Andreas Moring and Christin Inholte also present what this means for the business models of real estate companies. They also answer the question of which digital technologies and concepts pay attention to sustainability in all dimensions (ecological, economic, social) in the real estate industry and how they should be used and employed by companies in a way that is decisive for success and profitable in the course of the digital transformation.



**Patek, G. (2022):** Business taxation, accounting and auditing. Current developments. [Festschrift for Dieter Schneeloch on his 80th birthday]. München : Franz Vahlen (Festschriften, Festgaben, Gedächtnisschriften).

ISBN 978-3800669011 -0 **79,00€**

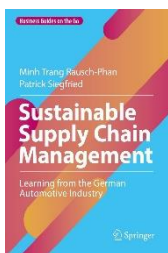
This work is published on the occasion of Prof. Dr. Dieter Schneeloch's 80th birthday. It contains current contributions from business taxation, accounting as well as auditing, financial and regulatory management, which give an idea of the broad spectrum of topics researched by Dieter Schneeloch in the aforementioned fields.



**Pauen, W.** (2021): Praxishandbuch Immobilienwirtschaft. Cologne : Reguvis Fachmedien.

ISBN 978-3-8462-1096-3 **99,00€**

The content of the "Practical Handbook of Real Estate Management" is a reflection of the real estate value chain and is thus aimed at both practitioners and students of real estate management. Building on essential real estate economic basics, such as (rental) pricing and value developments, the focus is first on public and private real estate law. Basic technically oriented content is then presented in the subject areas of architecture & urban planning, civil engineering & construction and project management. The aforementioned contents also serve to convey the field of real estate valuation, according to German standards and international specifications, in greater depth. Real estate markets are not homogeneous, but rather functionally and geographically highly diverse. Therefore, this book is also dedicated to individual sub-markets, in particular the residential market, the market for management properties, retirement homes and hotels, and the markets for retail and logistics properties. Building on this, the focal points that are of particular importance for the management of real estate companies are presented in detail: Real estate financing and investment, property, asset and portfolio management, and real estate marketing. In accordance with the objective described at the beginning, the work is enriched with numerous practical examples.



**Rausch-Phan, M. T.; Siegfried, P.** (2022): Sustainable Supply Chain Management. Learning from the German Automotive Industry. Cham: Springer (Business Guides on the Go).

ISBN 978-3-030-92155-2 **35,30€**

This book presents the current causes and effects of implementing sustainable supply chain management (SSCM) as well as green supply chain management (GSCM) strategies in the automotive industry. The reader provides a detailed scientific review on SSCM and GSCM and presents the advantages of sustainable development concepts as well as factors causing the implementation of SSCM such as buyers' behaviour, governmental regulations, and competitiveness. The book then analyses the current situation of SSCM development, particularly in the automotive industry. It shows challenges, barriers, successes, and benefits that automotive companies obtain from implementing GSCM. Through case studies on leading German car manufacturers VW, BMW, and Daimler, the necessary activities of these companies to implement green development in the entire supply chain, including green supplier selection, green materials, green transportation, and reverse logistics, are defined. Furthermore, a benchmark with companies from Asian markets such as Toyota from Japan and Geely from China is performed.



**Siegfried, P.** (ed.) (2022): Omni-Channel 4.0. Digital Trends in Retailing during the Covid Pandemic. Norderstedt : BoD - Books on Demand.

ISBN 978-3753471723 **39,99€**

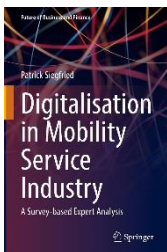
These research papers show current trends in retail. Each case study begins with a description of the company, its development, the market situation, as well as a digital concept that has gained importance in the Corona era.



**Siegfried, P.** (ed.) (2022): Transportation management land & sea, aviation and infrastructure concepts. Analyzing the influence of Covid on company processes. Norderstedt : BoD - Books on Demand.

ISBN 978-3755797739 **24,90€**

Transportation Management Concepts especially under the COVID circumstances.



**Siegfried, P.** (2022): Digitalisation in Mobility Service Industry. A Survey-based Expert Analysis. Cham : Springer (Springer eBook Collection).

ISBN 978-3-031-07150-8 **74,89€**

This book focuses on the implications of digitalisation in the mobility service industry. Based on an analysis of more than 450 survey responses, it explores and assesses mobility in the age of digitalisation. The content covers both changes in the relationship between the company and its customers and a potential paradigm shift among leading companies. The findings suggest that a shift from traditional mobility management to a more customer-centred management perspective is both widely accepted and increasingly necessary. Nevertheless, the inclusion of services that are not primarily concerned with overcoming spatial distances is considered to be less attractive. Given its scope, the book will be of interest to researchers and professionals who are involved in digitalisation in the mobility service industry.



**Terstiege, M.** (ed.) (2022): Diversity in Marketing & Sales. Best practices from agencies, consultancies and companies. Wiesbaden : Springer.

ISBN 978-3-658-31518-4 **44,99€**

Artificial intelligence is the current and, above all, future dominant topic with regard to digitalisation 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.

This book is aimed at marketing and sales experts who want to strategically develop, conceptually elaborate and meaningfully use the innovative possibilities of artificial intelligence for their company. Also for lecturers and students of business administration, marketing, management, communication, PR and business psychology, reading this reference book is a clear added value.



**Terstiege, M. (2022):** Marketing Automation. Success models from research and practice. [Concepts, instruments and strategies for implementation]. Wiesbaden: Springer.

ISBN 978-3-658-35822-8 **49,99€**

Marketing automation is a driver of efficient marketing and thus an essential factor of corporate success. It helps to dovetail marketing and sales processes and to implement them even more efficiently. This practice-oriented technical book shows the opportunities of using marketing automation in marketing and sales on the basis of a comprehensive and cross-sector overview. Marketing automation is presented from the perspective of companies, consultancies, agencies and current science. Marketing and sales experts provide insights into strategies, concepts and the use of marketing automation based on successful examples. Practical recommendations and checklists for the successful use of marketing automation round off the articles.

The book is primarily aimed at marketing and sales experts from the business world who want to use the innovative possibilities of marketing automation. It is also aimed at academics interested in practical applications as well as lecturers and students in the fields of marketing, management, communication, PR and business psychology who want to expand and build up their know-how using best-practice examples and insights from the field.



**Terstiege, M. (2022):** Human Brand Manipulation. How brands seduce and steer us, how companies understand and love us. Freiburg : Haufe (Haufe Fachbuch).

ISBN 978-3648158319 **39,95€**

How does a brand manage to identify, analyse and influence relevant target groups? This is what this book shows and describes how to uncover needs and

drivers and create new, innovative desires. Meike Terstiege presents brand strategies, marketing instruments and marketing measures that can be used to analyse target groups. She impressively describes that brands are able to screen and direct people and thus create needs and desires that we were not even aware of. Best practice examples illustrate how brands act with people and also point out alternative approaches to analysing and manipulating target groups.