



HHL LEIPZIG
GRADUATE SCHOOL
OF MANAGEMENT



SVI-ENDOWED CHAIR OF MARKETING

esp. E-Commerce and Cross-Media Management

WELCOME

SVI-Endowed Chair of Marketing

Globalization, the digitization of value chains and climate change are just three of the many challenges that are bringing fundamental change to virtually every industry. At a time when everything is in change and competition is intensifying, companies must master a delicate balancing act: reconciling the conflicting demands of innovation, customer acceptance and sustainability.

Incumbents and start-ups alike must understand that satisfied customers are the only guarantee of business success. And that is precisely why the insights of modern marketing science are so important. Gathering the information, formulating strategies and honing the tools that create customer benefits and competitive advantages demands a market-oriented approach to running a company. Yet at the same time, businesses must visibly assume responsibility for the way they respond to social and ecological concerns.

If they are to do so successfully, sustainable marketing concepts are imperative.

These concepts are relevant to consumer and industrial goods companies as well as service providers and retail firms on national and international markets alike. Customer orientation and professional marketing are equally important to many non-profit organizations, foundations and public administrations. On top of these considerations, we are living in a decade when digitization is opening up tremendous new ways to acquire customers and sustain their loyalty.

Marketing managers are thus confronted by a host of complex analysis, design, coordination and efficiency challenges. Systematic problem-solving capabilities, an analytical mindset, social skills and both international and interdisciplinary expertise are in demand more than ever before. Accordingly, an excellent academic education and ongoing dialogue with the scientific marketing community have become vital tools for every modern marketing manager.

The brochure you are reading spells out why it is wise to choose the SVI-Endowed Chair of Marketing as your scientific sparring partner for academic education, research and consulting. We look forward to hearing from you.

Best regards,



Professor Manfred Kirchgeorg

OUR PHILOSOPHY

Our USP

“In times of change, we consistently combine academic and didactic brilliance with creative, responsible, out-of-the-box thinking.”

In line with this philosophy, the team at the SVI-Endowed Chair of Marketing sees itself as an academic service partner with a commitment to excellence.

In today's world, marketing managers must meet challenges such as digitization and climate change with in-depth vertical and horizontal expertise. They must also be prepared to question traditional tools and methods. It takes courage, perseverance and a good deal of responsibility to follow new paths in research and education.

Such sophisticated demands can only be met by a team whose excellence is rivaled only by their dedication. Our team combines an outstanding

profile of academic achievements with hands-on international business experience. Bridging the gap between the scientific and business communities has become second nature to us.

Specifically, we provide the following services:

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- [_ Marketing lectures](#)
- [_ Executive training and development](#)
- [_ Research projects](#)
- [_ Publications](#)
- [_ Expert reports](#)
- [_ Consulting projects](#)
- [_ Workshops & Think Tanks](#)
- [_ Conferences](#)
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Research projects funded by internal and external resources are grouped into three distinct fields. Companies as well as institutions value our scientific expertise and our role as a sparring partner who is not afraid to think outside the box.

Collaboration between academics and practitioners can take different forms, including hands-on student projects, master theses, the preparation of corporate case studies, workshops, consulting projects and even the launch of new research groups. We would be happy to supply you with a list of references that testify to our application-oriented consulting and research capabilities.



CURRICULUM

Our Goals

We aim to give our students the best possible preparation for their careers. That is why our courses complement pure marketing theory with systematic problem-solving, analytical and social skills. We also incorporate the latest findings of research projects in our curriculum on an ongoing basis.

Our teaching philosophy is based on three central pillars:

- _ Excellent theoretical knowledge
- _ Applicability in practice
- _ Teamwork

Our students need a solid grasp of marketing theories and methods if they are to mature into excellent leaders in the real world of marketing management. Practical projects, case studies and cooperative events with top-class executives allow them to try out the theory they have learned and put it into practice. They also learn how to work efficiently in cross-functional teams, show initiative, communicate effectively and master modern presentation techniques. All these soft skills are vital if marketing concepts are to be planned successfully and implemented in the companies they serve.

Our courses are of interest to anyone who plans to major in marketing and e-commerce in their studies of business or economics – anyone who wants to give themselves an optimal foundation on which to design and implement market-oriented management concepts. We also support the use of

“Integrated marketing is a way of looking at the whole marketing process from the view point of the customer.”

Professor Philip Kotler
HHL Honorary Doctorate

quantitative and qualitative problem-solving methods and promote collaboration in international teams.

Theory, methodology and application: A balanced mix of these three factors is the key to a successful career of our marketing students, whether they assume management responsibility or launch their own business. The school’s alumni prove this point in no uncertain terms.

Integrated Marketing Process



CURRICULUM

Our Courses

Our courses for MSc and MBA students are rooted in the decision-oriented approach of marketing management and cover every phase of the integrated marketing process. All HHL students are given a basic introduction to marketing management.

Our curriculum covers key content on the following topics:

- _ Marketing Management
- _ Marketing & Customer Relationship Management
- _ Microeconomics of Competitiveness
- _ Consumer Behavior & Marketing Research
- _ Marketing Strategy & Brand Management
- _ Marketing Mix & Marketing Controlling
- _ Service Marketing
- _ Retail Marketing
- _ E-Business & E-Commerce

All course types leave room to discuss and reflect on the course content in practical exercises, seminar papers, case studies and dialogue with executives who apply these principles in practice.

Every semester, a block seminar focuses on specific aspects of and current developments in marketing as well as

retail management. This gives students the opportunity to discuss their seminar topics with representatives of both the corporate and scientific community. Combining theory and practice is an integral part of our didactic concept.

Writing their master theses helps our marketing students round off their personal qualification profile and gain a valuable insight into the chair’s research projects. They also have the chance to cooperate with businesses. It is not unusual for them to achieve excellent results: several of the chair’s master theses have won awards.

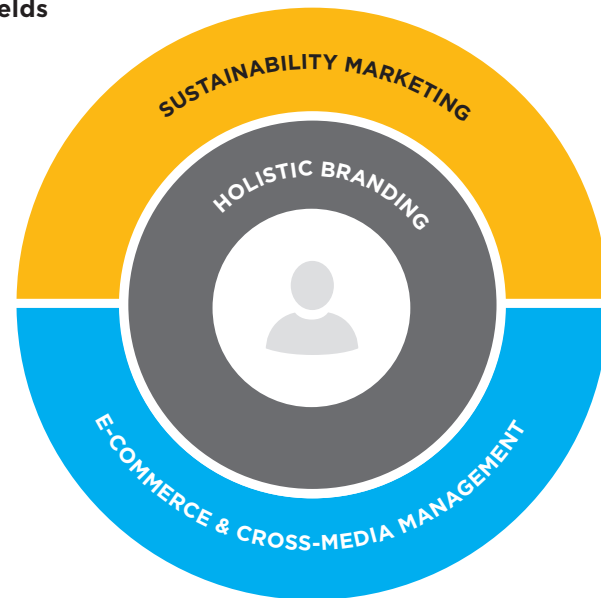
All students at HHL are asked to evaluate our marketing courses every term. The feedback we receive is used to continuously improve the quality of the classes we provide. The Financial Times ranks our curriculum among the best in the world.



RESEARCH

Understanding and Shaping Change

Research Fields



Five fundamental beliefs about current developments in marketing underpin our research program:

- _ A knowledge of behavioral theory is fundamental for marketing.
- _ Our research findings are always linked to decision-oriented implications.
- _ Driven by digitization, in future customer relationships will be initiated and cultivated across a broad spectrum

of communication and distribution channels - this makes cross-media analysis supremely important.

- _ Competitive pressures and the sheer diversity of tools make it essential to analyze the effectiveness and efficiency of marketing activities.
- _ Discontinuities arising from systemic changes in society and the environment are confronting marketing with fundamentally new challenges.

In light of these convictions, we focus our projects on three specific research fields:

- I. Sustainability Marketing
- II. Holistic Branding
- III. E-Commerce & Cross-Media Management

We seek to systematically identify topics where these three research fields overlap.

Aware of the fact that marketing is a horizontal function within companies and that our research findings can also provide valuable input to other management disciplines, we strive to be the leading specialist for selected research topics in each of these fields. Depending on the specific research question, we are naturally open to incorporating interdisciplinary insights.

Practical applicability, however, is the crucial factor. Accordingly, our research efforts consistently link theoretical and empirical analyses in an attempt to prove our scientific findings in real-world practice.

RESEARCH

Sustainability Marketing

Despite considerable advances in environmental protection, the climate change continues and natural resources are growing ever more scarce. These facts place an obligation on marketing management to make a significant contribution to meeting sustainability targets. To realize this goal, the needs of society and environment must be intelligently linked to economic performance objectives.

Professor Kirchgeorg was a pioneer on environmental and sustainability marketing, initiating research projects in this field since the 1980s. The SVI-Endowed Chair of Marketing can thus draw on a pool of outstanding research expertise that has been steadily accumulated over three decades. As a logical consequence, sustainability considerations are factored into all of the chair's research fields and are integral to our understanding of marketing.

Our research projects concentrate on both established branches of industry and forward-looking

markets such as bioeconomics, energy management, sharing-economy and new retail concepts.

Our research into sustainability marketing primarily seeks answers to the following key questions:

- _ How can sustainable product and service innovations be used to create and maintain competitive advantages?
- _ What barriers to the acceptance of sustainable service innovation can be identified and must be overcome among stakeholders?
- _ How can multi-channel concepts be designed and implemented efficiently for the communication and distribution of sustainable product and service innovations?
- _ When designing cross-media communication strategies, what requirements must be met in order to promote shared services and sustainable purchasing behavior?

We elaborate these questions in their national and international contexts, initiating cooperation projects between universities and conducting projects in collaboration with business practitioners and relevant institutions.

The SVI-Endowed Chair of Marketing also assumes an advisory role in sustainability initiatives, contributing its expertise to conceptual and discussion processes in varied ways.



RESEARCH

Holistic Branding

Although brand management has already been a focus of marketing research for decades, the investigation of holistic brand management in complex stakeholder environments is still at a very early stage. Since the late 1990s, we have therefore concentrated our efforts in the field of holistic branding on the systematic research on complex concepts for all kinds of brands.

In particular, we focus on:

- _ Products & Services
- _ Companies
- _ Clusters, Networks & Industries
- _ Cities, Regions & Countries

Modern brand management poses huge challenges to marketing managers. These challenges arise from the complex characteristics of branded objects, their relevance to multiple target groups, their appeal to multi-sensual perceptions and the pronounced secondary effects of brand profiling.

Our research is consistently based on an identity-oriented understanding of brand management and is open to interdisciplinary touchpoints. Over the past decade, we have specifically developed expertise in the areas of employer branding, sustainability branding and cluster branding.

Our research agenda is specified by the need to answer the following questions:

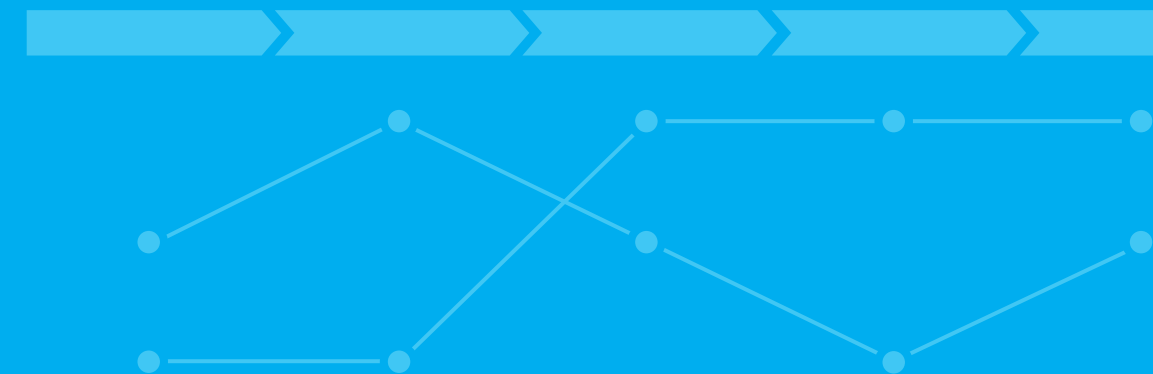
- _ How can we identify, segment and analyze the stakeholder groups that are of relevance to brand management?
- _ How can brand positioning be measured and controlled in multiple stakeholder environments?
- _ How can emotional and cognitive elements of the brand image be deployed to create a multi-sensual profile in respect of customers, employees and other stakeholder groups?
- _ What brand architectures can be used for complex brand objects?

Cooperations with leading agencies, consultants and market research institutes allow us to engage in an ongoing dialogue with practitioners and build up a high-quality data pool.

We collaborate with the Chair of Innovative Brand Management (LiM®) at the University of Bremen to publish the latest research findings in a separate series at Gabler-Verlag called Innovative Brand Management.

RESEARCH

E-Commerce and Cross-Media Management



Digital distribution and communication channels are increasingly important for the establishment and development of customer relationships. The SVI-Endowed Chair of Marketing has concerned itself with these channels since the late 1990s, beginning with different forms of live communication. The initial focus was on brand lands, shopping centers and trade fairs as typical tools of live communication.

Over the past decade, internet-based forms of communication and distribution have experienced very rapid development. Enormous advances in the use of e-commerce via stationary and mobile devices in many industries raise an important question: How can new media be integrated in multi-channel or omni-channel strategies? Carefully coordinated and efficient cross-media customer relationship management has thus emerged as a major success factor.

In the research field of e-commerce and cross-media management, the various forms of e-commerce are explored in relation to established distribution and communication channels. The traditional breakdown of marketing tools – into distribution and communication channels – does not apply, because customers switch between all available touchpoints with a brand or company. So-called customer journey analyses prove this conclusively, hence the focus of our research lies on cross-media analysis and the coordination of all customer contacts.

Our research projects primarily aim to answer the following questions:

- _ How can different forms of e-commerce be incorporated into existing distribution and communication concepts?

_ To what extent can live communication instruments be substituted or complemented by new forms of digital communication?

_ How can e-commerce and the sharing economy support to achieve sustainability goals?

_ What models can be used to optimize cross-media management in order to acquire customers and sustain their loyalty?

A so-called Digital Performance Panel successfully developed in collaboration with business practitioners provides our research team with a unique information base. In this research field, theory and practice complement and stimulate each other in an exemplary manner.

NETWORKS

Networking and Practice

Intensive involvement in and an active commitment to fostering networks has been a hallmark of the SVI-Endowed Chair of Marketing ever since its inception. Building bridges in the research and academic community is an integral part of who we are. Especially at a time when everything is in change, intelligently creating links between different areas of research repeatedly yields benefits for all concerned. The networks outlined below specifically support the chair's educational and research activities. Above and beyond these organizations, the members of our team also participate in a wide range of other associations and networking activities.

“Digitization is altering the course of virtually every industry. The SVI-Endowed Chair of Marketing has risen to this challenge in the arena of research and teaching, contributing its proven expertise and addressing the fundamental question: How can digitization and e-commerce sustainably satisfy the needs of customers?”

Jürgen Gerdes
Member of the Board of Management,
Deutsche Post DHL Group



Academic Marketing Association

The Academic Marketing Association (Akademische Marketinggesellschaft e. V.) was founded by a group of doctoral students at the SVI-Endowed Chair of Marketing. It aims to promote research and education at the chair and to serve as a platform for professional, academic and personal dialogue. Its members – current and former doctoral students of the chair – work in many different areas of marketing, including top executive positions at international corporations.
www.akademische-marketing-gesellschaft.de

Academic Society for Marketing and Business Leadership

The Academic Society for Marketing and Business Leadership (Wissenschaftliche Gesellschaft für Marketing und Unternehmensführung e. V.) was founded at the University of Münster in the early 1980s by Professor Meffert and a group of renowned entrepreneurs. It is a cross-industry platform that promotes the sharing of experience between academics and top decision-makers in the business

community. The society applies itself to fundamental and up-to-date issues in marketing as well as business leadership and aims to translate scientific solution strategies into practical, workable solutions. Professor Kirchgeorg took over the role of the academic coordinator in 2006 when the society has been affiliated to the SVI-Endowed Chair of Marketing.
www.wissenschaftliche-gesellschaft.de

Siegfried Vögele Institute

The SVI-Endowed Chair of Marketing began its active association with other chairs endowed by the Siegfried Vögele Institute (a subsidiary of Deutsche Post AG) in October 2013. One aspect of this network's activities is to share research findings and insights, especially in the fields of cross-media management, dialogue marketing, direct marketing and e-commerce. At the same time, the chair contributes its specific expertise in sustainability marketing and holistic branding in the context of events, conventions, doctoral colloquiums and panel discussions.
www.sv-institut.de

*We look forward
to hearing from you*



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