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### *Katja Rudolph and Christina Beyer successfully defend their dissertations*

On July 17, 2018 Ms. Katja Rudolph successfully defended her dissertation on the topic "Acceptance of organic substitutes". She was the 47<sup>th</sup> doctoral student of the chair receiving a doctorate. In view of scarce resources, climate change and a growing world population, a new, sustainable development of the economy is required. The knowledge-based bio economy, which relies on the sustainable use of biological resources, offers a suitable approach for this. The bio economy touches a variety of industries and produces a wide range of high quality products from renewable resources. Some of these products are alternatives to already established products, but rarely find acceptance by consumers. The aim of the dissertation project was therefore to understand the marketing problems and barriers to the acceptance of these products and to shed light on the theoretical background of the schema theory. The core properties of some ecological product alternatives are cognitively conflicting with the associations with environmental friendliness that may lead to a negative attitude towards them.



*Prof. Hausladen, Dr. Katja Rudolph, Prof. Kirchgeorg and Prof. Vilks  
after the successful disputation*

The paper examines this aspect quantitatively using an online implicit association test, an online experiment and a subsequent online survey. Profiling strategies are derived for the marketing of ecological product alternatives in the B2C area.

With Christina Beyer, at the end of last year, on December 05, 2018, another doctoral student and research assistant of the chair successfully completed her disputation. Ms. Beyer dealt with the congruence in cross-media communication.

The work pursued the goal of investigating the effect of content-wise and formal (in-)congruence on advertising success and deriving implications for communication policy. Ms. Beyer used a comprehensive content analysis and an experimental set-up to measure the congruence of the advertising media from the perspective of the broadcasters (resp. the advertisers) as well as the recipients.



*Prof. Althammer, Jun.-Prof. Maier, Dr. Christina Beyer and  
Prof. Kirchgeorg after the successful disputation*

### *New research project for the promotion of sustainable consumption*

At the end of 2018, the chair successfully submitted a research application to the German Federal Environmental Foundation for a project to promote sustainable consumption. The main goal of the project is to gain a better understanding of

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(sustainable) consumer behavior through psychological theories such as the Construal Level Theory.

This knowledge will be used in the aftermath to stimulate the purchase of sustainable products in online shops or supermarkets through targeted product information. To ensure their attention-grabbing positioning, new digital technologies such as augmented reality applications are used. The project will run for 18 months starting in January 2019 and is managed by the Sustainability Marketing research area. The project goal is to develop a recommendation catalog of sustainable products for producers and traders.

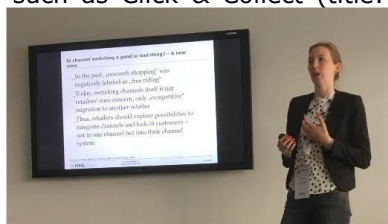
### Nachhaltiger Konsum -

Kommunikationsstrategien & digitale Technologien  
gefördert durch die Deutsche Bundesstiftung Umwelt



### *Dr. Anja Weber presents at the European Marketing Academy Annual Conference (EMAC)*

From May 29 to June 1, 2018, the University of Strathclyde in Glasgow (UK) hosted the largest European marketing conference. In a session on Retailing & Omni-Channel Management, Dr. Anja Weber presented results on the customer acceptance of cross-channel delivery forms such as Click & Collect (title: "Cross-Channel Delivery in to Omni-Channel World - Identifying Drivers of Value Creation and Usage Intent for Two Delivery Types").



Dr. Anja Weber at the EMAC

The conference also provided an opportunity to attend presentations on current research findings by top marketing researchers. Methodically demanding were especially those sessions, which presented further development of methods (e.g., conjoint analyzes).

Another highlight was the speech of Prof. V. Kumar (Editor-in-Chief of the Journal of Marketing), who gave insights into the origins of his research work. He emphasized particularly in his lecture that scientific "rigor" and practical "relevance" do not mutually exclude themselves – and gave proof of this by explaining that all featured articles published in A+-ranked journals based on real company problem situations using the corresponding corporate data.

### *Researchers present employer branding results at two international conferences*

In June and July 2018, two international conferences: the 15<sup>th</sup> International Human Resource Management (IHRM) Conference in Madrid (Spain) and the 34<sup>th</sup> European Group for Organizational Studies (EGOS) Colloquium in Tallinn (Estonia) took place. Dr. Silko Pfeil and Mr. Rico Bornschein participated in both conferences and presented their paper: "Generational Differences in Extrinsic Work Values - The Moderating Role of Educational Attainment".

Based on repeated representative samples, the authors examine the assumption of generational differences in terms of work values. The latter describe aspects of work which employees consider being desirable and which they therefore try to attain through their work. The authors identified only very small differences between the individual generational cohorts. In addition, the extent of these differences depends on the education of the respondents. In the course of these results, the medial focus on generational differences - at least in relation to the extrinsic work values examined here - seems unfounded.

Both presentations received a lot of positive feedback from other conference participants. The panel discussions focused on the managerial implications.



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### *Xisi Yang presents at the 2018 International Conference on Resource Sustainability and establishes cooperation with the Renmin University of China*

In June 2018, Xisi Yang held a presentation on "Locus of control: motivating pro-environmental behaviors in China" at the 2018 International Conference on Resource Sustainability at Beijing Normal University with 410 attendants from 25 countries. Her research applies a psychological framework to address people's beliefs in their abilities to improve the environment and thereby to explain various kinds of environmental behaviors. A cross-cultural comparison with a Canadian sample suggests a homogeneous development in terms of the recognized importance of individuals' active participation in environmental conservation regardless of the political context.

Following the conference attendance, Xisi Yang established a research partnership with Prof. Yan Li at the School of Environment and Natural Resources, Renmin University of China. During her 4-month research visit, she helped to win the second largest online retailer JD.com as a practical partner for future collaborations. Besides the analysis of online green purchase behaviors, a further project was initiated recently to examine Chinese people's recycling motivation and to develop effective digital solutions such as environmental feedback systems to foster recycling behaviors. A cooperation is established with an app-based recycling supplier, Aobag, in Chengdu.



*Xisi Yang at the 2018 International Conference on Resource Sustainability*

### *Sustainability research transnational: Summer School "Subsistence Entrepreneurship and Frugal Innovations" in Addis Ababa*



*Anna Jäger at the Summer School in Addis Ababa*

From September, 1 to September, 21 (2018), the research area of Sustainability Marketing was the theme at an international summer school in Ethiopia's capital Addis Ababa. Ms. Anna Jäger discussed with about 40 students and researchers from Ethiopia, Kenya, Zambia, the Netherlands and Germany on the topics "Subsistence Entrepreneurship and

Frugal Innovation", which are particularly interesting for sustainability research. In Ethiopia, people in the poorest regions of the world often develop so-called "frugal innovations" out of mere necessity, that is, very simple and application-oriented solutions to everyday problems. An example for it was when the researchers discovered during the summer school a wicker refrigerator that does not require a power connection, but keeps fruit and vegetables fresh for up to two days longer than when laying outside.

Such innovations are affordable for people "at the bottom of the socio-economic pyramid". They often are not only socially, but also ecologically sustainable, as the example of the refrigerator shows. In addition, many of these products are scalable and potentially interesting to customers from wealthy regions of the world. Anna Jäger conducted qualitative interviews with local entrepreneurs on this topic. They are currently being evaluated. A scholarship of the Volkswagen Foundation funded Ms. Jäger's stay.



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### ***Chair takes part in the Marketing Conference in St. Gallen, Switzerland***

At the beginning of September 2018, six representatives of our department accepted an invitation from St. Gallen, Switzerland and participated in the research conference Marketing 2018. The format has been hosted at a variety of university locations during the last years and offers marketing chairs from German-speaking countries a platform for academic exchange of experience. The roughly 60 participants experienced interesting presentations by current doctoral students on a variety of topics, i.e. industrial goods marketing, customer loyalty management or brand management. Mr. Jörg Hübner presented first empiric results of his work "Improving the quality of services in the public sector". In addition, Prof. Kirchgeorg and Dr. Anja Weber engaged as hosts for the tracks "Digital Marketing" and "Consumer Behavior". A comprehensive program complemented the exciting presentations. The highlight was a lecture by the Swiss family business Victorinox, which took place on a mountain pasture including an impressive mountain panorama. The next conference will take place in 2019 at the ESCP in Berlin.

### ***13th edition of the newly revised "Grundlagen marktorientierter Unternehmensführung" has been published***



In the first half of 2018, there was a fundamental overhaul of the Basic Groundwork "Marketing" on the working schedule, the results were published in autumn 2018 as the 13<sup>th</sup> edition of this book at the Springer Gabler Publishing House. Almost all chapters were amended and/or updated. The focus of the revision was the reflection of the effects of digitization on marketing management. Due to digitization, marketing

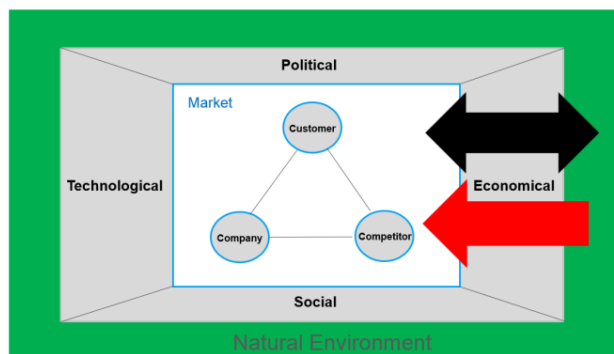
management is facing fundamental changes. Various parts of the 13<sup>th</sup> edition of the standard work picked up that fact. For example, it discusses the effects of digitization on the customer journey and explains new methods of digital information acquisition and usage. As part of the marketing mix, the sections on pricing strategies on the Internet, multichannel distribution as well as digital communication were revised comprehensively. Further to this, it adds topics of Customer Relationship Management (CRM), Complaint and Key Account Management as well as Corporate Social Responsibility (CSR). In its 13<sup>th</sup> edition, the proven German standard work features a new co-author: Prof. Dr. Maik Eisenbeiß, who was actively involved in revising the new edition.

### ***Future of marketing discipline - Reflections on the opening of the institute "markstone" at the University of Bremen***

Prof. Dr. Kirchgeorg was invited together with six fellow scientists to the University of Bremen on November 28, 2018. He held a speech on the future of the marketing discipline at the opening ceremony of the "Markstones Institute of Marketing, Branding and Technology" reflecting the state of teaching and research on Sustainability Marketing. Since none of the previous speakers had combined the future prospects of marketing with the environmental challenges, he urged the marketing community to deal more intensively with future issues of sustainability. In the face of increasing discontinuities due to climate change, significant market volatility is expected in the next decade for businesses and consumers. Therefore, it is important to deal with these new challenges in teaching and marketing science. Prof. Kirchgeorg has been working on issues of eco-marketing and environmental management since the 1980s and made numerous research contributions in the marketing discipline. However, given the global environmental problems and multifarious behavioral barriers on the corporate as well as the consumer side, more effective concepts and measures need to be "re-thought".

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### 50 Jahre Marketing an deutschen Universitäten, aber ...



Markets under the growing influence of economic discontinuities

Prof. Christoph Burmann, who also publishes the series „Innovative Brand Management“ in cooperation with Prof. Kirchgeorg, founded the „markstone Institute“ together with other colleagues from the University of Bremen.

### **Executive Seminar Big Data Analytics in Management**

On October 23, 2018, Stefan Groschupf led a daytime seminar organized by the Chair of Marketing on "Big Data Analytics in Management". Mr. Groschupf is the founder of Datameer, Inc. and Managing Director of SalesHero. With his company, he helps other organizations around the world to tap untold efficiency potential through big data analytics. He has also been instrumental in the success of the Hadoop open source program, which he helped develop from the very start.

The seminar offered participants, consisting of current doctoral students and practitioners, application-oriented knowledge in various areas of big data analysis, such as data integration, storage, processing and visualization. In a final round of reflection, all participants appreciated the format as an excellent opportunity to get a basic insight into a currently hotly debated topic.



Stefan Groschupf and participants of the big data executive seminar

### **Global Executive MBA Course at Porsche - Exciting Discussions on Brand Strategies**

As part of the Global Executive MBA, students from various continents around the world discussed "Delivering Customer Value & Branding" at the Porsche Leipzig Customer Center on September 4, 2018, with a view on the Porsche test track. A case study developed by our chair concerning the introduction of the Porsche models Panamera and Macan was used to apply the knowledge acquired. Already during the event, the international executives enriched the seminar with a large number of reports. At the end of the course, a tour around the impressive Porsche factory rounded off the exciting "live brand"-experience.



Participants of the Global Executive MBA at Porsche Leipzig

### **HHL Talk: The Underestimation of the next 20 years**

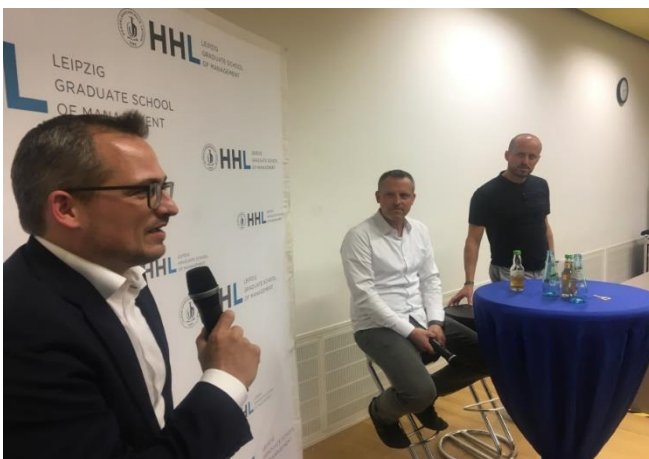
On September 19, 2018, the inspiring HHL event entitled "The Underestimation of the next 20 years" took place. The event was primarily organized by Dr.



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Marc Schumacher (Managing Partner LIGANOVA & HHL Alumnus) in cooperation with the Chair of Marketing and included two visionary presentations as well as a podium discussion. Dr. Schumacher opened the event with a presentation of his thoughts on the future design of the retail trade. Afterwards, Daniel Kellmerit (Managing Director LIGANOVA USA) reported on general and above all technical megatrends that will shape our lives in the next 20 years. These views included Block Chain, Artificial Intelligence, Virtual and Augmented Reality, innovations that are expected to have a dramatic impact on various industries.

The approximately 120 participants followed the contributions with great interest, which was reflected by an active panel discussion with Dr. Schumacher, Daniel Kellmerit, Prof. Stubner and Prof. Kirchgeorg. The large number of well-founded questions of the attending HHL students as well as the lively discussion between audience, speakers and moderators showed the importance of the chosen topics as well as the determined desire of all participants to find strategies for current and expected market changes.



*Panel discussion with Prof. Stubner, Daniel Kellmerit and Dr. Schumacher*

### *Completed Master Theses at the Chair of Marketing*

In the second half of 2018, the following master's theses were completed successfully at the chair:

- Increasing green consumption behavior by inducing an abstract mindset - An experimental analysis (Supervisor: Anna-Katharina Jäger)
- Digital platform business for industrial enterprises in Germany - conceptual foundation and analysis of challenges and opportunities (Supervisor: Eric Holdack)
- Satisfaction and loyalty in the customer journeys - How does the choice of touchpoints in the pre-purchase phase affect these constructs? (Supervisor: Rico Manß)
- Analysis of behavioral approaches of online users - an empirical reflection based on social media (Supervisor: Rico Bornschein)
- Cross-cultural differences in non-financial employment commitment - An extended literacy review (Supervisor: Eric Holdack)

### *AMG Marketing Award - Christopher Riccetto received the 2018 award*

Last year, the Akademische Marketinggesellschaft e.V. presented the AMG Marketing Prize for the 11<sup>th</sup> time in a row. With this award, the association honors HHL students from a graduating class for excellent performance in the field of marketing management. In addition to outstanding academic achievements, extra-university engagement and work experience in the context of internships were crucial decision criteria for the award winner. In the graduating year of 2018, MBA graduate Christopher Riccetto convinced the selection committee by distinguishing himself not only by his excellent academic achievements in all HHL courses, but also by his extraordinary commitment to student affairs and extra-curricular initiatives. The prize, sponsored by the Springer-Gabler Publishing House, was awarded by the managing director of the association, Damian Hesse, during the ceremonial handing over of the certificate on August 25, 2018, in



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the Congress Hall at the Leipzig Zoo. Around 1,000 guests consisting of family, friends and acquaintances of the graduates as well as representatives of science, politics, business, culture and city society of Leipzig were present at the event.



*Damian Hesse, Christopher Riccetto and Prof. Stubner at the award ceremony*

### **Summer event 2018 of the Akademische Marketinggesellschaft e.V. in Leipzig on the occasion of Professor Kirchgeorg's 60<sup>th</sup> birthday**

From 19 to 21 July 2018, the members of the Academic Marketing Association met in Leipzig to discuss new research results and their relevance for market-oriented corporate management, as well as to celebrate Prof. Kirchgeorg's 60<sup>th</sup> birthday. The lectures covered the three research areas of the chair. In particular, contributions to determinants and effects of congruence in cross-media communication as well as the acceptance of ecological product alternatives were presented. In the Extraordinary General Meeting, all members of the Executive Board were confirmed. Rico Bornschein ended his activities as managing director and treasurer. For him Damian Hesse will be responsible in the future for the operational management of the association. In addition, Prof. Kirchgeorg received all attendants of the event at his home to celebrate his 60<sup>th</sup> birthday.

In the course of this festivity, Prof. Kirchgeorg was handed a book which outlined his previous academic life from the beginnings at the Westphalian Wilhelm University to his many years as the owner of the marketing chair at HHL. The book also contained birthday greetings from Prof. Christoph Burmann, University of Bremen, and Prof. Stephan Stubner, Rector of HHL, as well as personal dedications from each of the 66 former and current doctoral students. The event was celebrated properly with grilled food, tasty drinks and interesting discussions.

### **Leadership roundtables by the Scientific Society for Market-Oriented Leadership**

*74<sup>th</sup> Leadership roundtable on the topic "The digital rediscovery of the customer" in Frankfurt*

The advancing digitization leads to new methods of extraction, processing and use of customer data. Digital players and platform providers such as Amazon have gained data sovereignty by creating uncountable customer relationships in recent years. Customer data and its automated integration into company processes as well as their preparation for marketing decisions are becoming more than ever a competitive-strategic success factor. But how should one meet the opportunities and challenges of this digital rediscovery of the customer? The Scientific Society for Market-Oriented Leadership addressed this question in its 74<sup>th</sup> leadership roundtable on April 19 and 20, 2018 in Frankfurt am Main.

Company representatives of established players and startups as well as scientists had been invited to speak. In a fireside chat, the first topics to discuss were safety aspects and opportunities for digital rediscovery of the customer. Especially the explosiveness of the general data protection regulation (GDPR) of the European Union was the main issue of the discussion. The accompanying leadership discussion focused on two critical phases for rediscovering the customer: (1) collecting the right data and (2) using the data properly to derive necessary implications. In several rounds of dialogue,



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at first new possibilities of relationship paths with the customer were discussed in order to rethink the generation of data. Afterwards, the discussion shed light on new possibilities of analysis and decision-making processes. Finally, scientists and practice representatives derived implications and concrete recommendations for companies, which in addition to an "end-to-end" centering of the customer also have to create the organizational framework conditions for a successful digital rediscovery of the customer.



*Reception by Gerhard Berssenbrügge, chairman of the Scientific Society*

### *"(R)Evolution of Market-oriented Corporate Management" - 75th Leadership roundtable*

"Change" was also the focus of the 75<sup>th</sup> leadership roundtable of the Scientific Society on November 15 and 16 of 2018 in Berlin. In a historic setting, forward-looking discussions took place: Current developments in the area of digitization, changes in global competition and the political balance of power as well as increasingly clear signals of climate change pose new challenges for companies and society in the future. In the area of tension between opportunities and risks, the willingness and ability to adapt is put to the test in almost all sectors by the company management and employees.

Against this background, the 75<sup>th</sup> leadership roundtable had two objectives: On the one hand, it was about identifying and agreeing on the central issues of the future ("the CEO agenda") and the related transformation and evolutionary requirements of market-oriented corporate governance to discuss.

The topics of the future, such as digitization, customer centricity or growth, which will be defined during the leadership discussion, will in the future serve as an agenda for the Scientific Society and will thematically guide future leadership discussions.

Secondly and depending on these future issues, the questions were then to be answered: How can socio-political awareness of the necessary change in the business environment be sharpened? Are adjustments to the framework conditions necessary to ensure future viability? And if so, to what extent does company management have to assume responsibility for socio-political adaptation processes beyond the company's borders?

The fireside chat with Sigmar Gabriel, former Vice Chancellor and Foreign Minister, as well as Minister Prof. Andreas Pinkwart made the relevance of these questions clear again. Mr. Gabriel urged that Germany must respond more quickly to the pending fundamental change processes. Slower behavior of companies or obvious misconduct would otherwise lead to a loss of competitiveness in the world market.



*Sigmar Gabriel and Minister Prof. Andreas Pinkwart at the fire chat during the 75th Leadership roundtable*

### ***The BMBF project SURTRADE opens the doors to the real laboratory for 8 days***

As part of the BMBF-funded SURTRADE project (Smart Urban Retail Services), the chair of marketing develops sustainable future concepts for retailers in urban areas. In the course of the first major milestone, a real laboratory opened from November 9 to November 17, 2018, in the premises of the company Karstadt in the Leipzig city center. Together





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with project partners from science and practice, technologies and applications for the modernization of the retail trade were made tangible for the customers on site at six test stations. At the stations for virtual and augmented reality, interested testers were able to dress in a digital environment using VR lenses or draw the comparison between a real exhibited piece of furniture and a holography using hololens. The use of beacon technology provided visitors with additional information on the presented types of coffee by sending push messages to their smartphones. Customers also had the opportunity to have their purchases made downtown during the trial period delivered directly to their home by a local service provider. Assistance in orientation and general facilitation of shopping trips were provided by the digital city map, which supplemented the usual online information on the inner-city area with free facilities such as seating options and events. In stimulating conversations with the visitors and parallel surveys, valuable feedback for further development was collected. The results are currently being evaluated and will be used at the upcoming real laboratory in Hamburg.



*Opening of the real laboratory in the city center of Leipzig*

### ***MOC Network-Meeting at Harvard Business School – first results of a new student & alumni impact survey***

As a member of the MOC Network and MOC Curriculum Council, Prof. Kirchgeorg was at the annual meeting at Harvard Business School in Boston in December. Here he presented the results of an international survey of "Student- and Alumni-based impact of MOC". He conducted a first test run at selected universities of MOC members. Students and alumni were given the opportunity to assess the practical relevance of the content of the MOC course for their professional career. The study will be expanded internationally in 2019.



*Sharing MOC expertise - Prof. Porter and Prof. Kirchgeorg*

In addition to a research workshop and an exchange of experiences about new MOC case studies, Prof. Porter and Mark R. Kramer presented the latest results on Share Value Research. Prof. Althammer and Prof.



*Handing over the certificates for the best paper award of HHL students*

Kirchgeorg received certificates for HHL students who had participated in the MOC Case Competition. The best student paper for the MOC Porter Award was selected by a jury.