

NEWSLETTER Spring Term 2020

We welcome new colleagues to the chair team

In August 2019, Sara Lagodni took over the function as research assistant and from June 2020 she will accompany the operative management of the Wissenschaftliche Gesellschaft für marktorientierte Unternehmensführung. In her doctoral thesis she will deal with the issue of circular economy and recycling management in the textile industry.



Since December 2019 Nicole Brühl supports our team. She has already studied nationally and internationally at various universities and has gained practical knowledge through numerous activities in the media and communication sector. As a research assistant she is currently working on

approaches within resonance research and panarchy models. At the chair, we have handed over the communication and PR operations to her.

In May 2020 we welcomed Anne Beck. As a research assistant she will support the Wissenschaftliche Gesellschaft für marktorientierte Unternehmensführung. Anne Beck gained vast experience from her marketing activities within the energy supply, automotive and tourism industries before joining the HHL.



Since January 2020, Caroline Dauenhauer is working as a student assistant at the Deutsche Post Chair of Marketing. She is currently studying business administration. Previously having obtained a Bachelor's degree in business psychology, she has



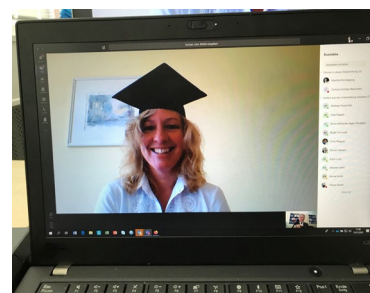
gained vast practical experience in the field of marketing and market research, and thus, fits very well into the chair team.

Four times the doctorate was awarded at the Deutsche Post Chair of Marketing

Over the past six months, we were able to congratulate four doctoral students on the successful completion of their dissertations at the Deutsche Post Chair of Marketing. Dr. Katharina Behme has completed her cumulative doctoral thesis on "Cross-channel Retail Services as a Remedy for Retailer Switching?". The research projects and dissertations of Dr. Rico Manß "Cross-Channel Integration: A Consumer and Supplier Perspective" and Dr. Rico Bornschein "Consumer Behavior in a Multichannel Context and its Managerial Implications" have been dealing with the research fields of E-Commerce & Cross-media Management.



Dr. Katharina Behme with the assessors after Disputation

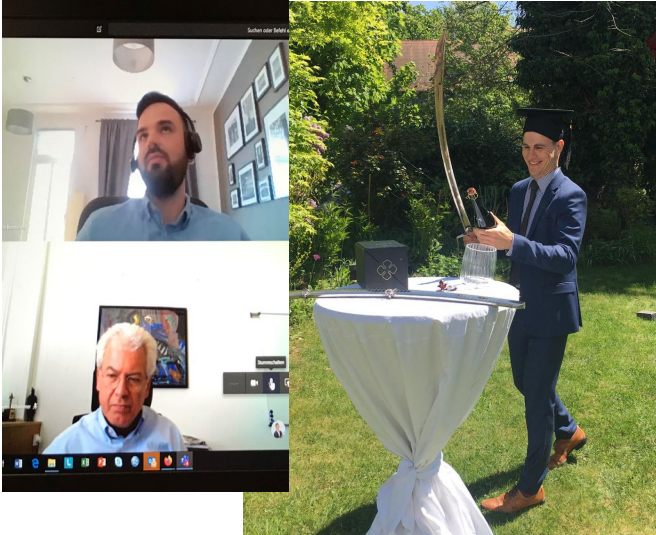


Finally, in May 2020, Dr. Christin Oechsle-Neumann was able to complete her dissertation with the title "The influence of diversity management on employer branding". Due to the corona pandemic, the disputations in May 2020 were conducted online for the first time.

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All former PhD students of the Marketing Chair know that a special examination is still pending after the disputations. It became a tradition that the doctorate is only finally awarded when the candidate succeeds in "sabrating" a bottle of sparkling wine.

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Dr. Rico Bornschein at his Disputation and Dr. Rico Manß at the traditional "sabration"

For this purpose, the chair has a sabre on which all the names of the doctoral candidates who have passed this examination are engraved. In an online disputation, it is of course not as easy with this second performance test. For this reason many of the new doctoral candidates will make up for the sabration at an event of the Akademische Marketinggesellschaft. Dr. Rico Manß spontaneously accepted Prof. Kirchgeorg's invitation to individually "behead" a champagne bottle in his garden after the disputation. Unfortunately, due to Corona, the chair team could only attend the procedure remotely via the Internet.

Research project "Sustainable consumption at the POS" enters the field phase

A research project on "Promoting sustainable consumer behavior at the point of sale", which was launched in January 2019 and is funded by the Deutsche Bundesstiftung Umwelt, is getting close to the end of its 18-months project duration. Within the scope of the project, researchers in the field of sustainability marketing addressed the problem of the "attitude-behavior gap": In surveys, consumers indicate that they want to shop more sustainably, but in the end, they mostly opt for conventional products. Food consumption in Germany alone is responsible for around 1.75 tons of climate-relevant emissions per

person per year - a figure that could be significantly reduced by consumers making more sustainable purchase decisions.

The aim of the project is to investigate different strategies for promoting sustainable shopping in supermarkets, since around 70% of all purchasing decisions are made in front of the shelf (GfK, 2011). In recent months, the chair's sustainability researchers have developed a prototype of a sustainability app, which is intended to provide customers



Screenshot of the "Label-Kompasses"

of the project partner Konsum Leipzig with a quick orientation as to which product in a category is the most sustainable. The app called "LabelKompass" is to be tested in practice until the end of the project. An initial study has already shown that such orientation aids can actually help in positively influencing consumer buying behaviour. At the same time, various advertising strategies for sustainable products were examined in more detail, some of which are now also to be tested in practice in the final project phase. The results of the studies are available for review from July 2020 at www.nachhaltigkeit-kommunizieren.de.

A new book: „Und so geht es weiter“

For over three decades Willi Schalk was one of the most important corporate leaders in the German and international advertising industry. Thus, in 2001, he was given a fitting place at the opening of the Hall of Fame of German advertising.

As a member of the Wissenschaftliche Gesellschaft für marktorientierte Unternehmensführung, he initiated a research and publication project at the Deutsche Post Chair of Marketing 2018, which deals with the origin and future of the German advertising industry. For this purpose, Prof. Kirchgeorg and his team developed a survey that was aimed at advertising companies as

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well as advertising agencies. They were asked about the status quo and future prospects of the advertising industry.

The results have been incorporated into a book publication which will be edited by Manfred Kirchgeorg, Peter Strahlendorf and Willi Schalk under the title "Und so geht es weiter". The book will be available in bookstores in summer 2020. In addition to the review of the historical development and future assessment of the advertising industry, Willi Schalk reflects on the future in a third book chapter based on the background of his decades of experience.



Second Sustainability@HHL Workshop - Sustainability in a Digital World took place in February

On February 12, the second edition of the workshop series Sustainability@HHL "Sustainability in a Digital World" took place at the HHL. After a welcoming speech by Prof. Dr. Andreas Suchanek and Jun.-Prof. Erik Maier, students and researchers across disciplines discussed the potential effects of the digital transformation on sustainability. Some of the major potentials and risks of digitalization were reflected based on recent applications such as in the healthcare and recruitment sector. Emanuel Lippmann @ Dell Technologies EMEA shared with us insights into Dell's circular material innovations for different types of electronic devices as well as other projects generating social impacts. Participants also gathered ideas for an ongoing research project of the marketing chair on promoting sustainable groceries by developing and testing an information app in cooperation with Konsum Leipzig. Xisi Yang, Dr. Anja Weber and Anna Jäger hosted this event. The workshop served as a platform for open discussion and knowledge sharing, while it raised interests of research associates from several departments for a collaboration on future events.

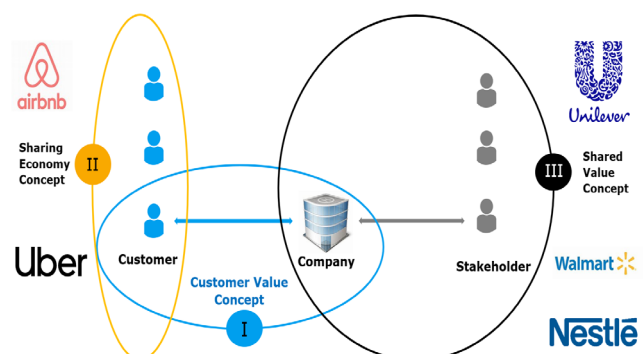


Impressions of the second Sustainability@HHL Workshop

Teaching: Customer Value Creation

The identification and development of a customer value is an important prerequisite for success in marketing management, especially in highly competitive markets. Furthermore, digitization leads to new forms of value creation or new business models. Here, "airbnb" or "Uber" are mentioned as examples of newcomers to the so-called sharing economy. Against this background, Prof. Kirchgeorg has developed a new course on "Customer Value Creation" and offered it for the first time in the MSc program at HHL. HHL students deal with different approaches to measure and generate customer value and receive an introduction to the use of tools such as Design Thinking. Furthermore, new ways of creating customer value and competitive advantage are also explored. This includes approaches and business models of the Sharing Economy.

Value can be delivered and shared via transactions and relationships.
3 Concepts are discussed in the course:



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Strategies that belong to the so-called shared value approaches, which were first propagated by Harvard Professor Michael Porter in 2012, must be distinguished from these. In addition to case discussions, students are able to work in teams on successful business applications in order to deeply analyse the identification and implementation of customer value strategies. Jeremy C. Schönwälder, Global Open Innovation Lead of HenkelX Ventures, was available as a discussion partner for the students. He reported on innovative approaches and global implementation possibilities of customer value creation strategies at Henkel AG & Co. KGaA.

MOC Curriculum Council Meeting at the Harvard Business School

For over a decade, Prof. Kirchgeorg has been a member of a worldwide academic network called "Microeconomics of Competitiveness (MOC)" founded by Prof. Michael Porter. In 2018, he took over the leadership of the Curriculum Council, which discusses and further develops the possibilities of creating case studies on cluster management and didactic forms for the optimal communication of questions and concepts of cluster case studies. 120 university professors meet once a year to exchange experiences with Prof. Porter at Harvard Business School.



Prof. Kirchgeorg presents the results of the MOC Curriculum Council survey

This time Prof. Kirchgeorg presented the results of a survey in which former students from different countries gave feedback on the impact of the course "Microeconomics of Competitiveness", which they at-

tended. He presented the results to international colleagues and members of the MOC network at Harvard Business School and discussed the implications for university teaching.

For the first time, Dr. Anja Weber was also participating in the annual meeting of the MOC network. At HHL the course "Microeconomics of Competitiveness" is taught jointly by Prof. Kirchgeorg and Prof. Althammer, with Dr. Weber discussing first cluster cases with students in 2020.



Prof. Wilhelm Althammer, Dr. Anja Weber and Prof. Manfred Kirchgeorg at the Harvard Business School

Research team investigates the effects of channel expansions of an online retailer

In a current research project of the chair, the researchers around Rico Bornschein, Rico Maß, Erik Maier and Damian Hesse deal with the effects of a channel expansion of an online retailer. Specifically, they are investigating the extent to which the opening of a stationary store has effects on the profitability of a retailer who previously implemented a pure online strategy. A promising journal article from this complex project is currently in the second review loop for an A-journal. The researchers found that the opening of a stationary store has a positive effect on the profitability of the retailer, especially in the respective region. This profitability increase is based on four drivers: An increase in margin is caused by lower return rates in the region of the stationary store. Products can be tried on and

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out directly in the new store and validated multisensorially, so returns seem less necessary. Accordingly, the new store will lead to increased sales of sensory products, i.e. products for which the look and feel plays a major role, and the development of new customer groups. Although higher selling expenses in the stationary store have a negative effect on the margin, the overall effect of opening a store remains profitable and, above all, growth sales. The results of the research team have a high practical relevance, since especially the offline migrations of former pure online retailers are becoming more and more frequent. Questions about the findings can be directed to rico.manss@hhl.de.

The chair in the AMA Newsletter

The chair is proud to find an article by its researchers in the American Marketing Association newsletter. The "Research Roundup: Spring 2020" mentions Erik Maier, Rico Bornschein and Lennard Schmidt's article "The Effect of Consumers' Perceived Power and Risk in Digital Information Privacy-The Example of Cookie Notices," from the Journal of Public Policy & Marketing. The article can be found under <https://www.ama.org/marketing-news/research-roundup-spring-2020/>.

How Cookie Notices Can Help You Sell

By Erik Maier, Rico Bornschein and Lennard Schmidt

"The Effect of Consumers' Perceived Power and Risk in Digital Information Privacy—The Example of Cookie Notices," Journal of Public Policy & Marketing, 39 (April 2020).



In a nutshell: Cookie notices (enforced through the General Data Protection Regulation) vary in how visible they are and how much governance they offer consumers over their collected data. Data privacy regulations may have unintended effects: Providing only a visible notice without choice will increase consumers' risk perceptions (and reduce mood and purchase intent), while providing a choice with the notice will heighten perceived power, reduce perceived risk and improve purchase intent.

Three PhD students of the Chair of Marketing were awarded a Beta-Gamma-Sigma Scholarship



Katja Lurie, Rico Bornschein and Rico Manß at the presentation of the certificates



Since 1913, Beta Gamma Sigma, an international "Business Honor Society", has been honoring the best students in a year from AACSB-accredited universities.

For the year 2019, three doctoral students of the Deutsche Post Chair of Marketing achieved the best average grades of the year in their doctoral studies and thus received the "Beta Gamma Sigma Scholarship 2019" award of HHL Leipzig Graduate School of Management. In a ceremonial act Prof. Stephan Stubner as Rector and Prof. Arnis Vilks as President of the Beta Gamma Sigma HHL Chapter presented the certificates for the award to Katja Lurie, Rico Bornschein and Rico Manß.

The entire chair team was delighted about this special award and duly celebrated this achievement with their colleagues.

Study report on the exhibition of the future

The Deutsche Post Chair of Marketing, in cooperation with the scientific transfer network mission2impact, has published a study on the future prospects of public

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exhibitions. The study identifies factors influencing the future development of trade fairs for the general public and derives recommendations for action for players in the trade fair industry. Significant development flows and learnings for the future are derived from the development of public trade fairs over the past eight years. Subsequently, based on expert interviews, future trends for public exhibitions are recorded and evaluated. The result of the trend evaluation is clear: the three trends of convenience orientation, the development of integrated communication channels and a clear focus on content are the central Prio-1 themes for consumer fairs. Based on the relevance of trends and the current activity of companies in the trade fair industry, gaps in undertakings are identified and recommendations for actions are developed in order to gradually direct companies towards "Live Communication 4.0". These recommendations are summarised in four building blocks and are intended to serve the actors in the trade fair industry as a basis for discussion in order to make decisions on the right course for the future. The study entitled "Die Messe der Zukunft – Die vier Bausteine zur Live Communication 4.0" is available on request from Rico Manß (rico.manss@hhl.de).

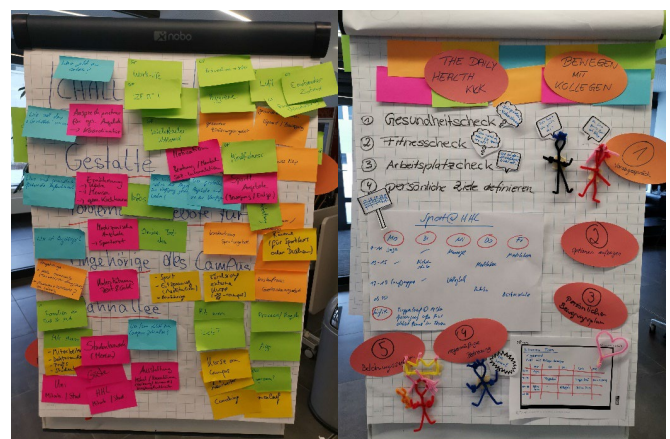
Research visit at Aarhus University and collaboration project on economic incentives for promoting sustainable behaviors

Since March 1, 2020, Xisi Yang has started her research visit at the School of Business and Social Sciences at Aarhus University in Denmark. She has initiated a cross-national collaboration project with Professor John Thøgersen PhD on the optimization of economic incentives to enhance sustainable behaviors including household waste recycling as well as eco-friendly consumption. In the second week of March, Xisi Yang has presented her research project "Consumer Green Empowerment in Environmental Advertising" (co-authored by Dr. Anja Weber and Anna Katharina Jäger) in the Knowledge Exchange Seminar of the Marketing Department at Aarhus BSS. Xisi Yang is currently conducting the proposed research on a conditional monetary reward, which individuals can earn by sorting and recycling household waste materials, receive via an intelligent recycling system, and can

only be spent in eco-friendly online stores. This conditional, green reward is expected to achieve higher recycling intentions compared to a standard reward or a green appeal due to an increase in both, intrinsic and extrinsic motivation, while the adverse effects of extrinsic incentives would diminish through the eco-friendly purchase as the targeted goal. Xisi Yang will conduct this research with international partners in three countries including Germany, China and the USA to consider potential differences of cultural values and technological acceptance. An initial research concept has been accepted for an oral presentation for the EMAC Annual Conference.

Design Thinking Workshop @HHL

Providing meaningful solutions for customers represents the heart of marketing. Aligned with the philosophy of "Customer Centricity", as taught at HHL, the needs of users are at the center of companies' decisions and actions. One method of developing innovative and customer-oriented products and business models is "design thinking". In February 2020, a cooperation with the renowned HPI Academy gave HHL's administrative and scientific staff the opportunity to participate in such a "Design Thinking" workshop. Employees of the Deutsche Post Chair of Marketing have been amongst the participants as well.



Development of creative solutions through Design Thinking and with the help of Post-Its

The workshop involved the fictitious development of a health promotion program for an institution like HHL. During the two-day course, participants learned to look

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at the problem through the eyes of the customers, in this case the employees. Besides theoretical input, the course mainly consisted of practical exercises. The complete six-step process of Design Thinking was worked along. In the first phase of "understanding", post-it-notes with semantic associations were created and put in relation to each other by sticking them to the windows to find the underlying cause of the problem.

After creating a first impression of the problem, some questions remained open. These were answered by interviews with staff and students. Times of creative chaos were present and brought into a state of order by mindful methods of the course leaders. However, there were no limits to creativity, models of the ideal workplace were allowed to be built, apps were developed and prototypes were tested. Some phases have been repeated over and over again in order to offer a concept that was as optimized as possible. This wandering between problem and solution space requires endurance and focus, which was made possible by the relaxed, creative exercises and the knowledge of customer orientation as a compass. Thanks to the professional support of the HPI Academy and the cooperation with colleagues from different departments, this dynamic workshop was a valuable new experience for all participants.

Award of the AMG Marketing Prize 2019



Together with HHL Dean Stephan Stubner, Damian Hesse presents the AMG Marketing Prize 2019 to the award winner Jan Duda

The Managing Director of the Academic Marketing Association, Damian Hesse, together with the Rector of

Leipzig Graduate School of Management, Stephan Stubner, presented the AMG Marketing Award to Jan Duda. The award ceremony took place in the course of the HHL graduation ceremonies as well as the conferral of an honorary doctorate on German Chancellor Angela Merkel. Due to his outstanding academic achievements, his accumulated practical experience and his extra-curricular commitment, the prizewinner prevailed over a large number of applicants.

Summer event 2019 of the Akademische Marketinggesellschaft e.V. in Stuttgart

The members of the Academic Marketing Association of the Deutsche Post Chair of Marketing followed the invitation of AMG member Marc Schumacher to hold the AMG summer event in Stuttgart from 10 to 13 October 2019. In addition to the traditional presentation of various doctoral projects, Marc Schumacher organized an



AMG members in downtown Stuttgart

innovation workshop in the premises of the Liganova Campus. On Friday three experts from different retail formats presented their views on the future of retail. On Saturday, the participants of the AMG summer event gathered in the premises of Breuninger's corporate headquarters in downtown Stuttgart. They attended two presentations on the future development of city centres ("Future of City & Urban Environment", Marc Schumacher in conversation with Peter Pätzold, Building Mayor of Stuttgart, and Holger Blecker, CEO Breuninger) and trade fair services ("Future of Fairs & Exhibitions", Professor Manfred Kirchgeorg in conversation with Karsten Mayer, Head of Brand Experience Platforms Mercedes-Benz Cars). This informative weekend was concluded with a visit to the Cannstatter Wasen.

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Winter event 2020 of the Akademische Marketinggesellschaft e.V. in Kühlungsborn at the Baltic Sea



The executive board of the AMG, Professor Oliver Klante, opens the general meeting

From 27 February to 1 March 2020, members of the Academic Marketing Association of the Deutsche Post Chair of Marketing met in Kühlungsborn at the Baltic Sea to discuss new research results and their relevance for market-oriented corporate management. In addition to two lectures from the chair's own research areas of Sustainability Marketing ("Sustainability Information at the Point of Sale via App") and Employer Branding ("A Person-Organization Fit Perspective on Flexible Work Practices"), a practical contribution on the challenges of digitalization in the insurance industry was also presented. At the ordinary general meeting, all members of the board were confirmed and discharged. In addition to the professional exchange and the general meeting, there was also the opportunity to take a walk along the beach to explore the wintery Baltic Sea or to relax in the wellness area of the hotel. A guided tour through the center of Rostock followed by a joint dinner concluded the weekend.

77th CEO-Leadership Meeting: Competitors as cooperation partners?

The German economy is currently facing enormous challenges if it wants to remain competitive in global markets. Digital platforms from China and the USA are increasingly displacing domestic competitors. In recent

years, the Wissenschaftliche Gesellschaft für marktorientierte Unternehmensführung has therefore repeatedly discussed solution strategies for the changing market and competitive conditions.

In the past, in particular cooperation strategies were identified as an opportunity for German SMEs. The opportunities and risks of these horizontal cooperation strategies as well as the necessary antitrust and political framework conditions were therefore the subject of the 77th management meeting on November 14-15 in Berlin.



Sigmar Gabriel and Dr. Michael Inacker at the fireside dinner of the 77th leadership meeting

During a fireside dinner, the current developments as well as the role of Germany and Europe in a changing, digitalized world economy were reflected on, with Sigmar Gabriel as discussion partner. He is a prominent German politician. Among other responsibilities Sigmar Gabriel was Federal Minister of Economics and Energy from December 2013 to January 2017 and Federal Minister of Foreign Affairs from January 2017 to March 2018. Gabriel emphasized in the discussion: If Germany does not want to be torn between the fronts "China" and "USA", it must take a pioneering role in Industrialization 4.0. Furthermore, data security and a common "Data Space Europe" could be a real opportunity. For both goals, however, in particular the digital infrastructure in Germany must be expanded. Both science and business practice agreed that cooperation - also with competitors - can be a sensible strategy to achieve this goal. Various success factors were identified for their accomplishment, such as the abandonment of traditional competitive mindsets, legal "experimental space" for various forms of cooperation, open

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communication about expectations and goals between the participants, and the clear allocation of the values generated. However, what is also needed, above all, are leaders who are able to develop and consistently implement the corresponding ideas.



Live Talk: Jörg Rheinboldt, Managing Director of the Berlin APX Accelerator, in conversation with Prof. Kirchgeorg

The next management meeting is scheduled to take place in Berlin in early October in a special setting. The Scientific Society will discuss the economic consequences of the corona crisis for Germany and Europe with an exclusive group of speakers. An international study will provide reliable facts as a basis for discussion.

Completed master theses

Since the second half of 2019 the following master theses have been successfully completed at the chair:

- Criteria for Assessing and Comparing the Quality of Sustainability Reports Across Time and Industries: A Literature Review (Supervisor: Dr. Anja Weber)
- Case Study: Emma Mattress USA's Digital Marketing Approach with a focus on Google SEM (Supervisor: Xisi Yang)
- Algorithmic Pricing based on Big Data - A Critical Reflection (Supervisor: Xisi Yang)
- How does Influencer Marketing impact the consumer behaviour of Generation Z (Supervisor: Eric Holdack)

- Characteristics of the generation Z – a systematic literature review with the focus on shopping (Supervisor: Eric Holdack)
- Business ecosystems as competitive advantage - creating customer value in the future energy market (Supervisor: Eric Holdack)
- The Impact of DevOps on Organisational Performance (Supervisor: Eric Holdack)
- An Investigation of free-riding behavior and drivers among German retailers (Supervisor: Rico Manß)
- The Influence of Vehicle-Centric Connected Services on Customer Buying Behavior (Supervisor: Rico Manß)

The BMBF project SURTRADE considers the latest developments in the retail landscape

After the BMBF-funded SURTRADE project successfully completed the eight-day real-world laboratory in Leipzig in November 2018, a real-world laboratory was also carried out in Hamburg in autumn 2019. This took place in a Tchibo store in Hamburg from 09 to 29 September 2019. During these three weeks, customers and visitors were able to try VR glasses in a real retail context.



Customers could try out VR glasses in a Tchibo store in Hamburg

This gave them the opportunity not only to get to know Tchibo's expanded product range in a virtual world, but also to try them interactively.

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The research team of the SUTRADE project in Hamburg

Also, the SURDay was held in October 2019. Numerous retail experts and retailers were invited to attend this event. They were able to take part in exciting panel discussions and presentations on the development of the retail landscape and the use of new technologies in the retail context and learn about the latest developments and trends. In a joint exchange, the participants then discussed future retail concepts and challenges in German city centres. This format was so successful that there was a follow-up event in February 2020 - the SURNight. In a smaller group, the latest developments have been brought up again; interesting ideas and approaches were presented and discussed together.

Last minute: AMG member Father Justin was on breakfast television

At the end of our newsletter a reference to the television appearance of our AMG member Father Justin. After completing his studies at HHL, he received his doctorate from the Chair of Marketing in 2007 on the topic "The importance of business ethics for market-oriented management". He then completed a second doctorate in theology after studying theology. During this time he joined the Cistercian Order. He is very attached to the HHL Leipzig Graduate School of Management and our chair. He has founded an institute for leadership ethics and started a gin production in the monastery. He is therefore a Father with much creativity and an entrepreneurial spirit.



Padre Justinus on breakfast TV

In May 2020 there was a short television report about him and his gin production in the monastery on breakfast television. The video is available at <https://youtu.be/Y37vzRD4vGY>.



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