

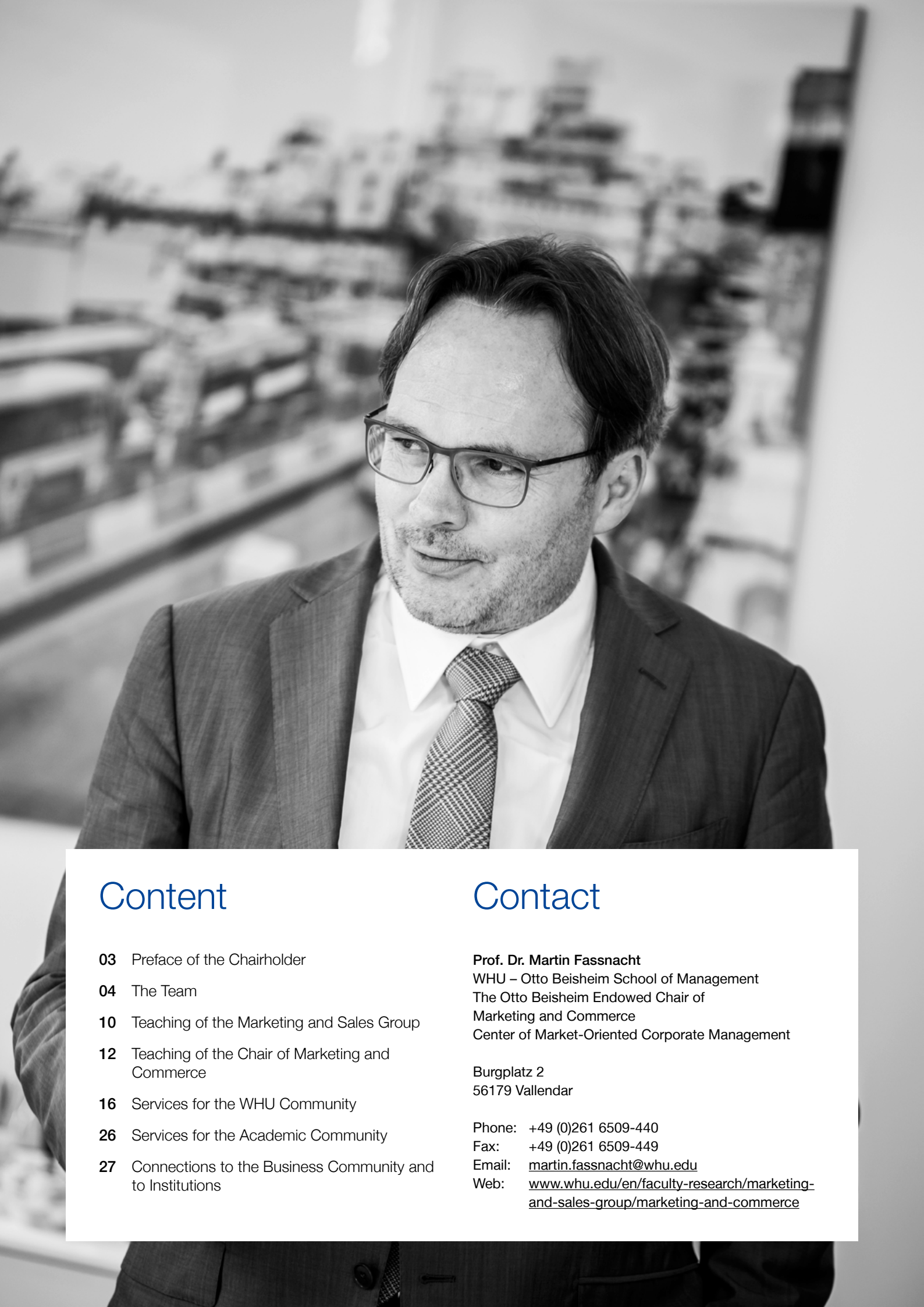


## Activity Report 2015/16

The Otto Beisheim Endowed Chair of Marketing  
and Commerce / Center of Market-Oriented  
Corporate Management

Excellence in  
Management  
Education





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## Contact

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Dear Reader of this Activity Report of the Chair of Marketing and Commerce,

The university year 2015/2016 was especially marked by external developments of The Otto Beisheim Endowed Chair of Marketing and Commerce due to the tremendous increase of our media presence in a wide array of topics and the surge in guest speeches. Both these external activities allowed us to enhance our reach of influence on fellow scholars' and practitioners' perceptions by actively combining practice with theory. Therefore, I can proudly say that in my 13<sup>th</sup> year as a chairholder we did not only achieve to live up to our claim "We inspire marketing" within the WHU community, but also in a broad audience. For the upcoming year 2017 it is our goal to further strengthen this claim in all our activities.

Human resource matters were a major success factor in the past university year. As several internal doctoral team members progressed in their dissertation procedure, they changed to the external status and were replaced by new team members. Also, we were pleased to hire one new external doctoral student so that the overall team size rose to six internal and eight external doctoral students from various backgrounds and research foci. This growth in our headcount reflects our steadily rising activities and engagements on the one hand, but also on the other the great interest by young scholars to become part of the fruitful and inspiring environment at our chair.

This activity report provides an overview of the major happenings of the university year 2015/2016, where we have actively pursued all three pillars that make up the foundation of my chair, namely **Research, Teaching, Practice & Theory Transfer**.

In terms of **Research**, there have been various publications in international peer-reviewed journals and we presented the current state of our research projects at several international conferences. A major recognition of the work at our chair was achieved by the selection of the paper "Product Newness: Determinants and Outcomes from the Consumer's Perspective at the Point-of-Sale" as one of the 20 best papers based on a doctoral work in the renowned EMAC conference. Furthermore, after one and a half years of hard work, the 4th edition of the textbook "Price Management" by Professor Dr. Dr. h.c. mult. Hermann Simon and myself was published in August 2016. Also, we are happy that during this university year two dissertation projects were successfully completed at my chair. After mastering the challenging journey of achieving a doctoral degree, I personally wish Dr. Unterhuber and Dr. Kluge a bright future career.

**Teaching** in 2015/2016 comprised ten courses as part of the Bachelor, Master, diverse MBA or EMBA programs. All of these classes received very positive formal evaluations by the individual participants. Like previous years, I had the honor and pleasure to teach the

course "Luxury Brand Management" once again as part of the Kellogg-WHU Executive MBA Program and as a guest professor at the HEC Lausanne Master Program. Furthermore, the M.Sc. Management Program at WHU was further extended to include the course "B2C Price Management" for the first time, which took place in the spring semester. Overall, my teaching concept combines teaching the theory, engaging in active class discussions and providing the students with an application of their acquired knowledge in the business field. Therefore, every course is enriched by various guest speakers and real-life cases, which amplify the learning experience not only for the students but also for myself.

Regarding **Practice & Theory Transfer**, we were delighted that our academic opinions is increasingly valued for providing a deeper understanding to practical issues through interviews, press comments and articles, by acting as a jury member or by giving speeches and lectures for practitioners. Also, we hosted the 7<sup>th</sup> WHU-Campus for Marketing under the motto "Relevance Rocks" in June this year. Here 95 participants and guest speakers discussed the importance of relevance in today's digitalized and fast-moving environment. However, for strategic purposes this event was relocated to the WHU campus in Düsseldorf for the first time and from now on will be organized only every other year. So we will be delighted to welcome you in 2018 again.

Our claim states "WE inspire marketing". Therefore, the activities of this chair do not stand for me, as the chairholder, exclusively but for a combined team effort. Accordingly, I would like to cordially thank my personal assistant, Ms. Stephanie Krause, as well as all my doctoral students and research assistants for their work and support during this university year. I am looking forward to grow the brand "Professor Fassnacht and Team" together with you in the future.

Subsequently, I am delighted to share an overview of our activities and achievements of the university year 2015/2016 with you. We as "Professor Fassnacht and Team" will continue to strive to inspire marketing in whatever we will do.

I hope you will enjoy reading this year's activity report.



Univ.-Prof. Dr. Martin Fassnacht  
Vallendar, December 2016

# The Team

## Chairholder



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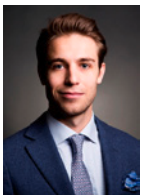
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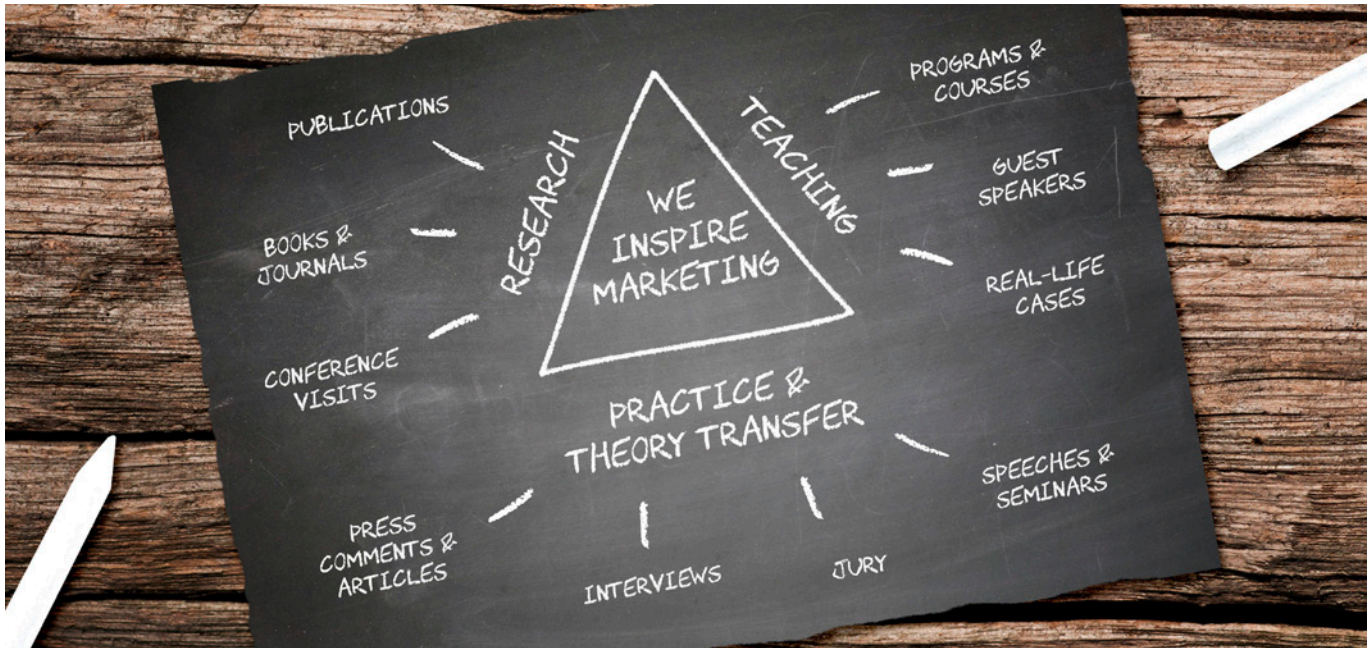


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We inspire marketing – towards research, teaching and practice.

### New Team Members

#### M.Sc. Simon-Martin Ponzer



On January 15, 2016, vs. September 01, 2015, M.Sc. Simon-Martin Ponzer joined our team as research assistant. He graduated in Management from ESCP Europe and studied on the different campuses of ESCP Europe in London, Paris and Berlin. Before, he received his Bachelor's degree in Management from EBS Universität für Wirtschaft und Recht and spent his term abroad at the University of Oxford.

Furthermore, Simon-Martin also gained valuable work experience during several internships. After working in the automotive industry for Daimler AG in Stuttgart, he discovered his passion for the retail industry at REWE Markt GmbH in Cologne. Afterwards, Simon-Martin went to the consultancy Batten and Company where he worked on retail projects. Moreover, he joined the Group Strategy and Corporate M&A department of METRO Group during his last internship. Thus, his research focus at our chair lies within the field of Retail Marketing.

### Changes of the team

#### M.Sc. Annabelle C. Scharwey



Being granted a research scholarship by the WHU - Otto Beisheim School of Management and the Doctoral Scholarship Program of Rhineland-Palatinate, Mrs. Scharwey continues her research on social distance in luxury service encounters as an external doctoral candidate effective as of January

2016. Mrs. Scharwey graduated from Mannheim University and Zurich University with a Master of Science in Consumer Psychology. She was a research assistant at our chair from January 2014 until December 2015. Mrs. Scharwey is expected to finish her doctorate within 2017.



From left to right:  
 Dr. Toni Schmidt |  
 Dr. Philipp Nikolaus  
 Kluge | Dr. Carina  
 Simon | Dr. Sebastian  
 Unterhuber



**Dr. Toni Schmidt**

On November 10, 2015, Mr. Toni Schmidt has successfully completed his PhD project on “Shopper Behavior at the POP – Drivers of In-Store Decision-Making and Determinants of Post-Decision Satisfaction in a High-Involvement Product Choice” after passing his disputation. He was awarded with the academic degree Doctor Rerum Politicarum (Dr. rer. pol.).

Professor Fassnacht & Team would like to warmly congratulate Mr. Schmidt and thank him for his commitment to the chair during his time as doctoral student and wish him all the best for his further professional career.

From November 2015 to September 2016 he worked for McKinsey & Company. Since November 2016 Toni Schmidt is working as Managing Director for Check 24 Shopping GmbH in Munich.

**Dr. Carina Simon**

On December 21, 2015, Ms. Carina Simon has successfully completed her PhD project on “Consumer Engagement on Facebook – Conceptual and Empirical Analysis” after passing her disputation. She was awarded with the academic degree Doctor Rerum Politicarum (Dr. rer. pol.).

Dr. Carina Simon joined the ProSiebenSat.1 Group in June 2014 where she started her professional career as Internal Auditor. Since November 2016, she is acting as Investment Controller at the ProSiebenSat.1 Commerce GmbH.

Professor Fassnacht & Team would like to warmly congratulate Ms. Simon and thank her for her commitment to the chair during her time as doctoral student and wish her all the best for her further professional career.

**Dr. Sebastian Unterhuber**

Mr. Sebastian Unterhuber completed his doctoral studies on “Channel-Based Price Differentiation – Literature Review and Empirical Consumer Research” with his disputation on January 13, 2016. He was awarded with the academic degree Doctor Rerum Politicarum (Dr. rer. pol.).

Sebastian is founder and CEO of JARMINO, a startup offering high quality, organic convenience food in jars and detox cleanses. The aim of the startup is to make healthy eating in times of increasing time pressure simple.

We wish Mr. Unterhuber all the best for his future career and thank him for the good cooperation during his time as doctoral student.

**Dr. Philipp Nikolaus Kluge**

On February 17, 2016, Mr. Philipp N. Kluge has successfully completed his PhD project on „Marketing Luxury Goods Online” after passing his disputation. He was awarded with the academic degree Doctor Rerum Politicarum (Dr. rer. pol.).

Professor Fassnacht & Team would like to warmly congratulate Mr. Kluge and thank him for his special merit at our chair.

Since June 2015 Philipp Kluge is working as Senior Associate in McKinsey’s Marketing & Sales Practice in Munich. He is supporting B2C companies on branding, marketing ROI, and sales topics.

THE UNIVERSITY OF  
**ALABAMA**<sup>®</sup>



From left to right:  
University of Alabama | BI  
Norwegian Business School

### Visiting Research at University of Alabama, Tuscaloosa

THE UNIVERSITY OF **ALABAMA**<sup>®</sup> From January to April 2016, MSc Markus Szajna visited the Culverhouse College of Commerce at the University of Alabama in Tuscaloosa. Together with professors of the marketing faculty, he worked on joined research projects related to his dissertation topic showrooming. Furthermore, he participated in doctoral students courses and marketing conferences in Florida and Mississippi.

### Winter School in Empirical Research Methods, Oslo

**BI** In January 2016, MSc Jonas Lechermeier took part in the Winter School in Empirical Research Methods which was hosted by BI Norwegian Business School, in cooperation with the University of St. Gallen. He got valuable insights in the analysis of moderated and mediated effects which he shared during regularly internal research meetings in order to contribute to a continuous knowledge base at the chair.

### Impressions of the Chair







# Teaching of the Marketing and Sales Group

## Overview of the teaching programs of the Marketing and Sales Group

The Marketing and Sales Group offers a variety of courses in different programs, which are the Bachelor of Science program, the Master of Science program, the Full-time MBA program, the Part-time MBA program, the Kellogg-WHU Executive MBA program as well as the Master of Science program at the HEC Lausanne – Université de Lausanne (CH).

### Bachelor of Science

The Bachelor of Science program contains a huge range of courses in the area of Marketing. Most of the courses are offered in English and provide the students with fundamental and advanced knowledge in Marketing. The BSc 2018 program offered the courses “Introduction to Business Administration: Marketing and Sales”, “Foundations of Sales” and “Foundations of Marketing” for students in the first and second semester. Students of the BSc 2016 and BSc 2017 program could participate in “Brand Management”, “Marketing Communication”, “Digital Marketing”, “Retail Marketing” and “Market Research Methods”.

#### ► BSc-Program for the Fall Term 2015 and Spring Term 2016

Course	Lecturer
Semester I (BSc 2018) ▼	
Introduction to Business Administration: Marketing and Sales	Prof. Dr. Ove Jensen
Semester II (BSc 2018) ▼	
Foundations of Sales (3x)	Prof. Dr. Ove Jensen
Foundations of Marketing (3x)	Prof. Dr. Christian Schlereth
Semester IV/V (BSc 2016/2017) ▼	
Brand Management	apl. Prof. Dr. Tim Brexendorf
Marketing Communication	Prof. Dr. Tillmann Wagner
Digital Marketing	Prof. Dr. Christian Schlereth
Retail Marketing	Prof. Dr. Martin Fassnacht
Market Research Methods (2x)	Prof. Dr. Walter Herzog

### Master of Science

The Master of Science programs contains a range of courses that are based on the scientific focus of the program. Students in the first semester were offered “Advanced Methods of Market Research”, “Consultative Selling & Client Relationship Management”, “B2B Pricing: Negotiation, Calculation, & Strategy” and “Luxury Brand Management”. In the second semester, students could participate in “The Product Manager's Interfaces & Tools” and “Leading the Sales Force”.

#### ► MSc-Program for the Fall Term 2015 and Spring Term 2016

Course	Lecturer
Semester I (MSc 2017) ▼	
Advanced Methods of Market Research	Prof. Dr. Walter Herzog
Consultative Selling & Client Relationship Management	Prof. Dr. Ove Jensen
B2B Pricing: Negotiation, Calculation, & Strategy	Prof. Dr. Ove Jensen
Luxury Brand Management	Prof. Dr. Martin Fassnacht
Semester II (MSc 2017) ▼	
The Product Manager's Interfaces & Tools	apl. Prof. Dr. Tim Brexendorf
Leading the Sales Force	Prof. Dr. Ove Jensen

### Full-time MBA

The Marketing and Sales Group offers a broad variety of courses within the Full-time MBA program. The mandatory course “Introduction to Marketing” provides the background knowledge of Marketing. The elective courses “Relationship & Services Marketing”, “Leading the Sales Force”, “Brand Management” and “Price Management” deepen the student’s knowledge in marketing.

#### ► Full-time MBA-Program for the Fall Term 2015 and Spring and Summer Term 2016

Course	Lecturer
Core Courses (FTMBA 2017) ▼	
Introduction to Marketing	Prof. Dr. Martin Fassnacht
Electives (FTMBA 2016) ▼	
Relationship & Services Marketing	Prof. Dr. Tillmann Wagner
Leading the Sales Force	Prof. Dr. Ove Jensen
Brand Management	Prof. Dr. Martin Fassnacht
Price Management	Prof. Dr. Martin Fassnacht



**Part-time MBA**

Also in the Part-time MBA program, the Marketing and Sales Group provides the students mandatory and elective courses. Starting with the mandatory course “Introduction to Marketing”, in the second semester as elective courses students can choose “Brand and Price Management” and “Relationship & Services Marketing”. Apart from the courses at our campus in Düsseldorf, students choosing the “International Module India” attended a residential week with Professor Fassnacht in Bangalore, India, with customized lectures in order to gain a deeper understanding of the global business landscape.

► **Part-time MBA-Program for the Fall Term 2015 and Spring and Summer Term 2016**

Course	Lecturer
Core Courses (PTMBA 2017) ▼	
Introduction to Marketing	Prof. Dr. Martin Fassnacht
Electives (PTMBA 2016/2017) ▼	
Brand and Price Management (2x)	Prof. Dr. Martin Fassnacht
Sales Management	Christian Schmitz
Relationship and Services Marketing	Prof. Dr. Tillmann Wagner

**HEC Lausanne – Université de Lausanne (CH), M.Sc. in Management**

Professor Fassnacht acts as guest professor at HEC Lausanne, Switzerland. His lecture “Luxury Brand Management” is steadily gaining popularity among students of the Master in Management program.

► **HEC Lausanne – Université de Lausanne (CH), M.Sc. in Management, Summer Term 2016**

Course	Lecturer
Electives ▼	
Luxury Brand Management	Prof. Dr. Martin Fassnacht

**Kellogg-WHU Executive MBA**

The courses of the Marketing and Sales Group are also an important element of the Kellogg-WHU Executive MBA-Program.

► **Kellogg-WHU Executive MBA for the Fall Term 2015 and Spring Term 2016**

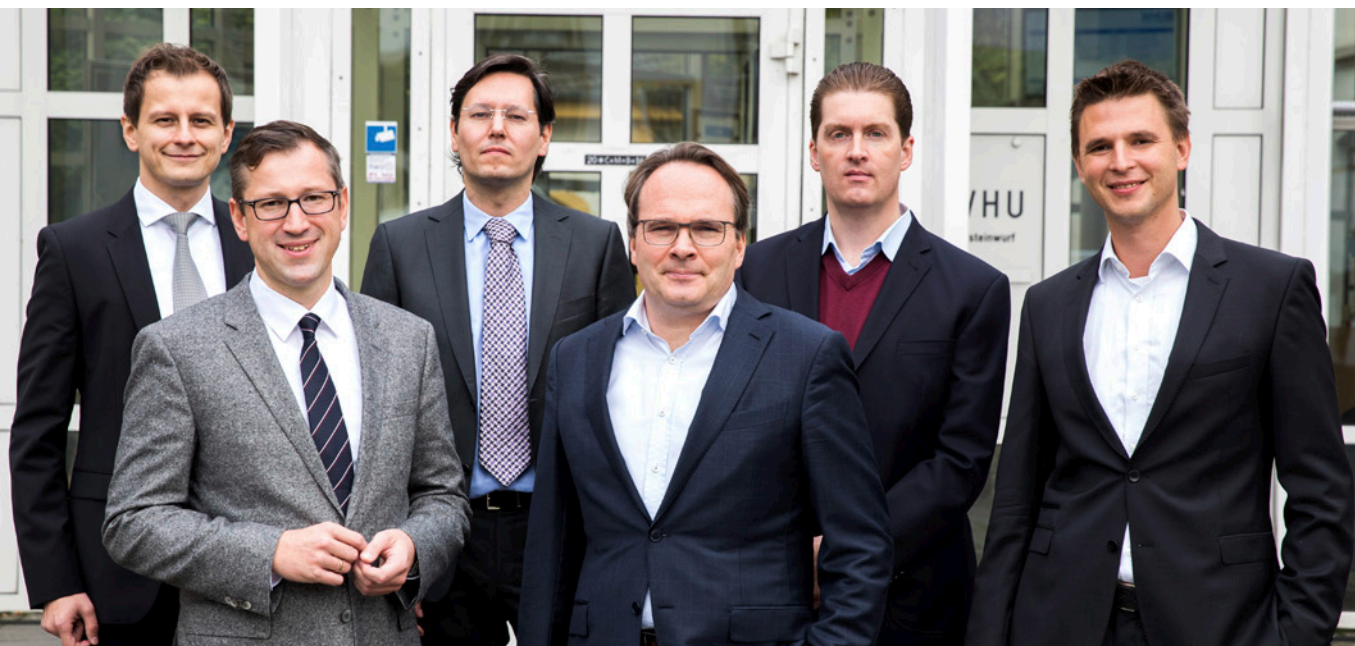
Course	Lecturer
Electives ▼	
Luxury Brand Management (2x)	Prof. Dr. Martin Fassnacht

**PhD**

The doctoral studies are designed for the academic/scientific training of the doctoral student within the field of economic science. Parallel to the doctoral studies, the doctoral student works on his doctoral project.

► **Overall study of methods and subject specific studies**

Course	Lecturer
Electives ▼	
Latent Variable Modelling	Prof. Dr. Walter Herzog
Discrete Choice Experiments - From study setup to analysis and willingness-to-pay estimation	Prof. Dr. Christian Schlereth





From left to right: Prof. Dr. Walter Herzog, Prof. Dr. Ove Jensen, apl. Prof. Dr. Tim Brexendorf, Prof. Dr. Martin Fassnacht, Prof. Dr. Tillmann Wagner, Prof. Dr. Christian Schlereth

# Teaching of the Chair of Marketing and Commerce


## Guest Lectures and Real-Life Case Studies

The lively exchange between science and practice enables a sound and practical education of our students. The aim of our chair is to elaborate scientifically profound processes that are relevant for practice and to integrate these them into our teaching. As guest lecturers contribute in achieving these goals, we seek a close integration of practical and academic teaching in all degree programs.



### ► BSc-Program Spring Term 2016

Course	Lecturer and title of presentation	
Semester IV		
Retail Marketing	<b>Patrick Müller-Sarmiento</b> (CEO, real,- SB-Warenhaus GmbH): <i>"The new strategy of real,-"</i>	
Retail Marketing	<b>Karsten Kloebbe</b> (Senior Category Manager, L'Oréal): <i>"Category management at L'Oréal"</i>	

### ► MSc-Program Fall Term 2015 and Spring Term 2016






Course	Lecturer and title of presentation	
Electives (Class of 2016)		
Luxury Brand Management	<b>Joachim Bader</b> (Vice President Continental Europe, SapientNitro) and <b>Dr. Eva Schuckmann</b> (Manager Digital Strategy & Transformation, SapientNitro): <i>"Luxury goes digital – creating digital experiences for luxury brands"</i>	
Luxury Brand Management	<b>Constantin Buschmann</b> (Head of Sales, Brabus): <i>"Luxury brand management"</i>	
Luxury Brand Management	<i>Real-Life Case Study with Kiehl's:</i> <b>Myriam Neichel</b> (Brand Director, Kiehl's Germany) and <b>Natalie Janotta</b> (Talent Acquisition, L'Oréal)	
B2C Price Management	<b>Björn Dahmen</b> (Partner in the Consumer & Retail Competence Center, Simon-Kucher & Partners): <i>"International price management – or: Why price differentiation is sometimes so difficult..."</i>	
B2C Price Management	<b>Patrick Müller-Sarmiento</b> (CEO, real,- SB-Warenhaus GmbH): <i>"Pricing in retailing"</i>	

### ► Full-time MBA for Fall Term 2015, Spring Term 2016 and Summer Term 2016



Course	Lecturer and title of presentation	
Core Course (Class of 2017)		
Introduction to Marketing	<b>Thomas Borst</b> (Managing Director Sales and Marketing, ebmpapst Group): <i>"..."</i>	
Introduction to Marketing	<b>Dr. Marco Vietor</b> (Co-founder, audibene): <i>"audibene – scaling a sustainable business"</i>	
Introduction to Marketing	<i>Real-Life Case Study with Miele:</i> <b>Dr. Jochen Mahadevan</b> (Director Digital Transformation, Miele), <b>Volker Hoffmann</b> (Director Business Development International, Miele) and <b>David Knorr</b> (Director IT Management Office, Miele)	








## Electives (Class of 2016)

Brand Management	Göran Tamm (Marketing Director, Jaguar Land Rover Deutschland): "Strategic brand development Jaguar and Land Rover"	
Brand Management	Robert Ermich (CEO, Deinhandy.de – A brand of Mister Mobile GmbH): "Brand development – how to build and place your brand"	
Brand Management	Real-Life Case Study with Henkel: Saskia Schmaus (Brand Director, International Gliss Kur Family, Beauty Care, Henkel AG & Co. KGaA)	
Price Management	Dr. Georg Wübker (Partner and Head of Competence Center Banking & Financial Services, Simon-Kucher & Partners): "A powerful strategy for smart profit growth"	
Price Management	Real-Life Case Study "Strategic pricing" with Hartmann: Dr. Evelyn Friedel (Senior Manager Strategic Pricing, COO – Strategic Sales Management, Paul Hartmann AG)	

## ► Part-time MBA for Summer Term 2016

Course	Lecturer and title of presentation	
Core Course (Class of 2017)		
Introduction to Marketing	Hansjörg Blase (Co-Founder and MD, esome advertising): "Social advertising"	
Introduction to Marketing	Real-Life Case Study "The future of retail" with YouDinner: Daniel Ohr (Founder/Managing Director, YouDinner; Associate Partner, Keylens AG)	

## Electives (Classes of 2016 and 2017)

Brand and Price Management (Class of 2016)	Stefan Heidrich (General Manager Maybelline/Essie Germany, L'Oréal Deutschland GmbH): "Business to consumer price management"	
Brand and Price Management (Class of 2016)	Dr. Daniel Bornemann (Partner, Simon-Kucher & Partners): "Price management"	
Brand and Price Management (Class of 2016)	Real-Life Case Study "The Syoss case" with Henkel: Saskia Schmaus (SBU Hair Care, Corporate Director Int. Syoss & essence ULTIME, Henkel AG & Co. KGaA)	
Brand and Price Management (Class of 2017)	Susanne Cornelius (Corporate Vice President Consumer Adhesives, Henkel AG & Co. KGaA): "How brand management helps to escape the commodity trap!"	
Brand and Price Management (Class of 2017)	Dr. Evelyn Friedel (Senior Manager Strategic Pricing, Paul Hartmann AG): "Building profitability through strategic pricing"	

## ► Kellogg-WHU Executive MBA for Summer Term 2016

Course	Lecturer and title of presentation	
Luxury Brand Management	Real-Life Case Study with AMG: Ivo Bochev (Sales Strategy, AMG)	
Luxury Brand Management	Thomas Schnädter (Managing Director Northern Europe, Montegrappa): "Branding Italian craftsmanship – a manufactory goes global"	
Luxury Brand Management	Christoph Wellendorff (CEO, Wellendorff): "Luxury brand management"	



From top to bottom:  
Thomas Schnädter (Montegrappa) | Constantin Buschmann (Brabus) | Karsten Kloebbe (L'Oréal) | Dr. Daniel Bornemann (SKP) | Real-Life Case Study (Hartmann) | Real-Life Case Study (Miele) | Björn Dahmen (SKP) | Ivo Bochev (AMG) | Patrick Müller-Sarmiento (Real)

### Thank you!

We would like to thank all our guest speakers for their interesting and inspiring speeches and real-life case studies. We hope the idea of the linkage of being close the business world and academic learning will sustain.



In Fall Term 2015 and Spring Term 2016, the Chair of Marketing and Commerce supervised many interesting Bachelor and Master Thesis.

#### ► Bachelor of Science

Name	Title of thesis	Co-Supervisor
Theses		
Luisa Thomas	How biases affect management decisions and which strategies help companies and their employees to protect themselves (1)	M.Sc. Dominic Bergers
Alexander Weekers	How biases affect management decisions and which strategies help companies and their employees to protect themselves (2)	M.Sc. Dominic Bergers
Madeleine Frank	In-store mobile marketing: what do consumers prefer – shopping assistance versus deal hunting?	M.Sc. Simon-Martin Ponzer
Amos Hornstein	How may luxury brands define their online product-mix to preserve the luxury-specific key characteristics, amongst others, uniqueness and exclusiveness?	M.St. (Oxon.) Dominic Krätz
Benjamin Leitz	Millennials' (Gen Y) understanding of luxury and the implication for luxury-brand management using the example of Yves Saint Laurent	M.Sc. Jil-Marie Dahm

#### ► Master of Science

Name	Title of thesis	Co-Supervisor
Theses		
Hans Fabian Görtz	Big data analysis – how are luxury brands adapting to the marketing challenges of the internet	M.Sc. Jil-Marie Dahm

#### ► Full-Time MBA

Name	Title of thesis	Co-Supervisor
Theses		
Patricio Grez	Online grocery retail in Germany: first time customers and conversion rate to regular customers	M.Sc. Dominic Bergers
Wenjun Zhou	Online marketing channel in China's travel reservation industry	Dipl.-Kfm. Markus Szajna

#### ► Part-Time MBA

Name	Title of thesis	Co-Supervisor
Theses		
Maria Mann	Cashboard – a marketing strategy for a FinTech start-up	M.Sc. Anna-Karina Schmitz

#### ► HEC Master Thesis

Name	Title of thesis	Co-Supervisor
Theses		
Elodie Bucciol	How Patek Philippe shares and transfers its identity to its audience	M.Sc. Annabelle C. Scharwey

# Services for the WHU Community

## Research Foci and Projects

The chair's scientific projects focus on the following fields of research: Price Management, Retail Marketing, Brand Management and Social Media, Market-Oriented Corporate Management and Luxury Brand Management.

## Research Focus – Price Management

### M.Sc. Dominic Bergers

*Dissertation Project: Individual Differences in the Susceptibility of Biases in Pricing*



In pricing theory, there are several frameworks that describe how to set prices optimally. Current studies suggest that few companies seem to implement strategies recommended in the pricing literature. This discrepancy between theory and practice is attributed to three main reasons: complexity, inaccurate information and a lack of responsiveness. Similar reasons also cause other areas of marketing to make incorrect decisions, but they prevail in pricing much more. It is striking that these reasons are also influential when people display irrational behaviour. The PhD project of Mr Bergers focuses on the susceptibility in pricing to irrational decision-making behaviour through biases and heuristics. It will also be examined to what extent individual differences such as personality characteristics have an impact on the susceptibility of relevant biases and heuristics.

### M.Sc. Simon Sang Hoon Childs

*Dissertation Project: Dynamic Pricing: Conceptualization and Customer Outcomes*

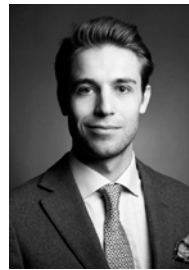


Online retailers have increasingly adopted dynamic pricing algorithms thereby allowing high-frequency price variations. In contrast, the application of dynamic pricing in offline retailing has long been questioned due to high menu costs. More recently, however, offline retailers have increasingly replaced traditional paper price tags by electronic shelf labels. These allow instant price changes resulting in an enhanced feasibility to deploy dynamic pricing at the physical POS. In this vein, it has been reported that few offline retailers run experiments to test dynamic pricing in local stores. Despite these developments in retail practice, it remains unclear, how customers react when being confronted with dynamic pricing based on intertemporal and interpersonal price differentiation,

both, in online and offline environments. Therefore, the goal of Mr. Childs' PhD project is to examine psychological and behavioural customer outcomes in response to dynamic pricing.

### M.Sc. Jonas Schütz

*Dissertation Project: Price-value communication – An OEMs' premium customer journey in the digital world*



The ongoing process of digitalization revolutionized the international retail market. Although, the number of online purchases significantly increases and huge online retailers like e.g. Amazon are incredibly successful, the car industry is rather stunted. Cars are still sold offline by authorized dealers, who are relatively free in their scope of action, e.g. in terms of price setting, marketing, etc. Hence, in case OEMs want to implement a standardized online sales platform they have to serve both parties interests.

Additionally, the emergence of price comparison platforms like for example TRUECar.com drastically increased the price transparency on the market. Therefore, OEMs and their dealers feel powerless to resist this perceived growing price pressure. The dealers barely succeed to assert the MRSPs, which the OEMs set, and therefore frequently grant large discounts. This circumstances often ends in a downward spiral of prices and thereby endangers the positioning of especially premium and luxury car manufacturers. The dissertation of Jonas Schütz is going to focus on the premium sector.

In order to ensure an OEM's premium position it needs to create and communicate value to its customers, because value is the only instrument to differentiate from those platforms which have the cheapest price as their USP. Hence, a premium CJ should contain elements which positively affect customers' perception, increase customers' willingness-to-pay, and by that justify premium level prices. Consequently, the aim of the dissertation is to identify key elements of OEMs' premium customer journeys, with a special focus on price and emotional stimuli like pictures, videos, sound, and so on.



**Dipl.-Kfm. Markus Szajna**

*Dissertation Project: Cross-Channel Free Riding at Brick-and-Mortar Retailers*



No technological invention had such a severe effect on the brick-and-mortar retail environment than the establishment of the internet and online shopping. Whereas in the past, brick-and-mortar stores in general had to compete against each other (and only to a smaller extent against other sales channels

like catalogue, TV, etc.), the advent of the internet and its importance as a sales channel has provided consumers with opportunities that are advantageous in many ways compared to offline purchasing. As a result, many brick-and-mortar retailers struggle to compete with online shops.

Recently, many customers have adopted a behavior that is known as cross-channel free riding in scientific

literature or showrooming in practice-oriented context. This represents the action when a customer visits a brick-and-mortar store in order to examine products or to obtain advice by a salesperson but does not intend to purchase anything. His very intention is, however, to buy the chosen product online from another retailer, usually at a lower price. With the growing popularity of smartphones, it is even easier for customers to investigate the lowest prices and to order online, after receiving advice from the salesperson in a brick-and-mortar shop. This results in an even greater threat for brick-and-mortar retailers.

The aim of the dissertation project is to contribute in finding measures how brick-and-mortar retailers can face cross-channel free riding and transform customer with cross-channel free riding intentions into buyers. Some of the possible measures are service, engagement and sales performance provided by salespeople as they are the ones that interact with customers and therefore have the opportunity to influence their behavior. But also price discounts and commissions are subjects of investigation.

**Research Focus – Brand Management and Social Media****M.Sc. Modan Huang**

*Dissertation project: Perceived newness from the shopper's perspective at the POS*



The focus of this dissertation is on how specific verbal and non-verbal packages elements of FMCG products as well as its interactions impact on the perceived newness from the consumer perspective. Whilst companies are trying hard to continuously launch and re-launch 'new or 'innovative' products into

the market to differentiate themselves and attract

consumers' attention, consumers are walking on a hedonic treadmill with the constant search for 'new' products to fulfill their underserved needs. It is, therefore, in the greatest interest of companies to find out what drivers really trigger consumers to perceive a product as 'new' at the point-of-sale (POS) and to what outcomes the perceived newness leads for consumers as well as for firms.

**Research Focus – Market-Oriented Corporate Management****M.Sc. Jonas Lechermeier**

*Dissertation Project: Essays on the effects of customer feedback on employees in an online services context*



The digitalization led to several changes for service firms. Customers seeking information or shaping their purchases via interactive dialogues on the internet also increasingly share their service experiences online, making customer feedback crucial for every company success. This feedback

until now is mainly gathered at an organizational level,

used for continuous process improvement or regularly supervisor feedback sessions, when related to service quality issues. If customer service quality feedback is directly provided to employees, it constitutes a kind of individual performance feedback for them. By conducting a field study within the recent service-extension app-chat, the already established feedback characteristics source, valence and timing should be tested in a completely new context also challenging previously suggested relationships. Finally, contributions to service as well as human resource management literature streams should be provided.

Of focal interest to the research at our chair is identifying the specificities of marketing luxury as opposed to non-luxury brands. Traditional marketing principles do not equally apply to luxury brands. Rather than driving sales at any price, marketing luxury goods requires specific principles to enhance and preserve the image of finest quality, exclusiveness, and hedonic value.

**MSt. (Oxon.) Dominic Krätz**

*Dissertation Project: Luxury e-commerce: Online assortment strategies and their impact*



The development of luxury e-commerce has been significant throughout the past two years. Luxury sales realized online have reached nearly 14€bn in 2014 increasing by 50 percent from 2013. The digital presence of luxury brands has become paramount not only in retaining current customers but also

in acquiring new potential customers. More than 45 percent of luxury purchases are influenced by what consumers can find within the digital universe. Luxury brands have historically been very cautious with respect to digitalization and e-commerce in particular. The reluctance of luxury brands to adapt online channels has led to a gap between what consumers are looking for and what luxury brands are delivering. Yet, it still remains unclear to what extent luxury brands should embrace the various opportunities provided by the digital world. One of the pressing questions in this respect is the product offering and range of goods to be sold by luxury brands in the internet. Luxury brands can ensure with their own assortment the existence of authentic products in the internet. They remain in control of the brand, its prices and storytelling. Neglecting the internet as a sales channel leaves the door wide open to unauthorized e-retailers which regularly source products on the grey market (e.g. counterfeits). Although e-commerce strategies have become part of most luxury brands' management agendas, only little conceptual and empirical evidence exists as to what product range should be sold. Whereas luxury brands offer a broad variety of products in their brick-and-mortar

stores, it remains unclear whether their digital points of sale should include a similar product range. That is, because the internet dilutes essential characteristics of luxury brands, amongst others, exclusive distribution, rarity, and the general luxury service experience. This dissertation projects aims to explore various online assortment strategies, thus contributing to the understanding of luxury e-commerce.

**M.Sc. Annabelle C. Scharwey**

*Dissertation Project: Social Distance in Luxury Customer-Employee Interactions*



Social distance is commonly believed to have a negative effect on the formation and quality of social interactions as well as on their outcomes. This especially applies to socially diverse environments and interactions of individuals with different social backgrounds. Luxury retail is such a diverse environment:

the consumption of luxury goods is strongly associated with the maintenance or the achievement of status ("conspicuous consumption") and, therefore, social distance can easily occur between luxury customers and their sales counterparts. However, especially in luxury retail, a high quality of service interactions between customers and sales employees is indispensable in order to justify and legitimate high-end prices, create rarity and exclusivity and animate repurchase intentions. The opposition of the need for high quality service relationships in luxury on the one side and the occurrence of social distance on the other side provide the starting point for this dissertation project.

**Publications**

**Monographs**

**Simon, H./Fassnacht, M. (2016):** Preismanagement: Strategie - Analyse - Entscheidung - Umsetzung, 4. vollständig überarbeitete und erweiterte Auflage, Wiesbaden: Gabler.

**Practice-oriented journals and case studies**

**Fassnacht, M. (2016):** Strategische Weitsicht, in: Lebensmittelzeitung, Ausgabe 18/2016, S. 25.

**Articles in peer-reviewed journals**

**Simon, C./Brexendorf, T.O./ Fassnacht, M. (2016):** The impact of external social and internal personal forces on consumers' brand community engagement on Facebook, *Journal of Product & Brand Management*, Vol. 25, Iss 5, pp. 409–423.

**Fassnacht, M./Unterhuber, S. (2016):** Consumer Response to Online/Offline Price Differentiation, in: *Journal of Retailing and Consumer Services*, Vol. 28, pp. 137–148.



**Fourth Luxury Research Brownbag Meeting @ BaselWorld March 2016**



Being an active part of the organizing committee and the research patron for the fourth time, Professor Fassnacht and our doctoral student Mrs. Annabelle C. Scharwey participated in the Luxury Research Brownbag Meeting @ BaselWorld in March 2016. Connecting more than 20 young researchers in the field of luxury marketing, this year's motto of the meeting concerned luxury brand authenticity. After a fascinating day with precious insides into luxury companies, we are looking forward to next year's visit in Basel.

**The New York Times International Luxury Conference 2016**



From April 5-6 2016 Professor Fassnacht participated in "The New York Times International Luxury Conference" which took place in Versailles, France. Hosted and moderated by New York Times fashion director, Vanessa Friedman, and award-winning New York Times journalists, the International Luxury Conference addresses the most critical challenges and unexpected opportunities in today's luxury battlefield.

**Symposium of Luxury research Conference 2016**



From April 7 to 8 2016 Professor Fassnacht and our doctoral student Mrs. Annabelle C. Scharwey participated at the second Symposium on Luxury at Monaco. With their contribution on social distance in luxury service encounters, they could present some first findings on this research topic and gain some very interesting insights in the discussions with experts in research as well as the luxury industry.

**European Marketing Academy Conference (EMAC) 2016**

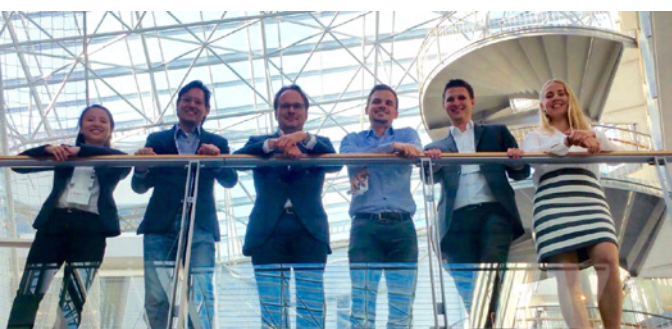


Prof. Dr. Martin Fassnacht and MSc. Modan Huang participated in this year's European Marketing Academy Conference (EMAC) from May 25th till 27th at the BI Norwegian Business School in Oslo, Norway. EMAC is one of the most prominent and significant marketing conferences amongst marketing scholars in Europe. The event offers valuable opportunities for researchers to exchange and discuss topics ranging from consumer behavior to modeling and marketing analytics to retailing. With Prof. Dr. Martin Fassnacht, Prof. Dr. Christian Schlereth and Modan Huang as co-authors, the submitted paper titled with "Product Newness: Determinants and Outcomes from the Consumer's Perspective at the Point-of-Sale" in the Innovation & New Product and Service Developments track was nominated as one of the top 20 best papers on a doctoral work of this year's conference. The event encompassed unique idea exchanges amongst distinguished scholars worldwide and sightseeing of the Norwegian capital that was eye-opening in both its academic and social activities.

**LVMH-SMU Luxury Research Conference 2016**



From June 20 until 21, 2016 our doctoral student Mrs. Annabelle C. Scharwey presented the latest findings of her PhD research at the first LVMH-SMU Luxury Research Conference in Singapore. The resulting feedback and exchange with other colleagues from research and the luxury industry provided enormous insights for the future of this PhD project and the research on social distance in luxury service encounters.



From top to bottom:  
Presentation at Henkel, EMAC 2016, BaselWorld 2016

### Presentation at Henkel's headquarter in Düsseldorf



On August 2nd, 2016, final results on the research topic of "Product Newness: Determinants and Outcomes from the Consumer's

Perspective at the Point-of-Sale", co-authored by MSc. Modan Huang, Prof. Dr. Martin Fassnacht and Prof. Dr. Christian Schlereth, was presented at the new Beauty Care Lighthouse of Henkel's headquarter in Düsseldorf. Ms. Marie-Eve Schröder (Corporate Senior Vice President Henkel Beauty Care) as a member of the Advisory Board at Henkel Center for Consumer Good and Dr. Nils Daecke (Corporate Vice President of Digital Marketing International Henkel Beauty Care) took part in the meeting, where both supported and coordinated the research project throughout the last three years. As part of the dissertation project of Modan Huang, the key focus of this project is on the visual and verbal package attributes that per se may have novelty arousing effects on the perceived newness of a product by a consumer.

The intention is to investigate the drivers and outcomes of perceived newness in the context of consumer packaged goods and ultimately, examine how the drivers impact on consumer choices. Implications for both marketing and product managers were derived.

The meeting was rounded up by a personal tour in the highly innovative Beauty Care Lighthouse that was newly opened at the end of July, 2016. The Lighthouse is usually targeted at specific retailer clients and we had the privilege to be one of the first to be guided through themes ranging from R&D, product innovation, sustainability to digital marketing. Above all, Prof. Fassnacht and Modan Huang, received a personal presentation about the future digital pathways that Henkel Beauty Care pursues by three WHU students, Lisa Schulz, Laura Kirchkamp und Katharina Rosenthal, who are currently doing their internships at the department. By visiting test hair salons, trying out the latest Virtual Reality Glasses, Schwarzkopf App and digital gadgets, the tour was indeed interactive, vivid and eye-opening.

### 7th WHU-Campus for Marketing

This year's WHU-Campus for Marketing treated the thesis "Marketing: Relevance rocks!". The hosts Prof. Dr. Martin Fassnacht, Scientific Director of the Center for Market-Orientated Corporate Management (CMM) and holder of the Otto Beisheim Endowed Chair of Marketing and Commerce at WHU – Otto Beisheim School of Management, and Prof. Dr. Dr. h.c. mult. Hermann Simon, Chairman of Simon-Kucher & Partners and chairman of the Advisory Board of the CMM, welcomed top-class speakers from diverse corporate sectors to discuss this controversial and wide-ranging thesis. The conference took place for the seventh time and was held at the Düsseldorf Campus of WHU – Otto Beisheim School of Management for the first time. In a pleasant atmosphere 100 representatives from the marketing

practice experienced exciting speeches and benefited from inspiring discussions as well as new stimuli around the theme of marketing.

Prof. Dr. Markus Rudolf, dean of WHU, warmly welcomed the representatives and provided a short overview of WHU, the competitive environment as well as the current strategy of the university, which is further developing positively.

In his welcome speech at the beginning of the one-day conference, Professor Fassnacht outlined that the boundaries between different industries and competitors are increasingly shifted owing to the internet. This strengthens the customers' power through all phases



WHU-Campus for Marketing Team





7<sup>th</sup> WHU-Campus for Marketing 2016 (pictures: Julia Berlin, [www.juliaberlin.de](http://www.juliaberlin.de))



of the purchasing process. Immediate satisfaction of needs and an integrated shopping experience become more important. In this context the customers' smartphones is a strong "weapons". Many retailers incrementally implement omnichannel-strategies and the separation between online- and offline-channels is blurring. Relevance plays an important role in this context. Only if relevant, one can be recognized by customers and withstand the competitive pressure.

On that note, Prof. Dr. Fassnacht led over to the first speech held by Mr. Kussai El-Chichakli, Director Marketing at Coca-Cola Erfrischungsgetränke GmbH. Impressively, Mr. El-Chichakli pointed out how Coca-Cola successfully became relevant to a wide range of customers with its lines extensions Coke Light and Coke Zero. "A brand needs to pick up social topics and cause discussion", El-Chichakli explained. Mr. El-Chichakli illustrated with different commercial clips of Coke Zero how to implement this in practice. Coke Zero is addressed to a male target group, which also discovered the trend of a calorie-conscious nutrition. However, Coke Light is not relevant in this context, as it addresses a female target group. Coca-Cola solved this challenge through line extension – Coke Zero. The product was advertised in the German market by means of a known campaign with the testimonial Manuel Neuer and the topic football. Core of the commercial message is making the impossible possible. Referring to El-Chichakli, addressing the need of self-realisation is the "olympus of brand communication". A proof that this has been quite successful for Coke Zero are the several imitations of the TV-spot with Manuel Neuer.

Following, Roland Auschel, Chief Sales Officer and member of the board of adidas Group, outlined his ideas under the topic: "The digital shoemaker – transformation to an omni-channel leader". At the very beginning he presented the most important standard of adidas Group: "Give every consumer what he needs." Adidas especially focuses on the generation Z. This is a target group being regarded as "creators", which thus

want to fulfil itself in a brand and are looking for individual design possibilities. As a result, digital topics, such as online communities, gain relevance. Adidas already picked this up by taking ideas from online communities into account when designing shoes. Nevertheless, customized products in real-time are a major challenge in the future referring to Mr. Auschel. The manufacturer, who will implement this as the first, will get a huge competitive advantage. After giving an overview of the diverse digital initiatives of adidas Group, Mr. Auschel outlined the most relevant themes for the (digital) future. Thereby, it is of utter importance to achieve an even stronger connection of all channels, to dissolve functional allocations, and to increase speed. "Digital transformation will never come to an end. Nobody will be able to escape this topic. Without digital strategies, companies in fast moving industries will not be viable", he concludes.

The following speaker Andre Alpar, founder of AKM3 GmbH, pointed out the foundations of search and content marketing in the online marketing mix. Referring to his thesis "pull is the new push", he firstly demonstrated interesting aspects of consumers' search behaviour in the internet. The search process is not as deterministic as many think. Most consumers have a need but do not have predefined criteria where and how to satisfy this need. This represents a huge opportunity for marketing. However, marketing has to be adapted to the search engine area with the background information that different types of searches take place at different points in time. For example, price search engines are not used until the customer knows exactly what he wants, which is why they are placed at the end of the search process. Two thirds of all quests are generic ones which take place before the customer has made a decision. With search and content marketing exactly these customers need to be attracted. Doing so, content marketing can raise new customer needs. By an elaborated offer of relevant topics for consumers, it serves as a pull strategy for customer acquisition.



7<sup>th</sup> WHU-Campus for Marketing 2016  
(pictures: Julia Berlin, [www.juliaberlin.de](http://www.juliaberlin.de))



After the lunch break Prof. Dr. Martin Fassnacht moderated an interactive panel discussion as in the previous year. At the beginning participants discussed vividly to what extent companies have a defined target group profile and are satisfied with this one. Representatives from different companies gave assessments referring to their companies and branches. All agreed that heterogeneous customer needs hamper a target group definition. Subsequently, the panellists discussed marketing organization in companies. At this point, the discussion focused on the question which portion of marketing's value creation can and should be outsourced. Regarding this question, the present representatives took different positions. Disadvantages of an in-house solution were seen in the fact that the exogenous input would miss, what bears the risk of just dealing with own ideas. A main downside in outsourcing was seen in the risk of being overrun and losing control. In this context, hybrid models could be beneficial. Third topic of the panel was the change from offline- to online sales. Thereby, the participants worked out that impulse buying is hard to realise online and distributors have to come up with new strategies in this regard. Stationary retailers, which are surrounded by an increasing number of online competitors, have to think about how to become more relevant. One opportunity could consist in the growing positioning of own brands. Finally, the topic customer journey was discussed. Modern technologies connect both worlds, online and offline. This means that transactions can be satisfied immediately when needs occur. An example for this is the Amazon dash button. In this context, companies have to ask themselves how present they are in their customers' everyday life and what needs to be done to be relevant in the moment the need occurs. Prof. Dr. Martin Fassnacht summed this inspiring panel up with the statement that life and thus questions and answers become more complex. Companies need to handle numerous different communication and sales channels and apply them correctly.

The next speaker, Ulrich Selzer, Global Sales Director of SEAT S.A., gave an insight about the relevance of

the brand SEAT, which could be massively increased over the past years. Fundamental for this success was the premise that every brand needs a home. SEAT was successful in emotionalizing its brand by relating its communication to its home Barcelona. Mr. Selzer illustrated essential success factors of brand relevance using the example of SEAT. The main focus is on the product. A car benefits from the fact that it is immediately emotionalizing and therefore relevant. Inevitable for relevance but difficult to implement is a consistent communication in all countries because customers in the automobile industry are not becoming more heterogeneous but rather homogeneous. SEAT focuses on an orientation along customer needs. Offering its customers higher price transparency through an own price comparison site contributes to higher customer satisfaction. In addition, employees have to be integrated as well in order to make a brand more relevant. Employees are the ones who create the product and sell it to the customer. Therefore, their impact should not be underestimated.

After a short coffee and communication break it was Dr. Frank Breitschwerdt's turn, CEO of CHECK24. The first speaker who did his doctor at the chair of Prof. Dr. Martin Fassnacht. The inspiring talk of Dr. Breitschwerdt was about "relevance in the marketing-mix in an online comparison portal". First, he presented the structures of CHECK24 to the audience. Every product, for example insurances or journeys, is controlled by an own team which works totally autonomous. Through many small entities, there is less need for coordination and decisions can be made faster. CHECK24 is not only competing with other comparison portals but also with insurance companies and Google. In this field of tension only the one with the best product will prevail in the long run. CHECK24 tries to differentiate from its competitors by contacting customers with relevant occasions and relevant points in time.

The last speech at this year's WHU-Campus for Marketing was given by Erik Friemuth, Group Chief Marketing Officer of TUI Group, who talked about "building a



powerbrand – same smile, so much more...”. During his speech he outlined the process of harmonization of the brand TUI in the international market. TUI chose a risk averse approach. The rebranding started in one market, in this case the Dutch one. A crucial success factor for brand migration has been brand awareness because uniting many brands in one group entails the potential risk of becoming irrelevant for the end customer. TUI prevents this by building a unified brand image. One step to success hereby has been the emotional charge of the brand by means of social media. Furthermore, to the internal communication was paid particular attention. Mr. Friemuth emphasized that within brand migration employees often fear losing too much of the own identity. Therefore, a cultural change should not be executed too fast.

In his closing remarks, Prof. Dr. Martin Fassnacht summarized the basic ideas of the conference. He particularly claimed that the topic “Marketing: Relevance rocks!” is not only of enormous importance for companies but also for the marketing function itself. Marketing in the future has to sell itself better. Especially in comparison with other divisions, just by doing so, the own relevance can be build and strengthened. Taking into account the relevance of marketing for corporate success this is of particular importance. With the closing get together in a convivial atmosphere, the successful seventh WHU-Campus for Marketing came to an end.

## Annual Board Meeting of CMM 2016

On June 22th the annual advisory board meeting of the Center of Market-Oriented Corporate Management (CMM) took place at WHU Campus Düsseldorf for the first time. The center acts as an exchange platform for science and practice focusing on market-oriented questions.

Professor Simon, chairman of the board, initiated the annual board meeting by announcing changes within the advisory board: Mr. Rolf Sigmund and Mr. Andreas Land sadly decided to leave the advisory board. We would like to thank them for their commitment to advisory the board over the past years. In addition to this, Jonas Schütz was introduced as new managing director of the CMM.

At the beginning of the meeting, the upcoming Brexit-referendum of the next day and its repercussions were in focus of discussion. After that, Professor Fassnacht reported about recent developments at WHU, news about the CMM and the Otto Beisheim endowed chair of Marketing and Commerce. He talked about the growth of WHU and the teaching activities of the chair. Several guest lectures and real-life studies with com-

panies have enriched the teaching curriculum. Additionally, the events organized by the chair were part on the agenda. This year, the 7th edition of the WHU-Campus for Marketing will take place at the WHU Campus Düsseldorf.

After this, the research assistant at the Chair of Marketing and Commerce and doctoral candidate Modan Huang presented her research topic, namely "Product newness: determinants and outcomes from the consumer's perspective at the point-of-sales" and received valuable input from the board members. Subsequently, Mr. Dr. Rembert Horstmann gave an inspiring speech about "IMPERIAL Logistics International - A Brand Takes Off", where he talked about the difficulties of merging different brands to one international one. The day closed with a dinner at the restaurant Dr. Thompson's.

The aim of CMM in being a platform of exchange between science and practice has been more than successful again. We are looking forward to working on the planned activities and the future cooperation with our members.



Annual Board Meeting of CMM 2016

**Managing Director of CMM**

M.Sc. Jonas Schütz

**Academic Director of CMM**

Prof. Dr. Martin Fassnacht

**CMM Advisory Board**

**Prof. Dr. Dr. h.c. mult. Hermann Simon** (Chairman of the Advisory Board)  
Chairman, Simon, Kucher & Partners, Strategy & Marketing Consultants

**Harald W. Eisenächer** (Vice Chairman of the Advisory Board)  
Senior Vice President Europe, Middle East & Africa, Sabre Travel Network

**Rainer Ansknewitsch**  
Managing Director Germany, IRi

**Dr. Kjell Gruner**  
Director Marketing, Dr. Ing. H.c. F. Porsche AG

**Dr. Rembert Horstmann**  
Head of Marketing, Imperial Logistics International B.V. & Co. KG

**Hemjő Klein**  
Chief Executive Officer, Live Holding AG and TELEFUNKEN HOLDING AG

**Bernhard Münz**  
Managing Director, Münz GmbH

**Dr. Yorck Nelius**  
Director Sales Coordination / Member of the Executive Board, L'Oréal Professional

**Roland Neuwald**  
Senior Advisor, Private Equity, Consulting

**Andreas Nickenig**  
Managing Director Marketing and Sales, Griesson – de Beukelaer GmbH & Co. KG

**Dr. Heiner Olbrich**  
Various Supervisory and Advisory Board positions

**Frank Rosenberger**  
Head of Strategy and member of the Group Executive Committee, TUI Group

**Ulrich Selzer**  
Sales Director International, SEAT, S.A.

**Daniel Ohr**  
Gründer und Managing Director, YouDinner

**Bernd Wieczorek**  
Member of the Executive Board, Energieversorgung Mittelrhein AG







From left to right:  
Company visit at  
Brabus | Company  
visit at Leica

## International Summer Courses for MBA & Bachelor 2016

As every year, Professor Fassnacht taught various lectures taking place in the context of the European Summer Institutes and other European Programs between March and June 2016. WHU and its international partner universities collaborate each year to organize those programs taking place in Vallendar for international Bachelor and MBA students. The political and economic environment in Europe and the impact on business relations in this region provide the thematic focus of the program. Professor Fassnacht's lecture "Luxury Brand Management – A European Phenomenon" sharpens students' knowledge in marketing by contrasting traditional versus luxury-specific marketing principles.

In March/April 2016, 10 MBA Students of the Tepper School of Business at Carnegie Mellon University visited WHU in Vallendar. During their lecture and casework in "Luxury Brand Management" the students deepened their knowledge about European luxury brands and their specific management. Additionally to the lecture at the WHU Campus, the students were able to have a company visit at Leica in the firm's headquarters in Wetzlar. Here they got insights into the management and marketing of luxury cameras and they received an introduction to the world of Leica. Moreover, the students enjoyed a guided tour through the Leica park and explored the firm's museum.

In May and June 2016, four further courses took place. 30 BSc MBA students from the Stephen M. Ross

School of Business at the University of Michigan got to know the European business environment and learned about the specificities of luxury marketing in Professor Fassnacht's class. Furthermore, the participants went on a company visit to the Westerwald Brewery, where they learned about the marketing of luxury beer, got a tour of the brewery and enjoyed a beer sommelier tasting.

Also, 91 international MBA students of WHU's partner universities took part in the two-week WHU European MBA Summer Institute on "The Changing Environment for International Business in Europe". In both sessions students learned about luxury brand management and applied their knowledge in several mini case study sessions. Their theoretical knowledge was complemented by a company visit to Robert Weil winery and to Brabus. Robert Weil serves as a symbol for the German Riesling culture and Brabus is one of the most renowned luxury automotive tuning companies, especially for Mercedes-Benz models.

The last program took place in May/June 2016 with 21 students of the European Bachelor Institute who participated in the two-week course "The Business, Political and Cultural Environment in Europe". After having heard the theory of Professor Fassnacht's "Luxury Brand Management" lecture, the participants also went to the Westerwald Brewery and enjoyed the same company visit as the students from the European Program.



From left to right:  
Company visit at  
the Westerwald  
Brewery | Company  
visit at Robert Weil  
winery

# Services for the Academic Community

## Second supervision for doctoral projects

### ► Second supervision at WHU

Name	Chair	First Supervisor	Dissertation Project
M.Sc. Cristina Hofmann Gonzalez	Chair of Sales Management and Business-to-Business Marketing	Prof. Dr. Ove Jensen	Consumer Goods Distribution Channels between Evolution and Revolution
M.Sc. Benedikt Neufang	Chair of Sales Management and Business-to-Business Marketing	Prof. Dr. Ove Jensen	Pipeline-basierte Vertriebssteuerung - Konzeptionelle Grundlagen und Umsetzungsherausforderungen
Dipl. Betriebswirtin/MBA Verena Höllriegl	Chair of Production Management	Prof. Dr. Arnd Huchzermeier	Optimizing Direct-to-Consumer Advertising (DTCA) for a pharmaceutical retailer by introducing Predictive Modeling in a big-data setting
M.Sc. Dennis Schmitz	Chair of Production Management	Prof. Dr. Arnd Huchzermeier	Challenges and Success Factors of Omni-Channel Retail for BPO Providers
Dipl.-Kfm. Michael Schramm	Chair of Technology and Innovation Management	Prof. Dr. Holger Ernst	Die Dienstleistungskomponente bei der Neuproduktentwicklung und ihr Einfluss auf den Unternehmenserfolg
Dipl.-Kfm. David Immanuel Schröder	Chair of Production Management	Prof. Dr. Arnd Huchzermeier	Proactive Management of Customer Returns - Transforming Cost of Doing Business into Means of Demand Generation
Dipl.-Kfm. Christoph van Wickeren	Chair of Production Management	Prof. Dr. Arnd Huchzermeier	Optimizing Market Success in New Product Development - A Real Options Approach
Dipl.-Kffr./MBA Verena Weber	Chair of Sales Management and Business-to-Business Marketing	Prof. Dr. Ove Jensen	A Finance Orientation in Marketing and Sales

## Memberships and Review Activities

### ► Memberships

#### Organisation

Verband der Hochschullehrer für Betriebswirtschaft e.V.



Schmalenbach-Gesellschaft für Betriebswirtschaft e.V.



American Marketing Association (AMA)



Academy of Marketing Science (AMS)



European Marketing Academy (EMAC)



Erich-Gutenberg-Arbeitsgemeinschaft Köln e.V.



Club für Moderne Markt-Methoden (MMM-Club e.V.)



Professional Pricing Society (PPS)



### ► Reviews

#### Organisation

Academy of Marketing Science (AMS) 2016 Annual Conference



European Journal of Marketing

European Journal of Marketing

EMAC European Marketing Academy Annual Conference



International Journal of Retail & Distribution Management

International Journal of Retail & Distribution Management

Journal of Business Economics



Marketing Educators Conference of AMA



Marketing Review St. Gallen



Zeitschrift für Controlling & Management (ZfCM)

Controlling & Management Review



## Practical Cooperations

### Practical Cooperation with BMW



From April to October 2016, a team of research assistants and doctoral candidates consisting of M.Sc. Jonas Lechermeier as project leader, M.Sc. Dominic Bergers and M.Sc. Jonas

Schütz, conducted a cooperation project with the German car manufacturer BMW on the subject "Price management in the online channel". The overall aim of this scientific consultation was to apply the theoretical pricing knowledge that the chair of Prof. Dr. Martin

Fassnacht is known for on the practical challenges of OEMs related to their online sales. During the processing time of the project the team had a variety of regular meetings with the representatives of BMW. This allowed them not only to develop a suitable solution for BMW, but also to gain deeper insights into the company. A visit of the BMW headquarters, the BMW World and the production plant in Munich deepened these insights.

Overall, as the project was a complete success for both parties a subsequent and profound cooperation with BMW is planned for next year.

## Book Price Management

### 4th Edition of Textbook "Price Management"

Awarded with the Georg-Bergler-Prize for "Absatzwirtschaft"

After 1.5 years of hard work, our entire team and especially Dominic Bergers in his function as project manager, were happy and not at least proud to finally release the new version of Hermann Simon's and Martin Fassnacht's book "Price Management".

The book provides a comprehensive understanding of pricing. Price management is seen as a process that proceeds through the four phases strategy, analysis, decision, and implementation. Separate chapters discuss industry-specific peculiarities of price management in consumer and industrial goods, services, and retail. The 4th edition of the classic "Price Management" has been completely revised and pervades the subject in up-to-date, compact, and clear manner. Practical examples from different industries illustrate the procedure in all four phases of the process. The digitization is systematically taken into account in all chapters and process phases. This definitive work includes a completely new chapter on innovation in price management.

Prof. Dr. H. C. Dr. mult. Hermann Simon is founder and chairman of Simon-Kucher & Partners. He was elected as the most influential living management-thinker in the German-speaking world. He was professor of business administration and marketing at the Universities of Mainz and Bielefeld. As a visiting professor he taught at the Harvard Business School, Stanford University, INSEAD, Keio University Tokyo, and the London Business School. Simon studied economics and business administration at the Universities of Cologne and Bonn. He completed his doctorate and habilitation with Prof. Dr. Dr. H. C. mult. Horst Albach.

"A book of great value which excellently bridges the gap between science and practice." (Kasper Rorsted, CEO, Adidas AG)

"This book is truly state of the art and the most comprehensive work in price management." (Prof. Philip Kotler, Kellogg School of Management, Northwestern University)

"Price Management presented comprehensively. Well done and thus absolutely worth reading!" (Prof. Dr. Bernd Skiera, chair of marketing, especially electronic commerce, Goethe University Frankfurt am Main)

"This book shows that digitization has arrived in price management. Absolute state of the art." (Oliver Samwer, CEO, Rocket Internet AG)

"Price management is particularly important for premium brands. This book provides everything you need for a successful premium pricing." (Dr. Reinhard Zinkann, managing partner, Miele & Cie. KG)



ISBN 978-3-658-11870-9  
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eBook: 39,99 EUR



From left to right:  
Practical Cooperation with BMW | Dominic Bergers,  
project manager of "Price Management"

## Speeches and Lectures

### Key note speech of Prof. Dr. Martin Fassnacht at ECR Austria Infotag



On November 12, 2015, Prof. Dr. Martin Fassnacht was invited as a key note speaker at the "ECR Austria Infotag" in Wien, one of the biggest events in Austrian

FMCG sector. In his key note "Retail Revolution", Professor Fassnacht elaborated how the retail environment is changing and how new players are revolutionizing established structures, but also how existing companies are playing new roles and widening their business activities. As a result, especially retailers need to strengthen their innovation power to stay competitive. Professor Fassnacht explained how retailers can tune their strategies to increase and to satisfy their customer bases. To inspire the participants, Professor Fassnacht illustrated numerous best-practice examples how new business opportunities can be created.

### Speech of Prof. Dr. Martin Fassnacht at 16. International Sweets Congress



On November 20, 2015, Prof. Dr. Martin Fassnacht gave a speech about "Brands at Aldi: Consequences for Industry and Retailers" at the 16. International Sweets Congress, the annual conference of the sweets industry, in Berlin.

Although the increasing listings of branded products by Aldi has reasonable grounds, its manifold consequences, such as diminishing gross profits as a result of price wars, are significant.

Based on a detailed analysis of these consequences and the reactions of discounters, full-ranges suppliers as well as the industry, Prof. Dr. Martin Fassnacht derived recommendations for the mentioned players in order to successfully deal with this new situation.

### Presentation of Prof. Dr. Martin Fassnacht @ University of Innsbruck – School of Management, Austria



On April 13, 2016, Prof. Dr. Martin Fassnacht presented current research insights of our chair on the topic "Product newness: determinants and outcomes from the consumer's perspective at the point-of-sale" at the Department of Strategic Management, Marketing and Tourism of the University of Innsbruck – School of Management.

### Speech of Prof. Dr. Martin Fassnacht at Supermarket of the Year 2016



On April 20, 2016, Prof. Dr. Martin Fassnacht gave a speech about "Customer Loyalty as an Element of Competitive Strategy" at Supermarket of the Year 2016 in Bonn.

Especially in a mature and highly competitive market customer loyalty is of utter importance. However, the customer loyalty measures need to fit to the competitive strategy. Furthermore, customer loyalty is much more than introducing a loyalty card. Thus, for grocery retailers the assortment is still the most effective customer loyalty instrument.

### Speech of Prof. Dr. Martin Fassnacht at REGAL Branchentreff 2016



On June 09, 2016, Prof. Dr. Martin Fassnacht gave a speech about "Supermarket against Discounters: New Confrontation, Recommendations for Supermarkets" at REGAL Branchentreff 2016 in Vienna.

Discounters increasingly converge to Supermarkets, for example by listing branded products and improving



the store experience. As a result, Supermarkets lose competitive differentiation and thus, need to find new measures to differentiate from discounters in order to deliver superior customer value. In this regard, the decentralized structure of supermarket chains enables them to offer services which are better adapted to the local needs.

### Speech of Professor Martin Fassnacht at Rotary Club Koblenz-Deutsches Eck: "Luxury Brand Management"



On April 14<sup>th</sup>, 2016, Professor Fassnacht was invited to the

Rotary Club Koblenz-Deutsches Eck in order to speak about luxury brand management. In his speech, Professor Fassnacht explained the anomalies of luxury brand management, characterized specificities of the luxury customers and provided an outlook for the future of the global luxury market. There has been the opportunity to provide precious insights about the management of luxury brands and to exchange thoughts with the members of the Rotary Club.

### "What Customers Really Want" speech held at various occasions throughout the year



Marketing „is the whole business seen from the point of view of its final result, that is, from the customer's point of view." Especially today this ap-

proach by Prof. Peter Drucker is of utmost relevance because one single customer does not exist anymore, but rather a heterogeneity of demands needs to be satisfied. In order to acquire customers in the digital era, companies need to utilize smart data in order to get to know their customers in detail and to align themselves accordingly along the whole value chain. Prof. Fass-

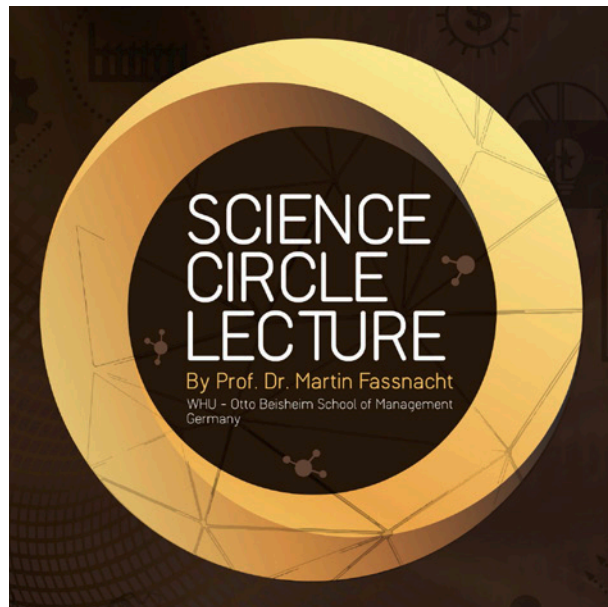
### Activities in Juries

#### Supermarket of the Year 2016



Professor Fassnacht is member of the Jury "Supermarkt des Jahres". This competition has a history of more than 20 years and is organized by the biggest european Foodmagazine "MEINE

FAMILIE & ICH" and "Die LEBENSMITTEL PRAXIS", a magazine for the food retail sector. The final TOP4 Winners of the competition have been honored within the frame of a Gala in Bonn on April 20, 2016, in Bonn. Beside his work as a member of the Jury, Prof. Fassnacht gave a presentation on "Customer Loyalty as an Element of Competitive Strategy".



Science Circle Lecture at the Consulate General of the Federal Republic of Germany in Bangalore

nacht examines in the speech "What customers really want!" with practically relevant and innovative examples how such a market-oriented corporate management can be executed via strategic marketing activities such as competitive strategy, customer segmentation, targeting and positioning as well as via marketing instruments such as product, price, place and promotion. Because after all, only those companies win in the competitive market nowadays, which are led according to customer needs.

Professor Fassnacht gave the "What Customers Really Want" speech at the following occasions: 16<sup>th</sup> October 2015, at the Marketing Forum Linz/Austria; 19<sup>th</sup> November 2015, at the Marketing Club Düsseldorf; 18<sup>th</sup> March 2016, at the Consulate General of the Federal Republic of Germany in Bangalore; 22<sup>nd</sup> March 2016 at the Business Club Hamburg in Hamburg; 28<sup>th</sup> June 2016 at the Marketing-Club Rhein-Mosel in Koblenz, 7<sup>th</sup> July 2016 at the "Klassentreffen" of former and current members of the management board of large companies in Koblenz; 11<sup>th</sup> September at the JUM Kreis MMM Club in Koblenz.

#### Member of the Advisory Board of the BESTSELLER Award



Professor Fassnacht is a member of the Advisory Board for the award BESTSELLER initiated by the magazine "RUND-SCHAU für den Lebensmittelhandel".

The award honors the best selling product innovations of the past year. The BESTSELLER Award ceremony took place on October 28, 2016, in Berlin.



From left to right:  
University of Innsbruck – School of Management | 16. International Sweets Congress

## Press Reports

### Interview with Horizont (November 2015)

*Black Friday – why are German customers increasingly eager to the American discount battle?*

**HORIZONT** ZEITUNG FÜR MARKETING, WERBUNG UND MEDIEN Why does an American sales event like the Black Friday gain more and more currency in Germany?

“Nowadays in Germany it is getting more and more difficult to sell, as the market is already saturated within most product categories. Therefore, it is necessary to provide customers with an occasion to motivate them to search for new products. [...]”

Should retailers focus on the popularity of the Black Friday or are there also domestic topics?

“According to GfK 32 per cent of all purchases are made occasion-related. Therefore, the search for new occasions can be recommended. In general, an event should be relevant and predictable for customers. The anniversary of the German Unification would certainly have potential.”

### Quotations in Tagesspiegel (January 2016)

*Image change – how corporations reinvent themselves*

**TAGESSPIEGEL** “I have to pay my respect for this performance. [...]. An even more intensive price battle would not make sense as all would lose. [...]. Premium quality does not belong to the brand essence of Lidl.”

### Commentary in Lebensmittel Praxis (January 2016)

*Online food – better decentralized*

**LEBENSMITTEL PRAXIS.** “We all are noticing that our life is digital. However, in comparison to other categories, such as fashion, online commerce with food is still at the very beginning. [...]. Consumer demands are increasingly heterogeneous and thus location-wise more different. Both thoughts – digitalization and heterogeneity – implicate that retailers should not only serve consumer demands stationary in a differentiated manner but also online. [...]”

### Quotations in The New York Times (January 2016)

*Uber’s No-Holds-Barred Expansion Strategy Fizzles in Germany*

**The New York Times** “If you want to be successful in Germany, you have to understand the regulation. [...]. Uber should have taken that more seriously.”

### Quotations in Frankfurter Allgemeine Zeitung (January 2016)

*Coke that bears your name*

**Frankfurter Allgemeine** ZEITUNG FÜR DEUTSCHLAND “For manufacturers this is a unique possibility to achieve a direct connection to customers. [...]. Customers are looking for individualized products. It increases the self-esteem. One stands out from the mass. It makes more fun to drink a coke when it bears the own name.”



### Quotations in Stern (January 2016)

*Discounter against Supermarkets – Aldi counts on luxury products while Edeka offers discount products*



“Often the former promotion price is the new permanent price. [...]. Aldi will list further branded

products, no question. [...]. With brands like Coca-Cola or Red Bull Aldi addresses young brand-affine customers who currently stay well clear of the discounter. However, Aldi should not get too elegant. This would harm its price image.”

### Quotations in Focus (February 2016)

*Price war in full progress – Aldi attacks supermarkets: Discounter sells off children chocolate and Milka*



“Over the past years Aldi lost market share in Germany, especially against the large supermarket chains.”

### Quotations in Handelsblatt (February 2016)

*Beverage cans continue their sneaky comeback*

**Handelsblatt** “The size of the beverage can is ideal for single households, which are growing in Germany. [...]. Additionally, the positive image of energy drinks has a spill-over-effect on the beverage can. [...]. The comeback of the beverage can will continue.”

### Interview with RUNDSCHAU für den Lebensmittelhandel (February 2016)

*Listings of branded products by Aldi*



What are the biggest risks in combination with increasing listings of branded product by Aldi?

“The resulting price battle led to gross profit losses of a three-digit million figure. Given the small margins in the retail industry, this is a painful experience. Not for nothing Kaufland has increased prices for some branded products. Although price battles are part of the competition one should not destroy margins sustainably.” [...].

Again, retailers pass the buck to the manufacturers.

“These are the traditional mutual recriminations. Manufacturers complain about value destruction and retailers consider this as the logical consequence of the listing at Aldi. From a long-term perspective, retailers and manufacturers have to collaborate more closely, both parties would benefit a lot – retailers and manufacturers.”

### Quotations in Werben & Verkaufen (March 2016)

*Online-Shopping-Clubs: The business with remainders is lucrative*



“On average private households in Germany spend 1.900€ for clothing and footwear on an annual basis.

Especially for families with two or three children the shopping of clothes is a budget question. [...]. The charm of the limited offer is one of the oldest marketing tricks in the world.”

### Quotations in Bild (March 2016)

*Displacement by bargains: Kaufhof brings premium-outlets into domestic city centers*



“It should not look too elegant. [...]. This is the oldest marketing trick in the world.”

### Quotations in Süddeutsche Zeitung (March 2016)

*Stronger animal and consumer protection: Retailers enhance pressure*

**Süddeutsche Zeitung** “Nowadays consumers expect from retail store chains that they care about topics such as sustainability and animal protection. [...]. The issue is that most consumers are not willing to pay a price premium for this, which makes it difficult for corporations.”

### Interview with Lebensmittel Zeitung (March 2016)

*Customer Club of Media Markt – focus is not on price discounts*



Media Markt has launched an own customer club. What does the Marketing expert say?

“In times of omnichannel-retailing and big data it is elementary to gather information about the customer by a customer card. In particular for a consumer electronics retailer who has customers with a high affinity for technology this is an indispensable instrument of a successful CRM-strategy. [...].”

If one considers the advantages of the club card it is clear that the focus is on service and not on discounts. Does this fit to the new Media Markt strategy?

“Emotional factors are truly in the foreground. However, there are also rational arguments, such as lengthened replacement times. Thus, the club card is a new exciting approach which is possibly less cost-intensive. [...].”

### Quotations in Finanzen.net (April 2016)

*Falling prices for cheese and butter: Protests of the farmers' association*

**finanzen.net** "Price decreases for cheese and butter strengthen the price image. [...]. Despite the protests of the farmers most consumers will evaluate the price decreases positively."

### Quotations in Handelsblatt (April 2016)

*Branded products experience a comeback*

**Handelsblatt** "For several brands due to the listing at Aldi prices started to slide significantly. This facilitates the grip to the branded product. [...]. The long-term effects of the listing at Aldi for the brand image and the profit margins of the involved manufacturers can only be evaluated in two or three years. [...]. It is probably only a matter of time until successful brands try to sell their products directly to the end-consumer."

### Quotations in Wirtschafts Woche (April 2016)

*dm, Rossmann, Müller – drug stores boom due to the business with the beauty*

**Wirtschafts Woche** "Drug stores have strong private labels, high assortment competence, well-being atmosphere within their stores, a good price image and they consistently prove their feeling for new topics, such as vegan diet or super food. That is not easy to copy – even for Edeka or Rewe."

### Commentary in Lebensmittel Zeitung (May 2016)

*Strategic Foresight*

**Lebensmittel Zeitung** "Brands at Aldi: They are the result of an intensive competition in a saturated market and not a temporary phenomenon. Instead of mutual recriminations a new thinking is required in order to get out of destruction of value. [...]."

### Quotations in Business Insider (May 2016)

*Collection fever from Italy: How the business at the sticker manufacturer Panini works*

**BUSINESS INSIDER DEUTSCHLAND** "From the perspective of the super-markets it definitely pays off. Children urge their parents to shop at the respective supermarket owing to the stickers. And the probability is high that the parents occasionally follow the wish of their children. [...]. Collectible football picture cards are simply a great instrument for customer loyalty. We are hunters and gatherers."

### Quotations in e-tailment (May 2016)

*Aldi reinvents itself*

**e-tailment** "Most customers are increasingly demanding and expect more. However, only a few are willing to pay for this. [...]. That is due to the high market share of discounters – approximately 40%, that is unique in the world. [...]. Aldi and Lidl are efficiency machines. [...]. They should not lose their DNA as a discounter. One can be too elegant. [...]. Customers go to discounters as they are cheap from their point of view."

### Quotations in Financial Times (May 2016)

*Bayer courts environmental bogeyman*

**FT FINANCIAL TIMES** "The reputational factor is just not an issue for investors. Public opinion is an important but not overriding concern for Bayer, because it is stronger in B2B than in B2C."

### Quotations in ZEIT ONLINE (June 2016)

*Amazon Fresh – The Nemesis*

**ZEIT ONLINE** "In the retail sector grocery food is the last bastion where the internet plays almost no role. [...]. Thereby, the customer saves time as he does not have to go to several pages for different products."

### Quotations in e-tailment (June 2016)

*Family row at Aldi – it does not run anymore in the North*

**e-tailment** "Aldi Nord adheres stronger to the traditional hard discount format than the South. Aldi Süd is more innovative. They are more courageous when it comes to figuring out new things and are more successful. [...]. What is successful in the South is often implemented in the North as well after some time. [...]. The stores of Aldi south are more advanced and friendly."

### Quotations in Welt (June 2016)

*Cheap Gouda preferred – customers tend to pay more attention to the price*

**WELT** "Germans are not connoisseurs like the French, Italians, Spaniards, or Austrians. [...]. The people are not willing to pay more."



### Quotations in Frankfurter Allgemeine Zeitung (July 2016)

*Even less – retail industry comes from one sales-action to the next one*

**Frankfurter Allgemeine**  
ZEITUNG FÜR DEUTSCHLAND  
“It is an incentive for consumers to drive to the downtown areas and go shopping. [...]. Nowadays we increasingly live in a discount society. Consumers are even less willing to pay the permanent price. They expect sales and other promotion offers. You have to be really creative if you want to sell your items to the regular price.”

### Quotations in General-Anzeiger (July 2016)

*Role model gas station: How the internet disorganizes prices*

**General-Anzeiger**  
“Prices in online retailing will be on the move within the next years. As it is already the case at gas stations or flights prices will vary depending on time of day and demand. [...]. It is the old game: if you want to have cheaper prices as a customer you need to put more effort and time in research. Then you probably find a cheaper offer.”

### Quotations in Wirtschafts Woche (July 2016)

*A radical conversion shall rescue Real*

**Wirtschafts Woche**  
“Retailers increasingly discover gastronomy as an opportunity to differentiate from competitors.”

### Quotations in Frankfurter Allgemeine Zeitung (August 2016)

*Exchange paradise Germany – retailers are increasingly more generous*

**Frankfurter Allgemeine**  
ZEITUNG FÜR DEUTSCHLAND  
“Retailers in Germany have always been relatively fair regarding exchanges. However, due to online retailing the pressure to act in this area customer-friendly has increased significantly. [...]. Longer conversion periods decrease the risk for consumers and thus facilitate the buying decision. [...]. Longer conversion periods will be the new standard in the long-term.”

### Quotations in Welt (August 2016)

*End of lifelong*

**WELT**  
“One could have saved this back and forth. The consumer does not care about the fact that the return rule is now globally standardized. Especially in social media this information is not received well.”

### Quotations in Manager Magazin (August 2016)

*Brand names full of emotions boom*

**manager magazin**  
“By doing this, manufacturers try to touch the emotions of the people as it is more difficult for many products to get a distinctive profile by product features. [...]. That is not a temporary trend. It will not disappear.”

### Commentary in Wirtschafts Woche (August 2016)

*Amazon Locker – why Amazon makes the last mile a concern of the customer*

**Wirtschafts Woche**  
“Amazon installs own packing stations at Shell gas stations to deliver customers in an efficient manner. A concept that brings big advantages for customers and Amazon. Parcel services and Other retailers might suffer.”

### Quotations in Bild (September 2016)

*Why is there already gingerbread?*

**Bild**  
“Scarcity is the oldest marketing trick in the world. [...]. The fact that always new things are added is highly skillful.”

### Quotations in ZDF Heute (September 2016)

*Breathing space for Kaiser's Tengelmann*

**ZDF heute**  
“Tengelmann reacted too late to the difficult situation. Most of its stores are outdated. From a customer point of view Tengelmann was not competitive against Rewe and Edeka. Thus, customers will not miss Tengelmann.”

### Quotations in Focus (October 2016)

*Store chains on the internet: The second life of Praktiker, Hertie and co.*

**ONLINE FOCUS**  
“Even after several years many old brands have a high name recognition. That is why they are attractive for corporations since establishing a completely new brand is extremely difficult, even in the online age. It is a lot easier to reactivate a known brand – provided that it still sparks positive associations. [...]. Reactivating an old brand is not an easy undertaking. The brand awareness help in the beginning but you need to have a concept that proves viable on the market.”

### Interview with SWR Marktcheck (October 2015)

Prof. Dr. Martin Fassnacht explained the concept of “Dynamic Pricing”.



How does dynamic pricing work?

“Based on consumer characteristics, their behavior on websites, competitive behaviors or even additional variables, such as the weather, retailers are able to predict customers’ willingness to pay. In accordance with an analysis of this customer data, firms finally set dynamic prices on the internet. [...]”

### Interview with WDR Markt (January 2016)

Price increases



On 13<sup>th</sup> of January 2016, Prof. Dr. Martin Fassnacht was interviewed by WDR Markt about price increases.

### Interview with Galileo (February 2016)

Prices might vary depending on the weekday and the category of products. According to a recent study food and drinks, especially gourmet food such as wine or pralines, are supposed to be cheaper on Thursdays.



“In general, it is more likely to get discounts for perishable goods, such as fruits and vegetables, in the evening. [...]. Fridays and Saturdays are two the most lucrative days for retailers as many

consumers go shopping. In order to attract customers to their stores retailers make additional special offers on these two days.”

### Interview with n-tv Ratgeber (February 2016)

Frequently, women have to pay more for similar or even identical products and services than men. This is called the pink tax.



“Women associate a wellness-experience with the purchase or the experienced service. For men, however, it is

more or less a routine. These differences in perceptions finally lead to a divergent willingness-to-pay which companies exploit.”

### Interview with WDR Markt (February 2016)

Aldi Süd increasingly counts on branded and premium products. And in a first store in the South of Germany a high-quality furnishings are tested.



“Aldi lost market shares whereas supermarkets won market shares. If

companies lose market share they think about measures to stop this trend. Aldi identified that younger consumers prefer branded products. [...]. Aldi needs to stick to the principles of the discount format. However, as customer expectations rise even a discounter needs to be up-to-date and contemporary. At this, the store design plays a crucial role. [...]. Everything that a successful player does is investigated by competitors. Thus, competitors try to match price decreases of Aldi. [...]. In general, manufacturers want to grow. Aldi Süd and Nord have about 4.000 stores. It is highly attractive to work with such a player for manufacturers.”

### Interview with WDR Markt (September 2016)

Aldi Süd: new look – new prices?



“Customers are more demanding. The competitors of Aldi invested a lot into

the store design. Aldi needs to follow in order to satisfy customer demands. [...]. Regarding the new store concept of Aldi, it shows that Aldi approaches supermarkets, however, not too strong in order to still appear as a discounter from a customer perspective. [...]. As Aldi started to increasingly list new brands a highly intensive price battle incurred. Any player undercut its competitors. As a result, consumers benefited at the expense of the gross margin of retailers.”

### Interview with N24 (September 2016)

Discounters are fighting against their image.



On 11<sup>th</sup> of September 2016, Prof. Dr. Martin Fassnacht was interviewed by

N24 on the topic: Discounters are fighting against their image.



# WHU at a Glance

WHU – Otto Beisheim School of Management is an internationally oriented and privately financed business school based in Vallendar and Duesseldorf. Founded in 1984, WHU is now one of the most renowned German Business Schools with an exceptional national and international reputation. WHU stands for “Excellence in Management Education” and pursues this Goal in its three core areas of activity: Academic Programs, Research, and Transfer in the field of general management. This excellent standard has been certified by accreditations from AACSB, EQUIS and FIBAA as well as through leading positions in national and international rankings.

In addition, WHU is the only private business school in Germany which is a member of the German Research Association (DFG). WHU students profit from a large network of partner universities, companies and alumni.

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