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Frank Gerwald

REPUTATION MANAGEMENT

as the Basis for Sustainable Customer Relationships in the Insurance Industry



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Frank Gerwald

**REPUTATION MANAGEMENT AS THE BASIS
FOR SUSTAINABLE CUSTOMER RELATIONSHIPS
IN THE INSURANCE INDUSTRY**

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**REPUTATION MANAGEMENT AS THE BASIS
FOR SUSTAINABLE CUSTOMER RELATION-
SHIPS IN THE INSURANCE INDUSTRY**
(Monografie)

Frank Gerwald



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Abstrakt

GERWALD, F.: *Reputationsmanagement als Grundlage für nachhaltige Kundenbeziehungen in der Versicherungswirtschaft* [Dissertation]. Wirtschaftsuniversität in Bratislava. Fakultät für Betriebsmanagement. Lehrstuhl für Betriebsfinanzen. Betreuer: Dr. h. c. Doc. PhDr. Peter Dorčák, PhD., MSc., DBA. Abschluss: PhD. Bratislava, 2023.

Der Aufbau einer guten Reputation dauert oft viele Jahre, sie kann aber in nur wenigen Minuten dauerhaft zerstört werden. Dieser Arbeit soll Faktoren identifizieren und gewichten, die die Reputation von Versicherungsunternehmen in Deutschland und der Slowakei bestimmen. Um sicherzustellen, dass die vom Versicherer getroffenen Reputationsmaßnahmen erfolgreich sind, und um Handlungsmöglichkeiten zu modellieren, werden sowohl die Sichtweisen der Unternehmen als auch die der Kunden untersucht. Nachdem in Forschungsphase I durch eine systematische Literaturrecherche ein Überblick über den Stand der Forschung zur Problematik gewonnen wurde, folgte in Forschungsphase II eine Betrachtung der Sichtweise der Versicherer. Dazu wurden zwölf halbstrukturierte Experteninterviews mit Führungskräften aus der Versicherungsbranche geführt und qualitativ ausgewertet. Danach wurde in der Forschungsphase III die Sichtweise der Kunden, die exemplarisch für die Vielzahl der Stakeholder stehen, durch eine Onlineumfrage beleuchtet, die von 224 Versicherungskunden in Deutschland und der Slowakei beantwortet wurde. Sie wurde durch Anwendung der explorativen und konfirmatorischen Faktoranalyse quantitativ ausgewertet.

Als bedeutendste Faktoren für die Bildung einer positiven Reputation wurden die Schnelligkeit bei Rückmeldungen und Bearbeitungen sowie gut ausgebildetes und motiviertes Personal ermittelt. Die Forschung zeigte, dass in der Versicherungsbranche teils andere Faktoren über Reputation entscheiden als in anderen Branchen. So ist die Ertrags- und Finanzkraft der Versicherer für die Kunden relevanter als der Auftritt in den sozialen Medien, die Wahrnehmung der sozialen Verantwortung ist tendenziell ein Hygienefaktor. Aus den Ergebnissen wurde ein 10-Punkte-Plan entwickelt, der den Versicherern eine Grundlage beim Aufbau eines Reputationsmanagements bietet, um im Vorfeld mögliche Reputationsrisiken zu eliminieren, so dass es gar nicht erst zu einem Reputationsverlust kommt.

Die Arbeit enthält 129 Seiten, 6 Kapitel, 13 Abbildungen und 42 Tabellen.

Schlüsselworte:

CRM; Kundenbindung; Reputation; Reputationsmanagement; Versicherung

Abstract

GERWALD, F.: *Reputation Management as a Basis for Sustainable Customer Relations in the Insurance Industry* [Dissertation]. University of Economics in Bratislava. Faculty of Business Management. Department for Corporate Finance. Doctoral Advisor: Dr. h. c. Assoc. Prof. PhDr. Peter Dorčák, PhD., MSc., DBA. Graduated to: PhD. Bratislava: FBM UE in Bratislava, 2023.

The establishment of a good reputation often takes many years, but it can also be permanently destroyed in just a few minutes. The aim of this thesis is to identify and prioritize factors that determine the reputation of insurance companies in Germany and Slovakia. In order to ensure that reputation measures taken by the insurer lead to successful results and to model possible courses of action, the perspectives of both the companies and the customers are examined. After gaining an overview of the state of the problem through a systematic literature search in research phase I, the perspective of the insurers was examined in research phase II. For this purpose, twelve semi-structured expert interviews were conducted with executives from the insurance industry, which were evaluated qualitatively. Subsequently, in research phase III, the perspective of customers was examined by means of an online survey, which was answered by 224 insurance customers in Germany and Slovakia. The quantitative evaluation of the results was carried out by applying exploratory and confirmatory factor analysis.

The most important factors for the formation of a positive reputation were identified as the speed of feedback and processing, also as well-trained and motivated staff. The research has shown that in the insurance industry, different factors often determine reputation compared to other industries. For example, the earnings and financial strength of insurers are more important to customers than their presence on social media, while the perception of social responsibility is more of a hygiene factor. Based on the results of the study, a 10-point plan was developed, which provides insurers with a basis for reputation management in order to eliminate possible reputation risks in advance and prevent reputational loss.

The thesis with 129 pages is divided into 6 chapters, including 13 figures and 42 tables.

Key Words:

CRM; customer loyalty; reputation; reputation management; insurance

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Introduction

“It takes 20 years to develop a good reputation, and five minutes to ruin it. If you think about that, you`ll do things differently.”

(Warren Buffet)

Building a good reputation is an undertaking that must be understood as a long-term investment. Companies with a positive reputation are assumed by stakeholders to be above-average performance. At the same time, the strategic competitive position is improving, making it easier for the company to make higher profits, consolidate customer and supplier loyalty, and reduce transaction costs. A high reputation also reduces the incidence of crises and economic fluctuations.

As valuable as a positive reputation for the company is, it is fragile. A long-term reputation can be destroyed within a few moments and reversed. After the destruction of a previously good reputation, a recovery of the good values is only possible in the long term and with great effort. In order not to get that far, a targeted reputation management on the part of the company is needed.

For a company to manage its reputation in a targeted manner, it must first determine which factors have any influence on the perceived performance at all. Because massive investments in reputation-building measures are only amortized if the management of the company assesses the relevance of the individual factors in the same way as the stakeholders.

The discussion on reputation management gains additional momentum due to the advancing digitalization. The influence of customer reviews on online portals and social media is steadily increasing, as the user gets their say on many platforms. User reviews are of high importance as their opinions are considered neutral by other users. Reputation is also formed online, and companies need to find a way to monitor and analyze their customers' online feedback.

1 Current state of the problem

A company's reputation among its stakeholders is a valuable asset and one of its most valuable success factors.¹ From the stakeholder perspective, the reputation of a company provides an assessment basis for the estimation of the company's contribution to its own and the common good.² Specific performance characteristics of individual companies are increasingly easier and faster copied by competitors, while the reputation as intangible value is difficult to take over by competitors.³

1.1 Demarcation of reputation from other concepts

In order to approach the topic of reputation from different sides, it is necessary to cleanly separate the terms reputation, identity and image. The demarcations made in the following chapter serve as the basis for further investigations in the framework of this work.

1.1.1 Reputation

In the literature there is a wide range of research into the question of what exactly reputation is. The consensus of all descriptions is that the reputation as an intangible enterprise value is an extremely fragile element that any organization has at its disposal. A company's positive reputation has an impact on many areas of the business environment. It helps to ensure that the company is valued, respected, and perceived positively by customers, investors, suppliers, and employees.⁴ At the same time, a high reputation reduces vulnerability to economic crises such as the 2008 financial crisis. The sharpening of the company profile makes it easier for companies to stand out from the competition in the perception of customers and create unique selling points.⁵

The battle for young talents has long begun in the insurance industry. In the choice of employer, in addition to the question of remuneration, the reputation

¹ POLLÁK, František; DORČÁK, Peter; MARKOVIČ, Peter. Corporate Reputation of Family-Owned Businesses: Parent Companies vs. Their Brands. 2021, p. 1.

² HELM, Sabrina. Unternehmensreputation und Stakeholder-Loyalität. 2007, p. 1.

³ KIRSTEIN, Sandra. Unternehmensreputation. 2009, p. 3.

⁴ FAROOQ, Omar. Corporate Reputation and Analyst Coverage: Evidence from Europe. 2016, p. 1302.; FEARNLEY, Matt. Corporate Reputation: The Wasted Asset. 1993, p. 4.

⁵ TERNÈS, Anabel; RUNGE, Christopher A. Reputationsmanagement. 2015, p. 1.

of the company is increasingly a decisive criterion. For employees, the pride in the company, the work carried out there and the company's values are an essential element of self-expression.⁶ The recruitment of well-qualified and motivated employees increases business results and brand value in the medium term.⁷

In scientific literature, there are differentiated approaches to the definition of reputation. In the early 1990s, various authors formulated their different definition approaches. Thus, Hall described that in his view, the emotions and knowledge of individuals determine the reputation of companies.⁸ For Dozier, reputation arises on the one hand from the immediate experience of the stakeholders, but also from a continuous communication process.⁹ Thus, while Hall and Dozier use both affective and cognitive perspectives to define reputation, Fombrun is limited to a primarily affective perspective.¹⁰ A few years later, he published his approach, according to which reputation is the overall assessment of a company by its stakeholders, which is composed of all the affective reactions of customers, investors, employees and the public.¹¹ A different approach to the definition, however, see Gray and Balmer. For them, the reputation of companies is more of a valuation of company characteristics.¹² This view does not consider the affective components but focuses on the conscious perception of the stakeholders.

Cannon and Schwaiger also designed a two-dimensional view of the company's reputation in 2004. They label the two constructs with the terms sympathy and competence. With sympathy, they describe the degree to which people see a company as sensitized to non-profit issues. Competence stands for the degree to which the company is able to produce high-quality products and services, thus operating a stable and profitable business.¹³

⁶ TERNÈS, Anabel; RUNGE, Christopher A. *Reputationsmanagement*. 2015, p. 3.

⁷ TERNÈS, Anabel; RUNGE, Christopher A. *Reputationsmanagement*. 2015, p. 2-3.

⁸ HALL, Richard. *The strategic analysis of intangible resources*. 1992, p. 138.

⁹ DOZIER, David M. *Image, Reputation and Mass Communication Effects*. 1993, p. 230.

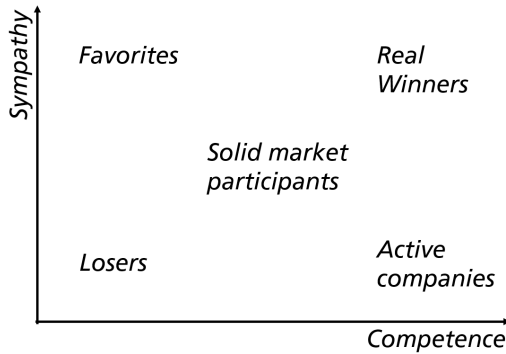
¹⁰ KIRSTEIN, Sandra. *Unternehmensreputation*. 2009, p. 31.

¹¹ FOMBRUN, Charles J. *Reputation: Realizing value from the corporate image*. 1996, p. 37.

¹² GRAY, Edmund R.; BALMER, John M. T. *Managing Corporate Image and Corporate Reputation*. 1998, pp. 696-697.

¹³ CANNON, Hugh M.; SCHWAIGER, Manfred. *Accounting for Company Reputation: Variations on the Gold Standard*. 2004, p. 301.

Figure 1: Classification of corporate reputation



Source: Own presentation based on: Cannon H. – Schwaiger, M. 2004, *Accounting for Company Reputation*, p. 301.

With this view, Cannon and Schwaiger link to the presentations of Dozier and Hall, who also consider the affective and cognitive perspectives. Even with high research and development budgets, it is increasingly difficult for the insurance industry to achieve high profit margins through product differentiation strategies and market segmentation. As soon as an insurer identifies and fills out a market gap, the competition copies the idea and reinforces the displacement competition. With increasingly similar portfolios of companies, the reputation is therefore becoming increasingly important.¹⁴

To ensure a scientifically clean description of the concept of reputation, the concept of reputation must be distinguished from the concepts of identity and image.¹⁵ The identity is based on the corporate culture and arises from the inside of the company. It consists of current practices, company history, corporate values, and behavior.¹⁶ Walker also draws on the stakeholder's point of view to distinguish between them. While corporate identity is an internal view (what do we

¹⁴ CANNON, Hugh M.; SCHWAIGER, Manfred. *Accounting for Company Reputation: Variations on the Gold Standard*. 2004, p. 301.; TERNÈS, Anabel; RUNGE, Christopher A. *Reputationsmanagement*. 2015, p. 2.

¹⁵ BARNETT, Michael L.; JERMIER, John M.; LAFFERTY, Barbara A. *Corporate Reputation: The Definitional Landscape*. 2006, p. 33.

¹⁶ MELEWAR, T. C.; KARAOSMANOGLU, Elif; PATERSON, Douglas. *Corporate identity: concept, components and contribution*. 2005, pp. 73-74.

5 Discussion

The results of this work show that other factors are crucial in the formation of reputation in the insurance industry than in the rest of the sectors. One of the reasons for this is the strong regulation by the legislator, which gives companies little room for maneuver to distinguish themselves from one another. Numerous research into the reputation of the automotive industry, the hotel industry, or the travel industry, however, there is no study that focuses solely on the reputation of insurance companies. This research gap is intended to close this thesis by calculating factors specifically geared to insurers for the formation of reputation.

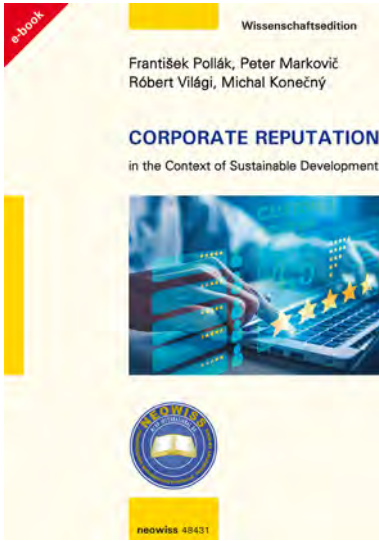
The study compares the perspectives of specialist literature, insurers and insurance customers, looks for similarities and highlights differences. The results obtained are intended to enable insurers to install efficient reputation management and use their measures to improve reputation in such a way that they achieve the greatest possible success. This should be done by focusing on the five factors identified during the investigation. Efficient reputation management ensures that reputational damage does not occur in the first place, as any critical points are thus defused in advance. Reputation management is not a one-off short-term action, but an ongoing observation of the relevant factors. The results are based on the literature research, twelve expert interviews and 224 answers to the customer survey of insurance customers in Germany and Slovakia.

5.1 Recommendations for insurers

The study has shown the factors that insurers need to work on in order to efficiently use their resources to build and maintain their reputation management. The biggest lever to improve reputation has been the *response time for feedback* and the *speed* of processing times. Insurers should follow best practice examples such as Amazon. Customers have had positive experiences regarding speed in other industries such as online mail ordering and also apply these expectations to insurance companies.

The use of chatbots for customer communication has so far had the disadvantage that the performance of the bots was limited and that accordingly they were only used cautiously by the customers. Meanwhile, the performance of chatbots like ChatGPT has improved to such an extent that this technique can be a valuable support for insurers in their customer communication. The use of artificial intelligence can increase the response speed in customer communication and thus





František Pollák, Peter Markovič
Róbert Világi – Michal Konečný

Corporate Reputation

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Reputation is a valuable business asset, with a good reputation almost anything is possible in business. Almost nothing is possible without a good reputation. It is necessary to build a reputation, but it is equally difficult to build it up over time. In the context of turbulent market changes at the beginning of the third decade of the twenty-first century, the dimension of sustainability takes on completely new dimensions.

The authors' effort is to provide the reader with an analytical view of the issue of sustainable development of corporate reputation. The presented scientific monograph synthesizes almost a decade of intensive scientific work by the authors. The authors believe that the output of their work will be beneficial for the professional public and the academy.



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Success and Ethics

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In many cases, globalization and internationalization in the competitive environment mean that the call for honesty, justice and integrity is becoming ever louder in the corporate environment. However, it is often questioned whether the resulting primarily economic actions are compatible with ethical standards in the company. The question of whether and how a company, its employees and above all its (top) management can or may assume moral responsibility is at the center of the discussion. In this context, the relevant literature postulates that in an "ideal world", corporate ethics that prescribe guidelines ("Code of Conduct") and standards for ethical dealings in companies would be superfluous, since here, due to the complete transparency of the markets, the actions themselves would relativize the egoisms of market participants. However, since this can at best only be the case in a model world, corporate rules of conduct are becoming increasingly important. This also means that companies have a responsibility to human capital, so that employees enjoy their work and perform it to a high standard of quality.



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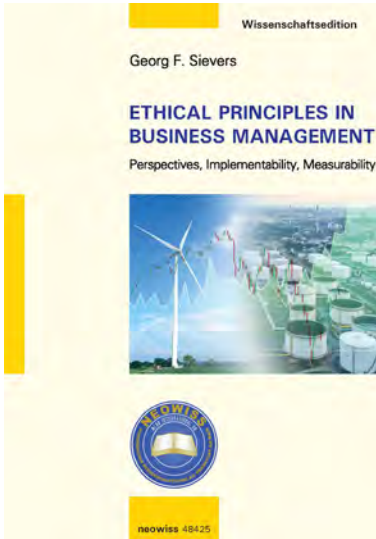
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Ethical Principles in Business Management

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This thesis entitled Perspectives, Implementability and Measurability of Ethical Principles in Business Management examines whether and to what extent pursuing ethical standards in a corporate context is possible. The primary objective of the investigation is to identify the extent to which and which parameters and in which contexts corporate ethics are to be recognised as a factor within competition. Based on this a sustainable transfer of sustainability values into corporate practice is to be made possible and a usable model developed for corporate practice which can serve to implement and evaluate key ethical values in companies.

As a result, validated success factors can be identified which in a first step were subjected to regression analysis thus leading to the construction of an overall index. This index illustrates whether a company meets the requirements of ethically sustainable corporate management or not. Depending on the level to which the index requirements are met in a corporate context the thesis provides recommendations for action for companies.



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Die Bildungsmesse

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Betrachtet werden Bildungsmessen, deren Verbindung mit dem Veranstaltungsort und ihre Einordnung in das Standortmarketing. Die Analyse zeigt, wo Bildungsmessen in Deutschland oder der Slowakei stattfinden und wie diese ausgestaltet und finanziert sind. Bildungsmessen können zur Imagesteigerung und Selbstpräsentation des Veranstaltungsortes beitragen. Hierbei ist besonders die intensivere Vernetzung der Akteure (Messeveranstalter, Kommune, Wirtschaftsförderung, Aussteller) wesentlich. Eine gezielte Vermarktung dient der Kommune und den Ausstellern. Bildungsmessen haben einen regionalen Fokus und dienen einer intensiven Netzwerkpflge durch die Akteure, leisten aber auch einen gesellschaftlichen Beitrag zur Berufs- und Studienorientierung.

Einen entscheidenden Einschnitt gab es im Jahr 2020 (Corona-Pandemie um COVID-19). Ungeplant konnten keine oder nur wenige Bildungsmessen unter Einschränkungen stattfinden. Virtuelle Angebote mussten aufgrund der gesteigerten Nachfrage zügig entwickelt werden. Diese Entwicklungen sind Bestandteil vorliegender Veröffentlichung.



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Susann Wieczorek
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Industrie 4.0 Eine Analyse des Status Quo

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INDUSTRIE 4.0 hat Auswirkungen auf alle Bereiche, Politik, Gesellschaft und Wirtschaft. Auch der Hochschulbereich bleibt davon nicht unberührt. Hochschulen sind Wegbereiter bei der Wissensvermittlung und müssen gemäß Bologna die Beschäftigungsfähigkeit der Studierenden stärker forcieren.

Die vorliegende Arbeit beschäftigt sich mit den von Industrie 4.0 indizierten Veränderungen bezogen auf das BWL-Studium in Deutschland und der Slowakei. Bei dieser Untersuchung rücken die Anforderungen an die Betriebswirte von morgen in den Mittelpunkt. Mit Hilfe des Mixed-Method-Ansatzes wird ein qualitativer und ein quantitativer Forschungsansatz durchgeführt.

Anhand von Experteninterviews und Online-Fragebögen werden künftig bedeutende Lehrinhalte als Anforderungsprofile aus praktischer und akademischer Perspektive abgeleitet. Für ein betriebswirtschaftliches Studium in Deutschland und der Slowakei werden Musterstudienpläne erarbeitet, die erkennbare Trends durch Industrie 4.0 induziert beinhalten.



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Die Phase der Post-Merger-Integration (PMI) bedingt grundsätzlich große organisationale Transformationen. Nach der Erläuterung der Bedeutung der indirekten, vertikalen PMI erfolgt die Erarbeitung eines konzeptionellen Forschungsrahmens. Bestehende Erkenntnisse werden vernetzt sowie die Forschungsziele abgeleitet. Deshalb werden in einer ersten qualitativen Studie vermutete, effiziente PMI-Maßnahmen, Thesen und Hypothesen definiert. Anschließend erfolgt die quantitative Untersuchung mittels schriftlicher Expertenbefragung. Neben verschiedenen, integrativen Regressionsmodellen und der Feststellung der Kernressourcen erfolgt die Evaluation intra- und interorganisationale Top-Integrationsmaßnahmen. Durch Berücksichtigung weiterer Ergebnisse wird ein ressourcenorientierter PMI-Maßnahmenkatalog abgeleitet. Auf Basis dessen ermöglichen die Forschungsergebnisse die Erstellung einer PMI-Verantwortlichkeitsmatrix. Die verdichteten Erkenntnisse lassen weiterhin das Ableiten praxisorientierter PMI-Leitlinien sowie die Applikation für die Bereiche Wissenschaft, Lehre und Praxis zu. Schlussendlich wird auf zukünftigen Forschungsbedarf hingewiesen.



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Mathias R. Bauer

Ökonomische Nachhaltigkeit

Frankfurt am Main, 2020
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Dissertation**

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Nachhaltigkeit ist eines der zentralen Themen unserer Gegenwart. Die wissenschaftliche Literatur zur Wirtschafts- und Managementlehre stellt dementsprechend fest, dass in vielen Unternehmen und bei Führungskräften das Thema Nachhaltigkeit in den vergangenen Jahren wieder einen höheren Stellenwert auf der Agenda eingenommen hat. Dabei ist das Führen eines Unternehmens in einem mehr nachhaltigkeitsorientiertem Wege sehr anspruchsvoll. Es bedeutet, dass Manager informierte unternehmerische Entscheidungen treffen. Diese basieren u. a. auf der Integration von ökonomischen, ökologischen und sozialen Aspekten bei der Verfolgung der Unternehmensziele.

Die vorliegende Arbeit beschäftigt sich daher mit dem Wesen der ökonomischen Nachhaltigkeit und der Fragestellung, ob ökonomische Nachhaltigkeit messbar ist. Das Ergebnis der Arbeit zeigt die teils vernachlässigte Bedeutsamkeit der ökonomischen Nachhaltigkeit und liefert damit neue Schlussfolgerungen und Implikationen für die aktuelle Nachhaltigkeitsforschung.



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Sven Ludwig
Peter Markovič

Informations- symmetrien

Eine empirische Analyse

Frankfurt am Main, 2020
neowiss Wissenschaftsedition
Dissertation

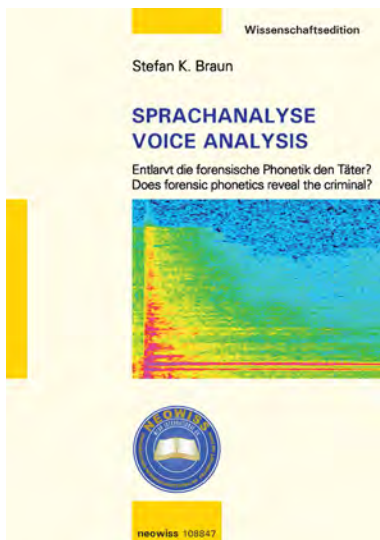
ISBN (Print) 978-3-945484-17-3
€ 29,90 (DE), € 30,80 (AT), CHF 32,00 (CH)

Nach einem rasanten Wirtschaftswachstum während der vergangenen Jahrzehnte zählt die Volksrepublik China im internationalen Vergleich heute zu den wichtigsten Volkswirtschaften. Das Ergebnis der marktwirtschaftlichen Öffnung des Landes ist über die Jahre hinweg betrachtet eine wachsende internationale Wettbewerbsfähigkeit lokaler Unternehmen.

Die vorliegende Arbeit beschäftigt sich mit Unternehmenskäufen und -fusionen unter westlicher Investorenbeteiligung in der Volksrepublik China. Das Augenmerk richtet sich auf Risikofelder der Due-Diligence Disziplinen Finance, Tax und Legal im Zuge einer Transaktion mit mittelständischen Zielunternehmen. Das theoretische Fundament bildet die Prinzipal-Agent-Theorie, welche ungleich verteilte Informationen zwischen den Akteuren unterstellt. Es wird ein explorativer Forschungsansatz verfolgt. Die Forschungsarbeit basiert auf betriebswirtschaftlichen Überlegungen und die zum Zeitpunkt der Due-Diligence geltenden gesetzlichen Vorgaben.



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Stefan K. Braun

Sprachanalyse Voice Analysis Forensische Phonetik

Frankfurt am Main, 2020
neowiss Wissenschaftsedition
Zweisprachige Ausgabe DE/EN
Monografie

ISBN (Print) 978-3-9810884-7-2
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Wird Sprechererkennung forensisch bedeutsam, stellt sich die Frage, mit welcher Sicherheit eine Verifikation gerichtsfest zu akzeptieren ist. Beispiele sind zu benennen bei der Identifizierung von Tatsprechern, die in Straftaten wie Erpressung, Raub, Tötungsdelikten und zahlreicher anderer Straftaten verwickelt sind oder verdächtigt werden. Kann forensische Phonetik den Tatsprecher zweifelsfrei und gerichtsfest erkennen? Mit dem Ziel eines höchst möglichen Sprachverständnisses wurde der Band zweisprachig (Deutsch / Englisch) herausgegeben.

If speaker recognition becomes forensically significant, the question arises as to the certainty with which a verification can be accepted in a court. Examples can be given for the identification of speakers who are involved in or suspected of criminal acts such as blackmail, robbery, murder, and many other crimes. Can forensic phonetics identify the speaker of the suspect beyond any doubt and with certainty in court? For the best possible understanding of the language, the volume was published bilingually in German and English.



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Stefan K. Braun
Dieter R. Eichhorn

Kommunikation & Medien

Frankfurt am Main, 2016
Medieninfothek Schriftenreihe
Bd. 01

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€ 44,00 (DE), € 44,40 (AT), CHF 49,00 (CH)

Kommunikation... Gestern eine Talkshow im Fernsehen. Es ging rau zu. Meldung heute in der Presse: „Selten stieß eine derartige Veranstaltung immer wieder auf eine geradezu surreale Weise an die Grenzen kommunikationstechnisch Machbaren.“ Kaum einer hat's verstanden, klingt aber sehr gut. Was ist das, das kommunikationstechnisch Machbare? Und was ging da wirklich ab in dieser Talkshow?

In unserem Leben geht es täglich, stündlich um Kommunikation, um Gedankenaustausch zwischen uns Menschen, um Lachen und Weinen, um Liebe und Hass; wenn wir weiterdenken, geht es um Presse-, Rede- und Verlagsfreiheit, um Freiheit im Allgemeinen. Kommunikation ist vieles. So vieles, dass es sich lohnt, darüber nachzudenken, darüber zu kommunizieren. Denn Kommunikation ist Leben. Leben ohne Kommunikation ist...?

Aus dem Inhalt: Menschen verständigen sich / Was ist eigentlich Kommunikation / Basis der Kommunikationswissenschaft / Interpersonale Kommunikation / Kommunikation als vermittelnder Prozess / Die Struktur der Mediensysteme / Mediale Kommunikation, Begriffe, Prozesse / Grundlagen der massenmedialen Kommunikation / Zeichen und Zeichensysteme



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Stefan K. Braun

Medienpiraterie Strategien gegen Raubkopien

Frankfurt am Main, 2017
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Dissertation**

ISBN (Print) 978-3-945484-14-2
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MEDIENPIRATERIE in Form einer Herstellung von und Handel mit Raubkopien ist ein ernst zu nehmendes ökonomisches Problem in der Medienindustrie. Die Mehrheit eingesetzter Schutzmaßnahmen bietet keine gezielte, kontrollierte Rückverfolgung (Controlled Tracing). In der von Unsicherheit und Komplexität geprägten Medienbranche sind neue Lösungsansätze und Handlungsmodelle erforderlich. Welche Strategien können, abhängig von der Risikoposition, von produzierenden Unternehmen eingesetzt werden, um Raubkopien aufzudecken und zu verfolgen? Welche Rolle spielen dabei Produkte, Inhalte und die jeweiligen Branchen?

Digitale Technologien, verbesserte Modelle für Nutzungsvergütungen und vernetzte Unternehmenszusammenarbeiten sind wichtige Bestandteile der Forschung. Urheberrechtsschutz und Gerechtigkeitsdenken sind die zentralen Pfeiler für ökonomische Erfolge. Eine rasante Verhaltensänderung findet in der Nutzung von Medienprodukten innerhalb der einzelnen Medienbranchen statt.



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Daniela Rybárová
Peter Markovič

The Capital Structure of Company Indifference Point and Optimization

Frankfurt am Main, 2017

**neowiss Wissenschaftsedition
Monografie**

ISBN (E-Book PDF) 978-3-945484-16-6
€ 19,90 (DE), € 19,90 (AT), CHF 23,00 (CH)

The importance of small and medium-sized enterprises for the European area is among the relatively intensively discussed topics and rightly deserves due attention also from scientific research. In the process of defining the financial policies of these enterprises, it is worth noting the insufficient development of financial instruments that should have a long-term supportive character.

Selected performance indicators are presented on the pages of the scientific monograph and their subsequent comparison and analysis shows the cost of the company's financial and capital structure in relation to the point of indifference as one of the tools for evaluating of investment projects.

Ing. Daniela Rybárová, PhD. and Prof. Ing. Peter Markovič, PhD. are members of the Department of Corporate Economy, Faculty of Business Management University of Economics in Bratislava, as professors. Daniela Rybárová teaches courses Business Economy and Corporate Risk. Peter Markovič teaches courses Financial Engineering and Valuating of Financial Instruments.



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Ing. Jana Blšťáková, PhD.
Prof. Ing. Peter Markovič, PhD.

Human Resources

The Academic Bridge to HRM Practice

Frankfurt am Main, 2016
neowiss Wissenschaftsedition
Wissenschaftliches Kolloquium

ISBN (Print) 978-3-945484-12-8
€ 34,90 (DE), € 35,90 (AT), CHF 38,00 (CH)

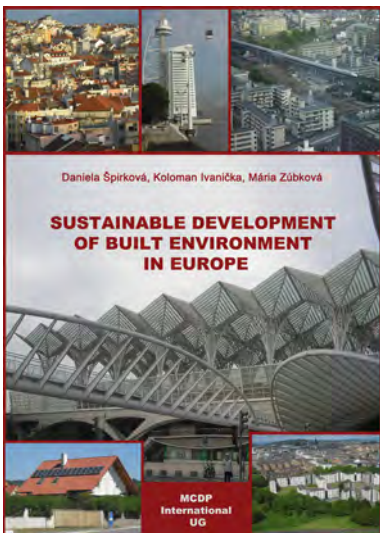
The international scientific seminar Managing and Developing Human Resources 2015 has been organized as one of the events of Faculty of Business Management, University of Economics in Bratislava on the occasion of 75th anniversary of the university establishment. The fundamental pillar of the event is the enhancement of cooperation of Academia and Business practice in the field of Human Resources Management. Therefore, the seminar in 2015 has been given subtitle The Academic Bridge to HRM practice focused on main thematic fields of the seminar:

- Contemporary challenges to Human Resources Management,
- Status of HR departments and roles of HR leaders in organizations nowadays,
- Expectations on HR specialists in the context of tendencies in HRM development.

The seminar has been organized within the Scientific Project VEGA 1/0842/13 Flexibility of the workforce as the stability of employees and organization in the context of Lisbon Strategy 2020 and strategy of Europe 2020.



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Daniela Špírková
Koloman Ivanička
Mária Zubková

Sustainable Development Of Built Environment In Europe

Frankfurt am Main, 2013
**neowiss Wissenschaftsedition
Monografie**

ISBN (Print) 978-3-9810884-2-7
€ 39,90 (DE), € 41,10 (AT), CHF 44,00 (CH)

Publication *Aspects of Sustainable Development of Built Environment in Europe* contains the results of research activities of the European research projects of its authors. Provides a comprehensive view of the development of built-up area in terms of sustainability of key areas (such as energy consumption, sustainable transport systems, new approaches of energy efficiency improvement in buildings, land management, etc.). Plans for economic area development should identify the attributes of quality of life, build on them and offer their businesses.

An important component of the overall integration the authors consider spatial and land integration, which in the form of spatial development policies contributes to competitiveness, productivity and growth in the various regions and therefore to the protection of the environment and the overall sustainability of the area development. With regard to economic aspects of the built-up area, the authors also address the case of so-called market failure - externalities that require correction by the state.



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REPUTATION MANAGEMENT

The establishment of a good reputation often takes many years, but it can also be permanently destroyed in just a few minutes. The aim of this research is to identify and prioritize factors that determine the reputation of insurance companies in Germany and Slovakia. To ensure that reputation measures taken by the insurer lead to successful results and to model possible courses of action, the perspectives of both the companies and the customers are examined. After gaining an overview of the state of the problem through a systematic literature search, the perspective of the insurers was examined. For this purpose, twelve semi-structured expert interviews were conducted with executives from the insurance industry, which were evaluated qualitatively. Subsequently, the perspective of customers was examined by means of an online survey, which was answered by 224 insurance customers in Germany and Slovakia.

The most important factors for the formation of a positive reputation were identified as the speed of feedback and processing, as well as well-trained and motivated staff.

Based on the results of the study, a 10-point plan was developed, which provides insurers with a basis for reputation management to eliminate possible reputation risks in advance and prevent reputational loss.

Frank Gerwald, PhD. has been working in the insurance industry for more than 15 years. The trained wholesale and foreign trade merchant expanded his insurance knowledge through further training as a specialist in insurance and finance. After graduating from the Business Administration and Sales Management courses at the FOM in Düsseldorf, he successfully completed his doctorate at the University of Economics in Bratislava in 2023. Frank Gerwald currently works as a department head in a German insurance group. As a project manager, he also supports digitalization topics within policy processing and is part of the company's internal AI thinktank.



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