

**Joerg Niessing**  
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## **EDUCATION**

- 2005 Ph.D. in Marketing, Department of Marketing, Muenster School of Business and Economics, University of Muenster, Germany (Dr. rer. pol. summa cum laude).  
2002 M.Sc. (Dipl.-Kfm), Muenster School of Business and Economics, University of Muenster, Germany  
1998 B.Sc. (Vordiplom) in Management and Economics, Muenster School of Business and Economics, University of Muenster, Germany.

## **ACADEMIC EXPERIENCE**

- since 12/2013 Affiliate Professor, INSEAD, Marketing Area, France.  
2012-2013 Visiting Professor, INSEAD, Marketing Area, France.  
2013 Lecturer for Digital Transformation and Analytics, University of Oregon (in Bettina Cornwell's elective), Marketing Area, Eugene, USA.  
2011-2013 Lecturer for Brand Management, London Business School (in Simona Botti's MBA elective), Marketing Area, UK.  
2008-2013 Lecturer in the Marketing Core, INSEAD, France & Singapore  
2002-2006 Senior Researcher and Lecturer for Consumer Behaviour and Marketing Management, Marketing Research & Analytics, Marketing Executive Programme (MEP), Marketing Center of the University of Muenster, Germany.

## **RESEARCH AND TEACHING INTERESTS**

Digital Marketing Strategy, Digital Transformation, Customer Experience Strategies, Marketing Analytics & Customer Intelligence, Brand Management Social Media Strategy.

## **PROFESSIONAL EXPERIENCE**

- since 09/2016 Advisory Board Member, Kvell – The Water Company, Vienna, Austria.  
2013-2015 Executive Director, INSEAD eLab Research Center, France.  
2006-2013 Associate Partner and global Head of Customer Insights & Analytics Practice, Prophet Brand Strategy Consulting, London, UK & San Francisco, USA.
- 8 years of management consulting for various clients for a range of industry sectors (e.g. CPG, industrial products, manufacturing, healthcare, financial services, hospitality)
  - Worked on over 300 projects and proposals across several industries and countries
  - Proven track record of success in designing, managing and implementing comprehensive marketing & branding solutions for leading global B2B and B2C organizations

- Extensive knowledge in marketing & brand strategy, digital transformation & digital marketing, customer experience strategies, brand positioning & architecture, brand portfolio optimization, brand activation, brand valuation, customer segmentation, marketing ROI measurement, brand equity modelling, in-market test and learn, quantitative methods including econometrics and forecasting
  - Set-up of and responsibility for the customer insights & marketing analytics practice at Prophet – i.e. identifying and managing external partners, overseeing and managing client relationships, knowledge & team building
  - Leading Partner of Prophet’s global customer insights and analytics practice of >30 consultants and contractors
  - One of the leaders of the firm uncovering insights critical to developing distinctive brand, marketing, and growth strategies
  - Development and set up of new offerings and methodologies for customer strategy and customer insights (e.g. analytical tools for marketing ROI measurement, brand valuation, brand equity modelling, brand positioning modelling, value proposition optimization)
- 2003-2005     Managing Director, MCM (Marketing Centre Muenster), Muenster, Germany.
- 3 years of management consulting for various DAX companies (German stock index consisting of the 30 major German companies)
  - Developed and managed relationships with international organizations
  - Sample Clients: Deutsche Bahn, Volkswagen, Deutsche Post, DaimlerChrysler, Lufthansa, BMW, Germanwings
- 2002-2003     Project Manager, MCM (Marketing Centre Muenster), Muenster, Germany.
- Led and managed several marketing strategy projects in the transportation services and automotive sector
  - Developed analytical tools for Customer Relationship Management
- 2001             Consultant, Droege & Company, New York, USA.
- 2000             Assistant product manager, Henkel KGaA, Düsseldorf, Germany.
- 1999             Assistant marketing manager, DaimlerChrysler AG, Stuttgart, Germany.
- 1998             Assistant product manager, Deutsche Post AG, Bonn, Germany.

## **PUBLICATIONS**

### A) PUBLISHED REFEREED JOURNAL ARTICLES

Heiner Evanschitzky, Gopalkrishnan R. Iyer, Joerg Niessing, Hilke Plassmann, Heribert Meffert (2006), “The Relative Strength of Affective Commitment in Securing Service Relationships”, *Journal of Business Research*, 59 (12), 1207-1213.

### B) BOOKS AND MONOGRAPHS

Joerg Niessing (2006), “Customer Relationship Management for Transportation Services, (*German, original title: "Kundenbindung im Verkehrsdienstleistungsbereich: Ein Beitrag zum Verkehrsmittelwahlverhalten von Bahnreisenden*), Gabler.

### C) BOOK CHAPTERS

Hilke Plassmann & Joerg Niessing (2010), “Expectation Biases as Neuropsychological Basis for Branding” (*German original title: Expectation Biases als neuropsychologische Grundlage des Markenmanagements*), in Bruhn, Manfred & Köhler, Richard (eds.): „Wie Marken wirken. Impulse aus der Neuroökonomie für die Markenführung“, Wiesbaden: Gabler, 119-130.

#### D) SELECTED MEDIA COVERAGE

- 2019/12 Open Innovation: Bring Change from the Outside, TRENDS magazine (by Nathalie Bontems based on interviews with Joerg Niessing and Gregor Gimmy).
- 2019/05 What (Not) to Do in the Crosshairs of Digital Disruption, INSEAD Knowledge.
- 2018/10 The 8 most common big data myths, with James Walker, QRIUS.
- 2018/10 How Brands Can Stay Relevant in the Digital Age, INSEAD Knowledge.
- 2018/10 The Most Nimble, Creative Companies Run on Trust. Here's How to Build It Quickly, Inc.com.
- 2018/09 Navigating the digital revolution, Business Times, Singapore.
- 2018/03 Digitization for the short, medium and long-term for better customer experiences, European Business Review.
- 2018/03 The Value of Focusing on Customer Centricity, IBM Think Blog.
- 2018/03 How Incumbents Are Adapting to Disruption, INSEAD Knowledge.
- 2018/02 Trust in the journey: The path to personalization, White Paper together with IBM (<https://www.ibm.com/services/insights/c-suite-study>)
- 2018/02 How industry incumbents are striking back, CNBC.
- 2017/12 Why companies shouldn't rush their digital transformation, South China Morning Post.
- 2017/11 Tools of your trade with the stage set for Digital Transformation, The National.
- 2017/10 Leveraging Digital to Optimise the Customer Experience, INSEAD Knowledge.
- 2017/10 Don't be paralysed by digitisation revolution, The National.
- 2017/05 Setting the Stage for Digital Transformation, INSEAD Knowledge.
- 2016/09 The five steps companies need to take for great digital customer experiences, South China Morning Post.
- 2016/12 Disrupting a Traditional Industry by Breaking its Rules, INSEAD Knowledge.
- 2016/09 Successful Digital Transformation Starts with the Customer, European Business Review.
- 2016/08 Reaching for the digital customer, South China Morning Post.
- 2016/07 How companies can make digital marketing strategy work for them, The business times, Singapore (with David Dubois).
- 2016/06 Making Digital Marketing Strategy Work, INSEAD Knowledge (with David Dubois).
- 2016/05 What Brands Need to Survive in a Digital World, The business times, Singapore.
- 2016/03 Serbia's Telenor Banka demonstrates modern digital efficiency, The National.
- 2016/02 Successful Digital Transformation Starts with the Customer, INSEAD Knowledge.
- 2016/02 Successful digital transformation starts with the customer, The Jakarta Post.
- 2015/10 Being Too Agile Could Kill Your Brand, INSEAD Knowledge (with David Aaker).
- 2015/08 Content Marketing Runs on Inspiration, INSEAD Knowledge.
- 2015/07 Get the 'earned vs paid' balance right to capture engagement, campaign UK.
- 2015/06 Five Steps to Great Digital Customer Experiences, INSEAD Knowledge.
- 2015/05 What Brands Need to Survive in a Digital World, INSEAD Knowledge.
- 2015/05 The Eight Most Common Big Data Myths, INSEAD Knowledge.
- 2015/02 Le nouveau secret pour stimuler la performance commerciale, Harvard Business Review blogs (with James Walker).
- 2015/01 Do you have a social media strategy?, Le journal des grandes ecoles et universities.
- 2015/01 The Dark Side of Social Media: Did Facebook, Twitter and YouTube Kill Charlie?, INSEAD Knowledge (with David Dubois).
- 2014/12 The 'Omni-Channel Approach' – Digital Banking for Generation Y, INSEAD Knowledge.
- 2014/11 Putting a price tag on brands, Education Post Hong Kong.
- 2014/11 Retailers: Who Needs Black Friday When You Have Big Data?, INSEAD Knowledge (with James Walker).
- 2014/10 Your Smartphone Is the New Bank Branch, INSEAD Knowledge.

- 2014/10 What Industry Leaders Are Doing With Their Data, INSEAD Knowledge (with James Walker).
- 2014/08 The Demand Analytics Premium, Whitepaper, INSEAD.
- 2014/08 Social Media and the Marketing Mix Model, INSEAD Knowledge.
- 2014/08 Big data move brings big business opportunities, South China Morning Post (with Theos Evgeniou).
- 2014/07 Putting a Price Tag on Brands, INSEAD Knowledge.
- 2014/05 The Danger of Siloed Social Media, INSEAD Knowledge.
- 2014/03 How can you leverage Big Data, INSEAD Knowledge.
- 2013/11 Does Bigger Data Lead to Better Decisions?, Harvard Business Review blogs (with Theos Evgeniou and Vibha Gada).

#### E) CASE STUDIES AND TEACHING MATERIALS

- current Digital transformation of Majid Al Futtaim: test-and-learn approach to instil a data-driven culture in a leading lifestyle conglomerate in the Middle East (with David Dubois)
- current ENGIE: Transforming an incumbent – Creating a competitive advantage in B2C, B2B, and B2T through smart data, AI and digital technologies (with Wolfgang Ulaga)
- 2020/01 Google in Russia: Leveraging Digital analytics and Intelligence for Sustainable Growth
- 2019/06 Waterdrop®: Changing the Paradigms of the Beverage Industry with Limited Resources and Digital Marketing
- 2019/05 How Corporates Co-innovate with Startups: The BMW Startup Garage (with Nathan Furr & Laurence Capron; also translated into Russian)
- 2019/05 WeWork - Service Excellence through Business Model Innovation: Creating Outstanding Customer Experiences by Leveraging Data, Analytics and Digital Technologies (with Wolfgang Ulaga)
- 2019/02 Kuoni: Missing the Digital Boat - The Downfall of an Icon in the Travel Industry
- 2018/03 Jaguar Land Rover: Towards a Customer-Centric Organisation - Leveraging Customer Intelligence and Data Analytics for Sustainable Growth
- 2017/04 Who's #1: INSEAD, Harvard, Wharton, LBS? (Case B): Leveraging Research to Market Business Schools Brands (with Pierre Chandon; also translated into French)
- 2017/03 Who's #1: INSEAD, Harvard, Wharton, LBS? (Case A): Designing Research to Measure the Strength of Business Schools Brands? (with Pierre Chandon; also translated into French)
- 2017/03 Smartick vs. Khan Academy: A Marketing Strategy for Moving Free Users to a Paying Model (with Paulo Albuquerque, also translated into Spanish)
- 2017/03 Telenor: Revolutionizing Retail Banking Services in Serbia - Digital Transformation of the Customer Experience (with Hilke Plassmann; also translated into Russian)
- 2017/01 S.T.Dupont - The Renaissance of a French Luxury Brand: Building a Strong Brand across All Touchpoints for Sustainable Growth (with David Dubois)
- 2016/08 AccorHotels and the digital transformation (with David Dubois; also translated into French, Japanese, Spanish)
- 2016/03 GE Oil & Gas: Innovating in the Centrifugal Compressor Industry with a High Pressure Ratio Compressor (with Hernan Bruno)
- 2014/02 Boats B: A segmentation case (with Theos Evgeniou)
- 2014/01 Boats A: A segmentation case (with Theos Evgeniou)

## **WORKING PAPERS AND RESEARCH IN PROGRESS**

### **A) BOOKS AND MONOGRAPHS**

Joerg Niessing, Fred Geyer (targeted June 2020), “Uncommon growth in B2B – A handbook for customer-centric digital transformation”.

Joerg Niessing, Carsten Feldmann (targeted end of 2020), “Digital Transformation of the customer experience”.

### **A) OTHER RESEARCH**

Joerg Niessing, Gregor Gimmy, “The inconvenient truth about CVC”, HBR (draft submitted, waiting for feedback).

Joerg Niessing, Carsten Feldmann, Fred Geyer, “Optimize Rather Than Maximize Digitization” (targeted April 2020 Sloan Management Review).

## **TEACHING EXPERIENCE**

### **A) INSEAD (2012-present)**

#### **MBA AND EXECUTIVE MBA DEGREE PROGRAMMES**

since 2016	Digital Transformation of the Customer Experience, executive MBA Programme, INSEAD, France.
since 2014	Brand Management, MBA Programme, INSEAD, France & Singapore.
2014-2019	Market Driving Strategies, MBA Programme, INSEAD, France.
2014-2018	Strategic Market Intelligence, MBA Programme, INSEAD, France & Singapore.
2013-2017	Data Analytics for better business decisions, executive MBA Programme, INSEAD, France.
2014-2016	[Big]-Data Analytics for Businesses, MBA Programme, INSEAD, France & Singapore.
2014	Strategic Market Orientation, B2B Marketing, executive MBA Programme, INSEAD, France.

#### **PROGRAMME DIRECTION IN EXECUTIVE EDUCATION**

2019	Emirates NBD, CSP, Abu Dhabi, UAE
2019	KIBS, CSP, Module 2, Abu Dhabi, UAE.
2019	Roche, CSP Cohort 3 Module 1, Basel, Switzerland.
2019	Roche, CSP Cohort 2 Module 1, Basel, Switzerland.
2019	Roche, CSP Cohort 1 Module 2, Basel, Switzerland.
2019	NBK, CSP, Module 1, Kuwait City, Kuwait.
2019	CTAM, CSP, INSEAD, France.
2019	Roche, CSP Cohort 1 Module 1, Basel, Switzerland.
2019	Google CMO Academy, CSP, Dublin, Ireland.
2019	KIBS, CSP, Abu Dhabi, UAE.
2019	NBK, CSP, Module 1, Kuwait City, Kuwait.
2019	Kone, CSP, Module 2, INSEAD, France.
2019	IBM, CSP, INSEAD, France.
2019	HDFC, CSP, INSEAD, Singapore.
since 2019	B2B Marketing Strategies, OEP (2 runs per year), INSEAD, France.
2018	SEI, Executive Forum, OEP, Denmark.
2018	Kone, CSP, Module 1, INSEAD, France.
2018	Sanofi, CSP, Moscow, Russia.

2018 DTEK, CSP, Kiev, Ukraine.  
 2018 Google CMO Academy, CSP, Riyadh, Saudi Arabia.  
 2018 Google CMO Academy, CSP, London, UK.  
 2018 PwC, CSP, INSEAD, Singapore.  
 since 2018 CTAM, CSP, INSEAD, France.  
 2018 Kimberley Clark, CSP, INSEAD, France.  
 2017 Google EMEA Drive Digital Summit, CSP, Madrid, Spain.  
 2017 HDFC Digit@l Life Programme, CSP, INSEAD, Singapore.  
 2017-2019 Advanced Industrial Marketing Strategy (2 runs per year), OEP, INSEAD, France & Singapore.  
 2017 Google EMEA CMO Academy, CSP, Prague, Czech Republic.  
 2017 HIKMA, Digital Transformation of the Customer Experience Programme, INSEAD, France.  
 2016 Google CMO Academy, CSP, Dubai, UAE.  
 2016 Google, Digital Transformation Academy Programme, Moscow, Russia.  
 2016 SEI, Executive Forum, OEP, Denmark.  
 2016 Diageo, Reserve Luxury Capabilities Programme, CSP, Nairobi, Kenya.  
 since 2016 Leading Digital Marketing Strategy, OEP (2-3 runs per year), INSEAD, France.  
 2015 Barilla, Brand Communication for Experts, CSP, Parma, Italy.

#### SELECTED ADDITIONAL CSP (NOT DIRECTED)

Pictet, Kion, Essilor, Sberbank, Adecco, Associated British Foods ELP, Swire AMP, Gutman Bank, Metinvest, Bata, Continental, Savola, KMA Family Businesses, Société Générale, Grunenthal, Business Strategy for HR Leaders, CIMB Leadership Programme, Randstad, Generali, Advanced Industrial Marketing Strategy, InterAlpha Group, Freudenberg, Daimler, FDC, Programa de gestao avancada, L'Oreal, HCL, Strategic Management in Banking Programme, Strategic Marketing Programme, Ferrero, UniCredit, Pernod Ricard.

### **B) Muenster School of Business and Economics (2002-2006)**

#### UNDERGRADUATE DEGREE PROGRAMMES

2002-2005 Marketing Management, Muenster School of Business and Economics, Germany.  
 2002-2005 Marketing Research & Analytics, Muenster School of Business and Economics, Germany.

#### EXECUTIVE EDUCATION

2004-2005 Marketing Executive Programme (MEP), Muenster School of Business and Economics, Germany.

### **HONORS & AWARDS**

2019 Recognition for programme direction excellence in Executive Education, EDP Programme Direction Award 2018/2019.  
 2019 Recognition for teaching excellence in Executive Education, EDP Teaching Award 2018/2019.  
 2019 Recognition for teaching excellence in the MBA Programme 2018/2019.  
 2018 Recognition for teaching excellence in Executive Education, EDP Teaching Award 2017/2018.

- 2018 The Case Centre Award 2018, AccorHotels and the Digital Transformation (with David Dubois).
- 2018 Prix des meilleurs cas 2018, Association Française du Marketing (AFM), Who's #1: INSEAD, Harvard, Wharton, LBS?: Designing Research to Measure the Strength of Business Schools Brands (with Pierre Chandon).
- 2017 Recognition for teaching excellence in the MBA Programme 2016/2017.
- 2016 Recognition for teaching excellence in the MBA Programme 2015/2016.
- 2005 "Summa cum laude Dissertation-Award", for best dissertation of the year at the University of Muenster 2005, Westphalian Wilhelms-University Muenster.
- 2001 "Diploma-Award" for best diploma-thesis of the year, University of Muenster 2001, Westphalian Wilhelms-University Muenster.

## **EXTERNAL GRANTS**

- 2016 GE Oil and Gas, Value Proposition Optimization in the Centrifugal Compressor Industry, EUR 25,000.
- 2016 S.T. Dupont, Developing a Brand Strategy for Long-Term Growth, EUR 7,500.
- 2014 Strategy&, Maturity in Demand Analytics Capability, EUR 30,000.

## **PRESENTATION AND TALKS**

- 2020/01 Webinar "Digital Transformation of the Customer Experience", CTAM.
- 2020/01 Talk "The Future of Marketing", Google, Paris, France.
- 2019/12 Talk "Digital and agile Marketing", ITC, Bangalore, India.
- 2019/08 Talk "Customer Centricity in an agile world", Danish Export Association, Copenhagen, Denmark.
- 2019/06 Talk "Digital Transformation in Marketing", Thales, Paris, France.
- 2019/03 Talk "Marketing in a digital world", Google, Singapore.
- 2018/11 Talk "Marketing and Customer Centricity in an agile world", ESMT Berlin, Germany.
- 2018/11 Speaker and Panel Moderator at the INSEAD Global Luxury Forum 2018 in Paris.
- 2018/10 Talk "Customer Intelligence in Retail", OCC Strategy Consulting, London, UK.
- 2018/09 Keynote speaker at Alumni Event in Singapore.
- 2018/09 Speaker at INSEADs Executive Education Summit Agility & Innovation, INSEAD, Singapore.
- 2018/09 Talk "Digital Analytics and Intelligence", University of Muenster, Germany.
- 2018/08 Webinar "Analytics and Segmentation", Porsche, Stuttgart, Germany.
- 2018/07 Talk "Digital Marketing in an agile world", University of Regensburg, Germany.
- 2018/03 Keynote speaker Mobile World Congress in March 2018 in Barcelona, Incumbents strike back (together with IBM), (<https://www.ibm.com/services/insights/c-suite-study>).
- 2018/01 Talk "Brand Equity and Brand Portfolio Management", SNCF in Paris.
- 2018/01 Talk "Digital Transformation of the customer experience", McGill University, Montreal, Canada.
- 2018/01 Talk "Customer Centricity in a digital world", University of Dusseldorf, Germany.
- 2017/11 Talk "Marketing in an agile world", Frankfurt school of Finance and Management, Frankfurt, Germany.
- 2017/10 Talk "Customer Centricity in a digital world", Sonova, Ladis, Austria.
- 2017/06 Keynote speaker at Alumni Event IAAG Entrepreneurship forum in Munich, Germany.
- 2017/03 Keynote speaker „Digitale Transformation beginnt beim Konsumenten“ at Gesellschaft für Marketing Tagung (GFM) in Zurich, Germany.
- 2016/11 Keynote speaker "Digital Transformation of the customer experience", PwC CXO Network event, Copenhagen, Denmark.

- 2016/07 Talk “The power of Discrete Choice Models”, Jaguar Land Rover London, UK.
- 2016/07 Keynote speaker “From Marketing 1.0 to Marketing 3.0”, GfK (Gesellschaft für Konsumforschung), Mainz, Germany.
- 2015/10 Keynote speaker “Value Creation through Digital Marketing”, Clear Channel, Milan, Italy.
- 2015/02 Workshop with the UK Alumni Committee to discuss how UK alumni group can be better leveraged to promote the INSEAD brand, London, UK.
- 2015/03 Keynote speaker QSP Summit 2015, The future trends, The future of brands, Porto, Portugal (<http://www.qspmarketing.pt/summit/en/go/joerg-niessing>).
- 2015/03 INSEAD Webinar LiVE Series: The Future of Branding, INSEAD, France.
- 2014/10 Talk “The future of Marketing Analytics and Customer Intelligence, Strategy&, Amsterdam, The Netherlands.
- 2014/07 Talk “Demand Analytics”, Strategy&, London, UK.
- 2014/02 Keynote speaker at Alumni Event “Big Data Analytics”, Microsoft Paris, France.
- 2014/02 Digital Transformation and Social Media Strategy, Internal training/workshop for the INSEADs EDP marketing and sales team, INSEAD, France.

#### **OTHER CONTRIBUTION TO THE INSTITUTION**

- 2019 Project supervisor for 5 GEMBA final projects, INSEAD, France.
- 2019 Project supervisor for 6 GEMBA implementation essays, INSEAD, France.
- 2019 Project supervisor for 3 MBA ISPs and projects, INSEAD, France.
- 2018 Project supervisor for 7 GEMBA final projects, INSEAD, France.
- 2018 Project supervisor for 5 MBA ISPs and projects, INSEAD, France.
- 2018 Project supervisor for 6 GEMBA implementation essays, INSEAD, France.
- 2018 Training for INSEAD staff “The power of digital marketing”.
- 2017 Project supervisor for 14 GEMBA final projects, INSEAD, France.
- 2017 Project supervisor for 1 GEMBA implementation essay, INSEAD, France.
- 2017 Project supervisor for 4 MBA ISPs and projects, INSEAD, France.
- 2016 Internal Project for INSEAD: Activating communications strategies based on the finding of the positioning research conducted in 2015.
- 2016 Project supervisor for 12 GEMBA final projects, INSEAD, France.
- 2016 Project supervisor for 7 GEMBA implementation essays, INSEAD, France.
- 2016 OEP review task force to help optimizing the current OEP portfolio.
- 2016 Project supervisor for 5 MBA ISPs and projects, INSEAD, France.
- 2015 Internal Project for INSEAD: Brand Positioning and Value Proposition optimization for INSEAD based on a quantitative survey where we interviewed almost 4000 MBA students and prospect in 30 countries.
- 2015 Project supervisor for 15 GEMBA final projects, INSEAD, France.
- 2015 Drive Safe Campaign, 16J Orientation week, INSEAD, France.
- 2015 Project supervisor for 7 MBA ISPs and projects, INSEAD, France.
- 2014 Drive Safe Campaign, 15J Orientation week, INSEAD, France.
- 2014 Ongoing Support to Axel TAGLIAVINI on INSEADs Social Media Strategy
- 2014 Digital Transformation and Social Media Strategy, Internal training/workshop for the INSEADs EDP marketing and sales team, INSEAD, France.
- 2014 Project supervisor for 7 GEMBA final projects, INSEAD, France.

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