

# Prof. Dr. Christian Schulze



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# VITA

## Contact Information

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## Work Experience

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Since 2015 Frankfurt School of Finance & Management  
*Associate Professor of Marketing (tenured)*

06-08/2015 Boston University  
*Visiting Researcher*

2012 - 2015 Frankfurt School of Finance & Management  
*Assistant Professor of Marketing (tenure track)*

01-03/2012 University of Texas at Austin  
*Visiting Researcher*

2004 - 2007 The Boston Consulting Group  
*Consultant*

## Education

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2007 - 2011 Goethe University Frankfurt  
• Ph.D. in Marketing (Dr. rer. pol.), summa cum laude

1999 - 2005 Technical University Carolo-Wilhelmina Braunschweig  
• Undergraduate and Master's Degree in Information Systems, GPA 4.0

2003 - 2004 Babson College, F. W. Olin Graduate School of Business  
• Visiting MBA Student

## Honors

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### Research Paper Awards

2019 Winner American Marketing Association's Abdul Ali Most Promising Research Award

2019 Winner Leuphana Conference on Entrepreneurship Best Doctoral Paper Award

2015 Finalist for MSI/H. Paul Root Award by the American Marketing Association

2013 Finalist for MSI/H. Paul Root Award by the American Marketing Association

2013 Finalist for Harold H. Maynard Award by the American Marketing Association

### **Early Career Awards**

- 2013 German Stock Institute's Finance research award (finalist)
- 2012 Erich Gutenberg Young Researcher Award
- 2012 Alfred Gerardi Commemoration Award by German Direct Marketing Association
- 2012 BÜROPA Young Researcher Award

### **Scholarships**

- 1999 - 2005 Fellow of the German National Merit Foundation (Studienstiftung des dt. Volkes)
- 2003 - 2004 Fulbright Fellow

# CUSTOMER STRATEGY RESEARCH

## **Publications in Peer-Reviewed Journals**

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El Kihal, Siham / Erdem, Tülin / Schulze, Christian / Zhang, Weiqing (2025): “Customer Return Rate Evolution”, *International Journal of Research in Marketing (IJRM)* (forthcoming)

El Kihal, Siham / Nurullayev, Namig / Schulze, Christian / Skiera, Bernd (2021): “A Comparison of Return Rate Calculation Methods: Evidence from 16 Retailers”, *Journal of Retailing*, Vol. 97 (4), 676-696

Wolters, Heike M. / Schulze, Christian / Gedenk, Karen (2020): “Referral Reward Size and New Customer Profitability”, *Marketing Science*, Vol. 39 (6), 1033-1201

Blaseg, Daniel / Schulze, Christian / Skiera, Bernd (2020): “Consumer Protection on Kickstarter”, *Marketing Science*, Vol. 39 (1), 211-233

- Winner American Marketing Association’s Abdul Ali Most Promising Research Award
- Winner Leuphana Conference on Entrepreneurship Best Doctoral Paper Award

Schulze, Christian / Schöler, Lisa / Skiera, Bernd (2014): “Not All Fun and Games: Viral Marketing for Utilitarian Products”, *Journal of Marketing*, Vol. 78 (January), 1-19

- Finalist for MSI/H. Paul Root Award

Hinz, Oliver / Schulze, Christian / Takac, Carsten (2013), “New Product Adoption in Social Networks: Why Direction Matters”, *Journal of Business Research*, Vol. 67 (1), 2836–2844.

Schulze, Christian / Skiera, Bernd / Wiesel, Thorsten (2012), “Linking Customer and Financial Metrics to Shareholder Value: The Leverage Effect in Customer-Based Valuation”, *Journal of Marketing*, Vol. 76 (March), 17-32.

- Finalist for MSI/H. Paul Root Award
- Finalist for Harold H. Maynard Award

## **Publications in Practitioner-Oriented Journals and Handbooks**

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Schulze, Christian / Blaseg, Daniel (2022): “The Road to Failure is Paved with Good Discounts: How Premature Discounts Hurt Entrepreneurs on Kickstarter”, *Management and Business Review*, 2022 Summer Issue

Schulze, Christian / Schöler, Lisa / Skiera, Bernd (2015): “Customizing Social Media Marketing”, *MIT Sloan Management Review*, Vol. 56(2), 8-10.

Skiera, Bernd / Schulze, Christian (2014), “Customer-Based Valuation: Similarities and Differences to Traditional Discounted Cash Flow Models”, in: Rust, Roland T. / Huang, Ming-Hui (eds.), *Handbook of Service Marketing Research*, Cheltenham, U.K.: Edward Elgar.

Hinz, Oliver / Gottschlich, Jörg / Schulze, Christian (2011), “Wie aus Ratgebern Käufer werden”, *Harvard Business Manager* (December 2011), 10-11.

## **Current Projects and Working Papers**

Kaiser, Maximilian / Schulze, Christian “ChatGPT Referrals to E-Commerce Websites: How Do LLMs Compare Against Traditional Channels?”

([https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=5585812](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5585812))

- Top 10 most downloaded papers on SSRN in November 2025
- Top 250 most downloaded papers on SSRN in 2025
- More than 60 media reports and 100 third-party posts on social media

Blaseg, Daniel / Schulze, Christian: “The Ultimate, Most Revolutionary Paper Ever! How Superlatives Affect New Product Success”

Schulze, Christian / Kaiser, Maximilian “E-Commerce Conversion Rates”

Schulze, Christian: “Online Brand Shops”

Schulze, Christian / Kaiser, Maximilian / Elsaesser, Florian: “Managing Return on Advertising Spend (ROAS)”

## **International Research Conference Presentations**

- AMA American Marketing Association Winter Conference (2017 - 2021, 2023 - 2025)
- INFORMS Marketing Science Conference (2009 - 2019, 2021, 2023)
- EMAC European Marketing Association Conference (2009 - 2011, 2013 - 2019, 2021, 2024, 2025)
- Marketing Dynamics (2016)
- TPM Theory and Practice in Marketing (2012, 2013, 2015, 2023)
- Marketing Meets Wall Street Conference (2011, 2013, 2024)
- DRUID (2022)

## **Research Conferences (Co-)Organized**

- YES | Marketing 2025 @ HEC Paris (Co-organizer)
- YES | Marketing 2024 @ University of Basel (Co-organizer)
- YES | Marketing 2023 @ Maastricht University (Co-organizer)
- YES | Marketing 2022 @ University of Groningen (Co-organizer)
- YES | Marketing 2021 Online Edition (Co-organizer)
- YES | Marketing 2019 @ Goethe University Frankfurt (Co-host)
- YES | Marketing 2018 @ Frankfurt School (Co-founder and co-host together with Simone Wies; YES connects top researchers at European universities that work on strategic quantitative marketing topics; for more information, please visit <https://yesmarketing.info>)
- Jahrestagung Quantitatives Marketing 2018 (largest German Marketing research conference)

## **Invited Research Talks**

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- Tilburg University (2025)
- Goethe University Frankfurt (2025)
- University of Münster (2023)
- VHB Kommissionstagung Marketing (2023)
- Mannheim University (2019)
- Aalto University (2017)
- EM Lyon (2017)
- Boston College (2017)
- HSG St. Gallen (2016)
- University of Hamburg (2016)
- Boston University (2015)
- University of Texas in Austin (2012)

## **Invited Conferences**

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- Co-Chair EMAC Doctoral Colloquium (2021)
- Faculty Fellow at Marketing Strategy Consortium, University of Texas in Austin (2020)
- Keynote Speaker Digital Marketing Conference, University of Passau (2018)

# TEACHING IN DEGREE PROGRAMS

## **Current Courses**

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Customer Strategy (core courses)

- Full-time and part-time Master in Business Administration (MBA)
- Executive Master in Business Administration (EMBA)
- Master in Corporate Performance & Restructuring (MCPR)

Digital Marketing (concentration courses and electives)

- Full-time and part-time Master in Business Administration (MBA)
- Master in Management (MiM)

## **Teaching Evaluations**

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- Median evaluation: 1.6 across 80 courses (1-6 scale, 1 = best)
- Several teaching awards

## **Partner Companies Involved in Student Consulting Projects**

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- acao (Beverage Startup, 2x)
- American Express (Financial Services, 2x)
- Corporate Benefits (Employee Services)
- Dr. Oetker (Food)
- FitReisen (Tourism)
- Frankfurt Galaxy (American Football Franchise)
- Frankly.Green (Crowdfunding, 2x)
- FS Blockchain Center (FinTech Startup)
- Global Sports Group (SME for Fitness Equipment, 4x)
- Hailo (SME for Ladders and Wastebins)
- Hessenpark (Non-Profit, 2x)
- Hyundai (Automotive, 2x)
- Kaufland (Retail)
- Lidl (Retail, 2x)
- METRO Cash and Carry (B2B Retail)
- Merz Aesthetics (Pharma & Beauty)
- Oatsome (Food)
- Onuava (B2B Fertility Benefits)
- Postbank (Financial Services, 2x)
- s.Oliver (Fashion, 2x)
- Thing-it (IoT, 2x)
- Vamoo (FinTech Startup, 2x)
- YogaEscapes (Tourism)

## **Teaching-Related Service at Frankfurt School**

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Since 2015	Curriculum committee MBA programs
2020-2023	Teaching Excellence Strategy Committee
2016-2021	Concentration head “Customer Insights & Analytics” in Master in Management
2013-2019	Curriculum committee Master in Management

# EXECUTIVE EDUCATION AND COACHING

## **Executive Education & Top-Management Coaching**

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### Ongoing

- Almarai, Saudi Arabia (since 2019)
- ELM, Saudi Arabia (2022, 2023, 2025)
- Raisin, Germany (since 2025)
- Frankfurt School open enrollment (since 2018)

### Completed

- Volksbank im Münsterland, Germany (2025)
- Gleeds, United Kingdom (2025)
- Thing-it, Germany (2023, 2024)
- ZDF, Germany (2023)
- Bischof+Klein, Germany (2023)
- s.Oliver, Germany (2021)
- Modis, Bulgaria (2021)
- Frankfurter Volksbank, Germany (2020)
- CGM, Germany (2020)
- Shenzhen Doiiz Technology, China (2019)
- Panasonic, Germany (2019)
- Vodafone / Unitymedia, Germany (2019)
- Wooboo, China (2017)
- Deutsche Börse Clearstream, Germany (2017)
- Boeing / Jeppesen, Germany (2017)
- Bank of Qinghai, China (2016)
- Hessenpark, Germany (2016)
- Jiu Jiang Bank, China (2015)
- Merz Aesthetics, Germany (2014)
- Cocomore AG, Germany (2013)

# BUSINESS COMMUNITY OUTREACH

## Presentations to Industry Practitioners

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- Frankfurt School Homecoming (2025)
- IHK Schwaben (2023)
- BdKom Bundesverband der Kommunikatoren e.V. (2022)
- BVM Berufsverband Deutscher Markt- und Sozialforscher (2021)
- Frankfurter Volksbank (2019, 2020)
- Customer Experience Management Workshop by Cocomore (2018)
- Digital Payment Symposium (2017)
- CMO Executive Circle (2016)
- Digital Payment Symposium (2016)
- Schmalenbach Society for Business Administration (2016)
- Bearing Point (2015)
- The Boston Consulting Group (2015)
- Get.In Beverage Symposium (2015)
- Night of Science (2014)
- Immobilienscout24 (2013)
- SymanO Conference (2013)
- Next Generation Finance Symposium (2013)

## Customer Strategy Dialogue

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- Hosted event with Benjamin Michel, co-founder and CEO of Finanzguru (2025)
- Hosted event with Claus-Dietrich Lahrs, former CEO of Hugo Boss, Bottega Veneta (2024)
- Hosted event with Dr. Sarah Müller, CCO and MD at Zolar, former CEO of kununu (2024)

## Press Coverage

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### TV

- hr (2025): “Mex das Marktmagazin: Warum schreibt Galeria wieder schwarze Zahlen?“
- ARD (2024): “Werbe-Opfer: Mein Feed, mein Konsum?“
- hr (2024): “Mex das Marktmagazin: Leerstand bei Einkaufszentren“
- hr (2024): “Mex das Marktmagazin: Null-Prozent Finanzierung“
- hr (2024): “Mex das Marktmagazin: Games als Werbeplattform“
- hr (2024): “Mex das Marktmagazin: E-Auto Showrooms in Innenstädten“
- ARD (2023): “Live nach Neun: Konsumverhalten im Onlinehandel 2023“
- hr (2023): “Mex das Marktmagazin: Weihnachtsgeschäft 2023“
- hr (2023): “Mex das Marktmagazin: Gesundere Produkte bei Discountern“
- hr (2022): “Hessenschau: Galeria Karstadt Kaufhof ist insolvent“
- DW (2022): “Schutzrechte für Lebensmittel“
- ARD (2022): “Börse im Ersten: Zukunft des Offline- und Online-Handels“
- hr fernsehen (2021): “Galeria Karstadt Kaufhof erfindet sich neu“
- hr fernsehen (2020): “Wie nachhaltig ist das Wachstum bei Lebensmittel-Lieferdiensten?“
- CGTN China (2020): “How Concerns about Climate Change affect Company Strategy“
- SAT1 (2018): “SAT1 Nachrichten: Zukunft der Warenhäuser“

- ntv (2018): “Fusion von Karstadt und Kaufhof: Bedrohung durch den Online Handel”
- SAT1 (2017): “SAT1 Nachrichten: Diesel-Kartell und E-Mobilität”
- ARD (2016): “PlusMinus: Zweitverwerter - Wer an den Retouren verdient”
- ARD (2014): “Tagesthemen: Zalando IPO”
- SAT1 (2013): “Frühstücksfernsehen: Rückschick-Wahn”
- hr fernsehen (2013): “Hessenschau: Wieder Streik bei Amazon”
- ZDF (2013): “WISO-Duell: Amazon gegen Otto”
- ARD (2012): “Rategeber Geld - Facebook-Börsengang: Lohnt sich der Kauf von Internet-Aktien?”

## Radio

- hr info (2025): “30 Jahre eBay – Wie die Plattform sich entwickelt hat”
- Deutschlandfunk (2023): “Wirtschaft und Gesellschaft: Tesla, Patagonia und Co - Warum manche Unternehmen keine Werbung schalten”
- hr info (2023): “Datenschutz auf Tiktok”
- BR24 (2022): “Black Friday in wirtschaftlich schweren Zeiten”
- hr info (2021): “Nicht nur zu Weihnachten: Pakete ohne Ende”
- SWR1 (2021): “Die Rückkehr der Kunden in die Innenstädte ist extrem unwahrscheinlich”
- hr info (2021): “Kaufhauskonzepte der Zukunft”
- hr2 (2021): “Der Tag: Welche Veränderungen bleiben auch nach Corona?”
- hr info (2020): “Kaufen wir auch offline bald bei Amazon?”
- hr info (2019): “Black Friday”
- Bayern 2 (2019): “Verbraucherschutz in der EU”
- hr info (2019): “Neckermann”
- Deutschlandfunk (2018): “Wirtschaft am Mittag: Weihnachtsstreiks bei Amazon”
- hr info (2018): “Liegt die Zukunft im Online-Handel?”
- hr2 (2018): “Preispolitik bei Discountern: ALDI senkt Bananenpreise”
- hr1 (2018): “Das Ende von Dawanda und der Wechsel zu Etsy”
- ARD-Börsenstudio Radio (2018): “Fusionspläne von Kaufhof und Karstadt”
- hr info (2018): “Die Macht der Onlinebewertung”
- hr info (2018): “Internetgiganten unter Druck”
- SWR2 (2018): “Datenskandal um Cambridge Analytica”
- MDR aktuell (2017): “Insolvenz von Toys'R'Us”
- WDR (2017): “Zalandos Wachstum”
- WDR (2016): “Zukunftsperspektive Facebook”
- Deutschlandfunk (2015): “Internetriesen”
- SWR (2014): “Unternehmenswährungen”
- ARD-Börsenstudio Radio (2013): “Was vom Twitter-Hype übrigblieb”
- Deutschlandradio Kultur (2013): “Expansion bis zum Umfallen – die Unternehmensstrategie von Amazon und Co.”
- NDR Info (2012): “Facebook-Aktie: Ernüchterung statt Euphorie”
- Deutschlandfunk (2012): “Börsenspektakel um Facebook”
- Deutschlandfunk (2012): “Facebook ist sicherlich alles andere als eine sichere Investition”
- Deutschlandfunk (2012): “Aus dem Netz an die Börse”

## Podcasts

- Daybreak Europe by Bloomberg (2025): “Podcast Conversation: ChatGPT Is a Bad Personal Shopper — But It’s Learning”
- Inside Job Boards and Recruitment Marketplaces (2025): “Breaking News: ChatGPT traffic worse than job boards, other traditional channels”

- Webcology (2025): “The Browser Wars – Rise of Ais Edition”
- Orange by Handelsblatt (2021): “Wirtschaft einfach erklärt: Wie du beim Online-Shopping clever sparst”

## Magazines

- Markenartikel (2024): “Werbung in Gaming-Welten: Viel mehr als nur Reichweite” (Guest Editorial)
- Bankmagazin (2024): “Die Geschäftsstelle virtuell besuchen”
- FAZ Woche (2017): “Zusammen weniger zahlen”
- acquisa (2016): “Interview: Kanal bestimmt Kundenwert”
- Getränkezeitung (2015): “Viele Etablierte werden hier scheitern”
- Sonnemann (2014): “Lasst uns in Ruhe!”
- Marketing Insights (USA, 2014): “Vying for Viral”
- The Economist (International, 2013): “Return to Santa”

## Newspapers

- Frankfurter Allgemeine Zeitung (FAZ) (2025): “Wie routinierte Onlinekäufer zum Problem werden” (Guest Editorial)
- Frankfurter Allgemeine Zeitung (FAZ) (2025): “Labubu sind die neue Dubai-Schokolade”
- Frankfurter Allgemeine Zeitung (FAZ) (2021): “Senioren shoppen doppelt so oft online wie vor Lockdown”
- Börsen-Zeitung (2021): “Senioren finden Gefallen am Online-Shopping”
- Frankfurter Allgemeine Sonntagszeitung (2017): “Siegeszug der Avocado”
- Jyllands-Postens (Denmark, 2015): “Idealbilledet af Tyskland krakelerer”
- Frankfurter Allgemeine Zeitung (FAZ) (2014): “Versuchsobjekt Rücksendekosten”
- Frankfurter Rundschau & Berliner Zeitung (2014): “Zalando sieht rot”
- Frankfurter Rundschau & Berliner Zeitung (2014): “Der Börse entgegen”
- Frankfurter Rundschau & Berliner Zeitung (2014): “Zurück an den Absender: Künftig können Online-Händler ihre Kunden an den Rücksendekosten beteiligen”
- People’s Daily (China, 2013): “虚拟银行，存钱新体验”
- Frankfurter Allgemeine Zeitung (2013): “Haarscharf am Verbraucher vorbei entwickelt: BlackBerry und Nokia scheiterten an Managementfehlern”
- Jyllands-Postens (Denmark, 2013): “Netgigant lægger Europa for sine fødder”

## Web

- Business Mirror (2026): “ChatGPT and its role in the e-commerce landscape: Are people buying via Instant Checkout?”
- Position Digital (2026): “100+ AI SEO Statistics for 2026“
- Bloomberg (2025): "ChatGPT Is a Bad Personal Shopper – But It’s Learning"
- Bloomberg (2025): "AI-Powered PR Could Doom a CEO"
- MorningConsult (2025): "2026 Lookahead: Expect Diverging Consumer Sentiment, Trading Down and AI to Impact Retail"
- Emarketer (2025): "ChatGPT’s influence on ecommerce sales is minimal—for now"
- DigitalCommerce360 (2025): "Study: ChatGPT traffic, sales referrals still trail traditional digital channels"
- Search Engine Land (2025): "ChatGPT, LLM Referrals Underperform Google Search: Study"
- ModernRetail (2025): "ChatGPT, LLM Referrals Underperform Google Search: Study"
- Digiday (2025): "E-commerce sites see low sales from ChatGPT traffic, new study finds"

- Digiday (2025): "トラフィックを促進するが、売上にはまだつながらない ChatGPT 懸念点は消費者からの信頼性"
- iPullrank (2025): "AI Search to Sale: What the Data Reveals About AI Search Ecommerce Behavior"
- Bruce Clay (2025): "LLMs vs. Search Engines: Who's Winning?"
- Ahrefs (2025): "The ChatGPT Traffic Playbook: How to Track, Measure, and Grow"
- SmartCompany (2025): "ChatGPT not yet a 'Google killer' for e-commerce brands"
- DMEXCO (2025): "ChatGPT Drives Traffic, But Not Sales"
- Metarouter (2025): "Agentic Commerce in 2025: What We Learned"
- Leptidigital (2025): "Étude : le trafic organique des LLM est-il vraiment qualitatif ?"
- Mindbox (2025): "KI-Suche: Wie Trust zum Conversion-Treiber wird."
- Synolia (2025): "De l'UX à l'AX : comment préparer votre site e-commerce à l'ère des agents IA ?"
- TheMartechWeekly (2025): "TMW #254 | AI Decisioning is driving the convergence of CDPs and CEPs"
- Affiverse Media (2025): "The AI Traffic Lie: Why ChatGPT E-Commerce Referrals Are Failing to Live Up to the Hype"
- PPC Land (2025): "ChatGPT traffic underperforms Google in e-commerce study"
- PositionZero (2025): "ChatGPT convertit moins bien que Google Search, selon une étude"
- Algomera (2025): "La grande delusione di ChatGPT nel commercio online: uno studio ne svela le sfide di conversione"
- Serra (2025): "ChatGPT fa vendere molto meno di Google"
- Smart Lemon (2025): "Logfile-Analyse im Kontext von LLMs"
- SMK (2025): "[STUDY] How Does ChatGPT & LLM Traffic Convert?"
- Complete AI Training (2025): "ChatGPT referrals are rising, but still no match for search in ecommerce"
- Ben's Bites (2025): "Grok vs Wikipedia"
- ImaginePro (2025): "Why ChatGPT Shoppers Arent Buying Yet"
- BMON (2025): "The problem with Ai search conversions"
- RelevantAudience (2025): "low conversion rate from ChatGpt referral traffic"
- AI for Ecommerce and Amazon Sellers (2025): "ChatGPT Sucks At Selling (But There's A Plot Twist)"
- DigitrendZ (2025): "ChatGPT, LLM Referrals Underperform Google Search: Study"
- iTech Manthra (2025): "ChatGPT LLM Referrals Convert Worse Than Google Search: Study"
- 7th sense (2025): "AI Commerce Tipps: ChatGPT bringt Klicks, aber kaum Sales"
- Paul Morris (2025): "oLLM eCommerce analysis – 2025"
- Webtan (2025): "生成AIトラフィック、実は低CVR？ LLMによる購入決定の効果測定はまだ厳しいか【SEO情報まとめ】"
- Slade (2025): "Istraživanje: ChatGPT konverzije i dalje 13% manje nego s Googlea"
- GPT-Chatbot (2025): "ChatGPT сохраняет лидирующие позиции в трафике чат-ботов с ИИ с долей 66%"
- University of Hamburg Business School (2025): "ChatGPT-Weiterleitungen zu E-Commerce-Websites: Sind LLMs leistungsstärker als herkömmliche Kanäle?"
- 10 Minutes News for Hoteliers (2025): "ChatGPT Referrals to E-Commerce Websites: Do LLMs Outperform Traditional Channels?"
- Advox Studio (2025): "What is the Agentic Commerce Protocol (ACP) and why should you implement it in your eCommerce?"
- ExploreCarbon (2025): "The ChatGPT E-Commerce Revolution Will Be...Delayed: What \$20 Billion in Data Reveals"

- Expert SEO Consulting (2025): "ChatGPT Shopping Links: Is AI the New King of E-Commerce Traffic?"
- Kopp Online Marketing / SEO Research Suite (2025): "ChatGPT Referrals to E-Commerce Websites: Do LLMs Outperform Traditional Channels?"
- NewEcom AI (2025): "The ChatGPT Paradox: Why Your Most Educated Customers Convert the Least (and How to Fix Both Problems at Once)"
- SalesManago (2025): "The Q4 Horror Show: eCommerce Trends Aren't Just Ghosts"
- SEO Authority Australia (2025): "ChatGPT, LLM referrals convert worse than Google Search: Study"
- Trimontium (2025): "Is Google Going to Have the Last Laugh? AI's Search Impact."
- Roberto Dias Duarte (2025): "Risks and strategies for businesses dependent on Google traffic"
- SEO Südwest (2025): "E-Commerce-Studie: ChatGPT liegt bei wichtigen Kennzahlen hinter anderen Kanälen zurück"
- Shopbetreuung (2025): "ChatGPT im E-Commerce: Viel Traffic, geringe Conversion"
- Ecommerce Institut (2025): "ChatGPT im E-Commerce: Traffic-Boost ohne Conversion-Wunder"
- OnlinehändlerNews / Händlerbund (2025): "ChatGPT bringt Traffic, aber kaum Conversions"
- Worldef News (2025): "ChatGPT Traffic Underperforms Google in E-Commerce Study"
- ecommercenews.pl (2025): "ChatGPT generuje ruch, ale nie sprzedaż. Nowe wyzwania dla e-commerce"
- PremiumDigital (2025): "Czy ChatGPT to 'zabójca Google' w e-commerce? To badanie studzi emocje"
- MondeTech (2025): "Étude : Trafic Organique LLM Est-Il Qualitatif ?"
- Retail Media FC (2025): "Os LLMs são uma ameaça existencial à Retail Media?"
- Sociapa News (2025): "ChatGPT and LLM Referrals Grow but Convert Worse Than Google Search Today"
- Unique Logo Designs (2025): "ChatGPT E-Commerce Traffic Study 2025"
- Tagesschau.de (2025): "Wie die Kaufhauskette Galeria das Comeback geschafft hat"
- Tagesschau.de (2024): "Wenn Einkaufszentren zu Freizeitparks werden"
- ZDF.de (2018): "Karstadt und Kaufhof steuern auf Fusion zu"
- Der Bank Blog (2014): "Lasst uns in Ruhe!"
- heute.de (2014): "EU-Richtlinie Onlineshopping: Neue Regeln gegen den Retouren-Rausch"
- Yahoo News (USA, 2014): "Why copying successful social media strategies does not work"
- PaulWallbank.com (USA, 2013): "Managing customer returns in e-commerce"
- heute.de (2013): "Online Shoppen: Zurückschicken kostet bald"
- WDR.de (2013): "E-Commerce-Trends 2014: Mittel gegen die Shopping-Bulimie"
- Express.be (Belgium, 2013): "1% van alle klanten roomt de helft van de winst van online retailers af"
- operationsroom.wordpress.com (USA, 2013): "Managing customer returns in e-commerce"
- Handelsblatt.de (2013): "Warum Zalando noch nicht reif für die Börse ist"
- WirtschaftsWoche (2013): "Online-Handel: Experte empfiehlt Sanktionen gegen Retouren-Sünder"
- Manager Magazin (2013): "Börsenhype um Facebook: Die 100-Milliarden-Dollar-Wette"
- Bloomberg (USA, 2013): "Billionaire Holch Povlsen Adds Zalando to Fashion Portfolio"
- Businessweek.com (USA, 2013): "Zalando Tech Team Plans for Boom as Banks Said to Pitch IPO"
- Manager Magazin (2012): "Die Mär von Mr. Zockerberg"