

KÖNYVISMERTETÉS/BOOK REVIEW

Generative Artificial Intelligence in Marketing: A Theoretical Perspective on Modern Marketing Processes

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[M. Runia, P., Wahl, F., Geyer, O. & Thewissen, C. (2019). *Marketing: Prozess- und praxisorientierte Grundlagen*. Berlin, Boston : De Gruyter Oldenbourg. DOI: <https://doi.org/10.1515/9783110584677>]

Keywords: *Marketing, Disruptive Technologies, Artificial Intelligence, Generative Artificial Intelligence*

JEL Codes *C45, L10, M31, O33, Q55*

“Marketing: Prozess- und praxisorientierte Grundlagen” by Runia, Wahl, Geyer, and Thewissen (2019) offers a comprehensive exploration of marketing from both theoretical and practical perspectives in seven chapters and spans 406 pages. The textbook begins with foundational marketing concepts and theories, progressing to detailed analyses of market environments, consumer behavior, and competitive landscapes. It then outlines corporate and marketing strategies, delving into systematic approaches such as segmentation, targeting, and positioning, alongside discussions on product development, pricing, distribution, and communication strategies. The latter sections of the book concentrate on the practical application of these strategies in real-world contexts, emphasizing the significance of integrated and cross-media communication in contemporary marketing. The text concludes with comprehensive sections on marketing control and planning, ensuring that strategies are effectively implemented and adapted

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to meet evolving market demands. This makes it an essential resource for both students and practitioners in the field of marketing.

From an academic perspective, a comparison with the works of Meffert, Burmann, Kirchgeorg, and Eisenbeiß (2019), Bruhn (2019), and Kotler (2023) can be used to assess the academic value of this textbook. Unlike Meffert et al. who focus on the development of digital marketing, including topics such as big data and the customer journey, Runia et al. place more emphasis on process- and practice-oriented marketing fundamentals. While both works recognize the importance of digitalization, Meffert et al. provide a more detailed examination of digital transformation, particularly in terms of customer relationships and communications. Bruhn's work, known for its focus on interactive communication tools, addresses marketing fundamentals with a practice-oriented approach, while Kotler combines classic marketing concepts with the challenges posed by globalization, technology and social responsibility through a broader, multidisciplinary lens. Meffert's exploration is deeply analytical, often integrating case studies that illustrate the practical implementation of digital strategies in business environments. In contrast, Runia et al. approach is more holistic, aiming to provide readers with a solid grounding in marketing principles that underpin both traditional and digital marketing arenas. While Kotler's text is also broad, it is distinguished by the inclusion of contemporary issues such as sustainability and ethical marketing, which are less emphasized in Runia's more traditional structure. This makes Kotler's work particularly relevant in a globalized market context, offering insights into how marketing practices can be responsibly adapted in different cultural settings.

In their work, Runia et al. address integrative communication concepts such as integrated communication and cross-media communication, which are important for application in corporate practice, especially in the context of generative artificial intelligence. Integrated communication, which aims at a consistent implementation of the communication strategy through the content-related, formal, and temporal coordination of all communication instruments (Runia, P. et al., 2019), is indispensable for companies in the age of artificial intelligence. It enables thematic consistency across different channels, which is essential for AI-based communication tools such as chatbots or automated social media campaigns (Enshassi, M. et al., 2024). Cross-media communication, in which different media are linked to achieve communicative added value (Runia, P. et al., 2019), can be optimized using generative artificial intelligence (Mutoffar, M. M. et

al., 2023). From a practical perspective, AI technologies can help to make the selection and coordination of different media more efficient, for example by using data analysis to determine optimal publication times or to personalize content (Chukwudi, C. et al., 2023). A practical example would be the use of generative artificial intelligence to analyze customer interactions on coherent platforms to ensure seamless and cross-platform customer communication (Chen, B. et al., 2023; Feuerriegel, S. et al., 2023; Kshetri, N. et al., 2023). Based on this, a medium-sized company could provide detailed information about products or services and personalized offers across all platforms.

“Marketing: Prozess- und praxisorientierte Grundlagen” is an essential resource for both aspiring marketers and experienced professionals. The textbook systematically covers the breadth of marketing fundamentals and delves into complex marketing strategies that are essential in the digital age. This comprehensive coverage makes it an essential addition to both academic and professional reference libraries. Unlike other texts that focus on either theoretical foundations or practical applications, Runia et al. offer a balanced perspective in the marketing literature. The book provides readers with a solid framework for understanding and implementing effective marketing tactics through its structured approach to explaining core marketing principles, along with detailed explorations of market analysis, strategy formulation, and the use of marketing tools. In addition, the book provides a solid foundation for linking the integration of traditional marketing strategies with the use of digital marketing tools and artificial intelligence. The emphasis on integrated and cross-media communication strategies is particularly relevant in today’s fragmented media landscape, where marketers are challenged to maintain a coherent message across multiple platforms. For those interested in a more profound understanding of how marketing theory can be applied in real-world scenarios, especially in the context of digital transformation and AI, this textbook provides both foundational knowledge and advanced insights. It serves not only as an academic textbook, but also as a practical guide for implementing complex marketing strategies in diverse market environments.

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Das Krankenhaus-MVZ Planung, Aufbau, Betrieb

*Patricia Carola Merten*¹

[Goepfert, A., Bühn, R., Conrad, C. B. & Kühn, F. H. (eds, 2016). *Das Krankenhaus-MVZ : Planung, Aufbau, Betrieb*. MWV Medizinisch Wissenschaftliche Verlagsgesellschaft. p. 317, ISBN 9783954662296]

Abstract: The first edition of the book was published in 2016 with 317 pages and four chapters by the lead authors and editors Dr. Andreas Goepfert, Rainer Bühn and Claudia B. Conrad. It is an anthology written by a total of 23 authors. The co-authors are Klaus Axmann, Dr. med. Gerd-Rüdiger Franke, Oliver Frielingsdorf, Dr. Rolf Hildebrandt, Prof. Linus Hofrichter, Dr. rer. medic. Manuel Iserloh, Dr. med. dent. Thorsten M. Kehr, Axel Kühn, Felix H. Kühn, Dr. rer. pol. Philipp Lindenmayer, Thomas M. Lüttgen, Susanne Müller, Thomas Pfeifer, Anja Riedinger, Wilhelm Schierle, Dr. iur. Hendrik Bernd Sehy, Nadine Sterley, Michael Stoll, Dr. med. Roland Strasheim und Nils F. Wittig. The book is primarily intended to provide hospital medical care center founders with detailed information on the necessary planning, establishment and operation of a medical care center. It points out possible barriers that could lead to restrictions and explains what is necessary for successful operation.

Keywords: *Medical care centers, outpatient care, hospital ownership*

JEL Codes *I15, I18, I13*

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Presentation of the lead authors

Dr. Andreas Goepfert studied human medicine in Marburg and then completed his medical qualification as a specialist in anaesthesiology. He also earned a degree in health economics and has been a member of the Management Committee of the Ansbach Clinic (trading as ANregiomed since 2013) since 2012. Rainer Bühn trained as a travel agent and then completed a degree in business administration at the Ravensburg University of Cooperative Education. He has been Managing Director of MVZ Region Franken GmbH since 2013 and also Managing Director of MVZ am Klinikum Ansbach GmbH since 2015. Claudia B. Conrad first completed her specialist training in nephrology dialysis after graduating in nursing. She also studied applied health sciences at the University of Bielefeld. She has been a managing director of ANregiomed gKU since 2016.

Summary

The topic on which the book is based was already being discussed in many different ways 40 years ago. At that time, it was still referred to as the “interlocking of outpatient and inpatient care”, because even at that time, medicine was already developing in such a way that more and more illnesses could or wanted to be treated on an outpatient basis. Although it initially remained largely a political discussion, the approach slowly began to gain momentum over the years. The decisive turning point for medical care centers came in 2004: the statutory health insurance modernization law created the possibility of establishing such an institution in the first place. Initially, the merger of at least two specialties was possible. Since mid-2015, it has also been possible to establish medical care centers with the same specialty groups. While the number of medical care centers was still 1938 in 2012, it rose to a total of 2490 in 2016 following the relaxation of the requirement to establish medical care centers with the same specialty groups. The number of hospital-owned medical care centers now accounts for 40% of the more than 2000 medical care centers in Germany (Kassenärztliche Bundesvereinigung, 2021). The institute of medical care centers has spread rapidly in Germany. One reason for this is the fact that medical care centers can be founded not only by doctors in private practice, but also by hospitals. The hospital medical center is a model for the future, even if the regulations

governing the establishment and operation of the institute are deeply rooted in inhomogeneous legislation.

The book is divided into four large chapters, each of which has further sub-chapters. The table of contents is as follows:

I. General conditions

1. Market-regulating mechanisms
2. Legal framework
3. Medical care center market

II. Structure and organization

1. Organization and management structure medical care center
2. Performance areas and processes
3. Structural features of the hospital medical care centers
4. Structural organization in medical care centers
5. Communication in organization and operation
6. Ethics vs. economics - added value of the medical care center structure using the example of chronic inflammatory bowel disease
7. The medical care center as an employer

III. Interfaces

1. The medical care center in the field of tension between sectors Economic planning
2. Reporting and key indicators
3. The future of outpatient care

IV. Operational management

1. The importance of hospital medical care centers
2. Strategy and understanding of hospital medical centers
3. Acquisition of doctor's practices and the importance of the expert opinion
4. Takeover and integration of medical care centers
5. Risks in the management of a medical care center

The first chapter deals with the framework conditions of hospital medical centers. Within the market-regulating mechanisms, the basics of the statutory health insurance system are discussed. At this point, among other things, the so-called demand planning is discussed, the question of the respective status and demand for statutory health insurance physicians within the scope of defined planning areas (Gemeinsamer Bundesausschuss, 2023). The licensing requirements pursuant to Section 95 (1) sentence 2 of the German Social Code, Book V are also explained. This states that medical care centers are “physician-led facilities in which physicians who are entered in the medical register [...] work as employees or contract physicians” (Hänlein and Schuler, 2022). In the context of financing and budgeting, the overall remuneration, the uniform valuation scale and the distribution of fees are discussed, with the billing of contracted, private and individual healthcare services being examined last. The legal framework is explained in particular through the historical presentation and development of medical care centers. In addition, possible legal forms for establishing hospital medical centers are discussed and the respective advantages and disadvantages are explained. The GmbH is a typical legal form for hospital medical centers. The chapter concludes with the medical care center market, which focuses on the political and public interest in the institution. There are explanations of external influences on hospital medical centers and also how to handle media such as the press, television and social media.

The second chapter is dedicated to the structure and organization. Hospital operators are increasingly recognizing the strategic and operational added value of outpatient facilities, and yet this poses enormous organizational and communication challenges for the facility itself. In particular, communication with all those involved, including those from the hospital, is what makes the complex structure manageable. The book uses the employer of the three editors, the municipal hospital association ANregiomed, as an example of this. A site concept including a radiology service process is presented as an example to illustrate this. In addition, the management structure, the management and the motivation of the employees are also discussed. The topic of structural features in the context of outpatient care is also addressed, as is the organizational structure as such, but also communication during construction and operation as a management task. The role of ethics versus economics is also examined in detail. How is an ethical doctor defined and what should be done if a medical care center cannot be run economically? Such an institution is only as good as

the cooperation and willingness of its employees. Finally, the medical care center as an employer is presented in the large topic area of structure and organization. What advantages can a doctor who is employed in a medical care center have over a doctor who is self-employed or works in an individual surgery? Many doctors are also working in hospital medical centers and enjoy a combination of employment in the inpatient and outpatient sector. Above all, however, they have one advantage: security. In a hospital medical centers, they are not subject to self-employment.

The third chapter deals with interfaces. In addition to the current framework conditions of the Association of Statutory Health Insurance Physicians, the preparation of a business plan for a hospital medical centers is discussed in particular. Which influencing factors are decisive for the profitability of a hospital medical centers and how and in what form should reporting and key figures be presented.

The fourth and final chapter, focusing on operational management, mainly describes the provision of care within a hospital network. In order to be successful, facilities must be fast and active, especially in strategic and operational action. Furthermore, a good and future-oriented strategy must be developed in order to be successful on the healthcare market. This also includes the acquisition of new doctor's surgeries, which must be strategically decided within the hospital operator. Even if the growth of medical care centers has increased constantly in recent years, there are also risks in terms of operational management. Accordingly, the acquisition of practices or even companies should always be preceded by an expert evaluation.

Usability in business practice

In “Das Krankenhaus-MVZ Planung, Aufbau, Betrieb”, the content is structured and presented in such a way that all areas are explained in detail, from the framework conditions of a hospital medical center to the structure and organization, to the interfaces and operational management. The book offers managing directors, contract physicians and other potential founders a gradual guide to setting up hospital medical centers. It can also be used after the foundation to optimize internal processes, such as business planning. Supporting the takeover and integration of other medical care centers is also an interesting topic. Strategic decisions are particularly important in the ongoing operation of medical care centers. The

specific question of a cooperation or the expansion of the medical care center structure should be examined according to the various aspects. It should be determined what the basic motivation is, whether an increase in profitability can be achieved, whether the competitive position will improve and whether quality will improve (Albrecht et al., 2022).

Reading recommendation

In summary, it can be said that the work by Goepfert et al. is no longer up to date due to the constantly changing laws, but is nevertheless recommended reading for anyone who is thinking about setting up a medical care center or even running one.

The book offers contract physicians, managing directors and controllers the necessary basic knowledge to correctly manage and implement processes in a medical care center from the very beginning. Even though it was written specifically for hospital medical centers, it also offers medical care centers with other types of ownership the opportunity to gain know-how, expand their own knowledge and shed new light on internal company processes.

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