

Contributions to  
Management Science

WHU Koblenz –  
Otto Beisheim Graduate School  
of Management (Ed.)

# **Structure and Dynamics of the German Mittelstand**



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# Structure And Dynamics Of The German Mittelstand

**Tobias Ihde**



## **Structure And Dynamics Of The German Mittelstand:**

*Structure and Dynamics of the German Mittelstand* WHU Koblenz - Otto Beisheim Graduate School of Management, C. Homburg, 1999 A comprehensive perspective on the German Mittelstand is provided The authors do not only consider internal management aspects of these companies but also their societal environment Therefore four of the nine chapters in the first part of the book are related to the environment of the German Mittelstand while five chapters compiled in the second part focus on different management aspects of Mittelstand companies Among the topics addressed are organization marketing management supply chain and innovation management and financial management in the Mittelstand The authors take diverse approaches to studying Mittelstand companies This book contains mostly qualitative papers survey based papers as well as papers based on case studies

**Empirical Research on the German Capital Market** Wolfgang Bühler, Herbert Hax, Reinhart Schmidt, 2012-12-06 This collection of fifteen original articles results from a cooperative intensive program of research on the German capital market The program objectives included the development of expertise in modern empirical methods in financial economics and the derivation of results that might be specific to the German capital market The four parts of the book are dedicated to problems of market structure and organization information and capital market risk and return futures and options Altogether the book gives an overview of empirical research on capital markets in Germany and helps to understand their nature It also shows the application of modern techniques in financial research

**Interorganisational Standards** Ulrich M. Löwer, 2006-02-25 Standards play crucial roles in many different aspects of today's economy They can define meanings of semantics product interfaces process steps or performance levels Interorganisational standards are specifications that define business related semantics and processes which are made accessible to other organisations information systems While modular organisation forms such as supply chain networks demand such standards for higher flexibility XML based Web Services offer a relatively new technological platform to develop such standards The development of comprehensive interorganisational standards however is far from being completed This book thus answers the questions how interorganisational standards are developed and how different actors should get involved in it The author uses actor network theory to conduct two in depth case studies on ebXML and RosettaNet While researchers will find new explanations for the development of interorganisational standards managers and executives will benefit from the strategic implications this book discusses

*Dynamic Alliance Auctions* Tobias Ihde, 2012-12-06 1 1 Motivation Today's transportation market is far from perfect Market participants have admission only to a certain fraction of the market and price formation lacks transparency However this state is no law of nature since in principle all market participants could manage to get together somehow and do business but gaining new business partners beyond existing bonds usually takes too high efforts After all the items in transportation markets are usually traded under extreme time pressure transportation orders have fixed pick up and delivery deadlines and free transportation capacity

cannot be used thereafter Here Internet based freight markets promise help Since the early 1990s many of such markets have come into existence so that a considerable number exists today For Germany alone over 50 different electronic transportation marketplaces are listed in a database hosted at the University at Bremen 2001 The mediation models of these marketplaces are quite diverse cp Industrial Structure and Regional Employment Dynamics Wolfgang Dauth,2012-10-25 Gibt es einen Zusammenhang zwischen der regionalen Branchenstruktur und der Beschäftigungsentwicklung Wolfgang Dauth ist dieser Frage in drei eigenständigen Studien auf den Grund gegangen Sie beleuchten jeweils unterschiedliche thematische Teilaspekte und werden in den drei zentralen Kapiteln dieses Bandes behandelt Kapitel 2 Agglomeration and regional employment dynamics belegt die Existenz von Agglomerationsvorteilen für den regionalen Arbeitsmarkt In agglomerierten lokalen Branchen ist das Beschäftigungswachstum nachhaltiger als in nicht agglomerierten In Kapitel 3 The mysteries of trade wird analysiert inwiefern die Wechselwirkungen zwischen unterschiedlichen aber verwandten Branchen die Existenz von Agglomerationsvorteilen erklären Gemeinsame Arbeitsmärkte so das zentrale Ergebnis spielen dabei eine Schlüsselrolle In Kapitel 4 The rise of the East and the Far East untersucht Dauth wie sich der internationale Handel auf Regionen mit unterschiedlicher Branchenstruktur auswirkt Er weist nach dass Deutschland durch den wirtschaftlichen Aufstieg Chinas und Osteuropas unter dem Strich massive Beschäftigungsgewinne verzeichnen konnte Publikationssprache Englisch **Family Firms in Postwar Britain and Germany** David Paulson,2023 Examines the culture and conduct of six small and medium sized enterprises SMEs in England and West Germany from 1945 to the late 1970s drawing on numerous archives in Germany and Britain This is the first book length study that examines the detailed histories of SMEs in a comparative transnational manner Emerging from this study is an evaluation of German and British varieties of capitalism in action showing that they were not fixed or static but rather have changed considerably as they evolved over time The German companies studied formed part of the Mittelstand the family owned sector which is unique to German speaking countries This book explores whether the principles of a close identification with the surrounding region and a patriarchal culture within a family atmosphere were adopted in practice then and whether they are still applicable today Paulson compares the Mittelstand to British SMEs in order to understand how their approach differed from that of their German counterparts For both countries the ecosystem which surrounded businesses is examined paying particular attention to funding and vocational education The book concludes that the potential for a British Mittelstand existed but that British companies were often less well managed and had to operate within a less supportive external environment than that which favoured the Mittelstand Historical lessons learned from the management of these companies still resonate today and can help us to understand contemporary differences in business performance This book will therefore be of interest to scholars and students of twentieth century business and economic history as well as management studies **Intellectual Property Management** Klaus Jennewein,2006-03-30 Innovation is a source of competitive advantage In other words firms may

leverage innovation to generate rents at least temporarily And this is intended to be a self sustained business model part of the rent extracted from the market may be re invested into new technological developments which in turn permit additional innovations thus regenerating the sources of rents This is the positive loop of innovation In this sense business would be a permanent hunt for innovations in search of rents Yet innovations need to be protected if firms want to benefit from rents over long periods of time However the strategic management literature tends to suggest that patents are a weak protection against aggressive imitators Secrecy may help but we also know that technology ends up leaking in most cases Speed in new developments to cut time to market may be another way of protecting the technological advance of the firm But again this may not be enough as start ups may out compete the established firm in the race for innovation This is where Dr Klaus Jennewein's key idea comes into the picture The core of his thesis is that brand equity may be combined to technological protections such as patents to build a multi layer complex intricate shield to protect the sources of rents against competitors and imitators

**Automotive Production Systems and Standardisation** Constanze Clarke, 2006-03-30 In January 2000 Mercedes Benz started to implement the Mercedes Benz Production System MPS throughout its world wide passenger car plants This event is exemplary of a trend within the automotive industry the creation and introduction of company specific standardised production systems It gradually emerged with the introduction of the Chrysler Operating System COS in the mid 1990s and represents a distinct step in the process towards implementing the universal principles of lean thinking as propagated by the MIT study For the academic field of industrial sociology and labour policy the emergence of this trend seems to mark a new stage in the evolution of the debate about production systems in the automotive industry Jrgens 2002 2 particularly as it seems to undermine the stand of the critics of the one best way model Boyer and Freysenet 1995 The introduction of company level standardised production systems marks the starting point of the present study At the core of it is a case study about the Mercedes Benz Production System MPS

**Varieties of Capitalism and Business History** Keetie E. Sluyterman, 2014-11-27 The financial crisis of 2008 brought new urgency to the question how best to organise national economies This volume gives a business history perspective on the Varieties of Capitalism debate and considers the respective merits of the liberal and coordinated market economies It looks at individual firms and business people as well as institutions and takes a long term perspective by covering the whole 20th century The authors examine both continuity and change with a particular focus on the Netherlands a nation with an open economy situated between two countries that oppose each other in the way they organize their economies Germany and Great Britain The Netherlands also provides an important case study with Dutch business maintaining strong links to the United States widely considered to be the typical liberal market economy Contributors address the main topics of the capitalism debate including labour relations corporate governance the firm and its leaders coordination between firms innovation multinationals as agents of change and economic performance They show that the Netherlands moved from a mostly liberal market economy before 1914 towards a

coordinated market economy from the 1930s onwards and up to a certain extent back again to a more liberal market economy Under both varieties of capitalism the country experienced economic growth and stagnation but a more equal division of wealth occurred in the coordinated market economy only Wars and international economic crises offered moments for revaluation and changes of tack This book raises questions for every country around the globe How is change being brought about Can one see different results from a liberal or a more coordinated market economy And most critically which system is more effective in bringing prosperity and enabling enough people to share in the wealth

### **The Business**

**Environment of Europe** Terrence R. Guay, 2014-06-12 The Business Environment of Europe is the first textbook to provide a complete overview of Europe's business landscape examining the region's diverse economies and government policies within historical political and cultural contexts This well researched text examines the European Union and select European nations and leads students to a full understanding of the structure and dynamics of specific industries the impact of globalization on European companies and the future challenges facing the region's business environment Numerous tables maps figures case studies and chapter specific bibliographies support students with little background knowledge of the subject and lead them to total mastery of the material Ideal for business students seeking background on the historical and cultural foundations of European business and for international studies students seeking specific information on European governments policies and economics this introductory textbook provides a comprehensive and interdisciplinary overview of the subject

**Key Success Factors of SME Internationalisation** Noémie Dominguez, Ulrike Mayrhofer, 2018-08-22 This collective book offers a cross country perspective on the internationalisation of small and medium sized enterprises SMEs Scholars from prestigious institutions in Europe North America Australia and China provide new insights on how SMEs develop and perform their international activities

Management Competence Andreas Enders, 2012-12-06 Eight years ago the production management department of the WHU launched the industry competition Best Factory Industrial Excellence Award jointly with the media partner Wirtschaftswoche in Germany Two years earlier the competition had been initiated successfully by INSEAD faculty in France Over the years the joint research team experienced first hand that application of Management Quality was a key driver of continuous improvement along the firm's core business processes Moreover those companies that exhibited the highest improvement rates achieved mostly the best business results compared to their industry benchmarks Andreas Enders accompanied us for five rounds of the competition as program manager for the German competition His contributions among others the launch of our web site [www.beste-fabrik.de](http://www.beste-fabrik.de) are greatly acknowledged by the academic advisory team The findings of the industry competition greatly influenced this thesis on Management Competence Initially the main research question though was to provide a theoretic foundation and an empirical test for the seven factor Management Quality model as defined in our recent book on Industrial Excellence Management Quality consists of strategy formulation and deployment combined with delegation of tasks to workers and their participation In addition measurement

integration communication and training complement the main levers While there exist numerous studies on superior business performance and key success factors there are few sound empirical studies available to date on operational performance and sustained business success *Small and medium-sized enterprises, globalization and the internet* Oliver Burgis,2002-12-04

Inhaltsangabe Abstract The last decade was characterized by mainly to major developments The first was the ongoing globalization of the markets A development that was not absolutely new in the nineties since it is already progressing since the fifties But it was in recent years when this development gained such an unprecedented momentum and dynamics which most people and enterprises were just not prepared for The second was the emerge of the Internet and the following e hype about the new economy Larry Downes named both in his much considered article Behind Porter as two of three new driving forces and influencing factors for the economic affairs of the new century And he might probably be right Although one of them suffered quite a setback at the end of the nineties when the Internet bubble finally busted But if one looks on the technological developments taking place then there is no doubt that the Internet will continue its triumphal procession Certainly in a different way as it did in the last decade And probably it will not constitute a new economy but it certainly will extremely change the old one The same is true for globalization although its effects are maybe not that obvious But the trend towards one global market is obvious The last event in that respect was probably the Peoples Republic of China entering the World Trade Organization and opening thereby up its markets for foreign enterprises Before that background and as policy makers and business people look for development paths which might take economies successfully over the next decades three of the issues which are receiving a lot of attention are What is the effect of globalization What is the role of small and medium sized enterprises What is the impact of electronic commerce the rapidly changing ways in which commercial activities may be undertaken using innovations in information technology The small and medium sized enterprises are building the backbone of the German economy These companies were responsible for the fast recovery of Germany after Second World War and since then have greatly contributed to develop Germany to the third largest economy in terms of gross national product in the world Ludwig Erhardt former German Chancellor and influential Minister of economics once described the importance of the Mittelstand for the German economy and society in a speech held in Gteburg 50 years ago And his words retain their

**Economics and Management of Franchising Networks** Josef Windsperger,Gérard Cliquet,George Hendrikse,Mika Tuunanen,2012-12-06 Franchising networks are experiencing great success in international business organization Few books try to explain the characteristics of these networks Contrary to the existing literature this book tackles more theoretical problems related to governance organization knowledge management contract design incentive and regulation issues both from the economic and management view point It delivers new theoretical and empirical results regarding plural forms contract design and knowledge and strategic management issues Its purpose is to offer researchers and practitioners new theoretical and empirical insights in one of the most important economic phenomenon at

the beginning of the 21st century Franchising networks as organizational arrangement for growth and internationalization of firms

**Public Companies and the Role of Shareholders** Sabrina Bruno,Eugenio Ruggiero,2011-01-01 This is a book that will be warmly welcomed by everyone engaged in the important debate under way on corporate responsibility and governance

New Trends in Banking Management Constantin Zopounidis,2012-12-06 During the last decades the globalization the intensified competition and the rapid changes in the socio economic and technological environment had a major impact on the global economic financial and business environments Within this environment it is clear that banking institutions worldwide face new challenges and increasing risks as well as increasing business potentials The recent experience shows that achieving a sustainable development of the banking system is not only of interest to the banking institutions themselves but it is also directly related to the development of the whole business and economic environment both at regional and international level The variety of new banking products that is constantly being developed to accommodate the increased customer needs firms organizations individuals etc provides a clear indication of the changes that the banking industry has undergone during the last two decades The establishment of new products of innovative processes and instruments for their requires the implementation efficient management The implementation of such processes and instruments is closely related to a variety of disciplines advanced quantitative analysis for risk management information technology quality management etc The implementation ofthese approaches in banking management is in accordance with the finding that empirical procedures are no longer adequate to address the increasing complexity of the banking industry

*Advanced Planning in Fresh Food Industries* Matthias Lütke Entrup,2006-03-30 Production planning in fresh food industries is a challenging task Although modern Advanced Planning and Scheduling APS systems could provide significant support APS implementation numbers in these industries remain low Therefore based on an in depth analysis of three sample fresh food industries dairy fresh and processed meat the author evaluates what APS systems should offer in order to effectively support production planning and how the leading systems currently handle the most distinguishing characteristic of fresh food industries the short product shelf life Starting from the identified weaknesses customized software solutions for each of the sample industries are proposed that allow to optimize the production of fresh foods with respect to shelf life The book thereby offers valuable insights not only to researchers but also to software providers of APS systems and professionals from fresh food industries

Economics and Management of Networks Gérard Cliquet,George Hendrikse,Mika Tuunanen,Josef Windsperger,2007-03-20 Previous research on the institutional structure of franchising networks Bri ley et al 1991 Lutz 1995 Shane 1998 Lafontaine and Shaw 1999 2005 fuso 2002 Penard et al 2003a b does not explain the governance structure of the franchising firm as an institutional entity that consists of two interrelated parts Residual decision rights and ownership rights The latter includes not only residual income rights of franchised outlets but also residual income rights of franchisor owned outlets Previous studies primarily examines the incentive signalling and screening effects of fees royalties



and other contractual provisions from the point of view of organizational economics see Dnes 1996 for a review without taking into account the interactions between residual decision and residual income rights as interrelated parts of the governance structure This paper fills this gap in the literature According to the property rights view decision rights should be allocated according to the distribution of intangible knowledge assets between the franchisor and franchisee and ownership rights should be assigned according to the residual decision rights Since ownership rights are diluted in franchising networks the dilution of residual income rights of franchised outlets is compensated by residual income rights of company owned outlets Under a dual ownership structure company owned outlets compensate the disincentive effect of low royalties for the franchisor and low royalties strengthen the investment incentives for the franchisee

**The Intelligent Enterprise** Markus J. Thannhuber, 2006-03-30 In today's competitive environments enterprises face diminishing market life spans increasing pressure on profit margins and increasingly complex customer requirements Thus in their operations modern organizations have to find a high level balance between dynamics complexity and precision in order to best utilize their markets Organization Theory and Industrial Engineering the disciplines on hand helping industry to cope with this challenge soon identified process optimizations as the key to possible solutions Many efforts have been undertaken to provide sound theoretical models to deal with complexity and dynamics and streamline business processes These efforts on the one hand helped companies to be more precise in carrying out their actions and even provided solutions to produce customized products at near mass production prices Mass Customization On the other hand it turned out to be one of the most difficult tasks to generalize and transfer experiences gained in one process reengineering project to another and put the theoretical models into practice Not without reason is it the extremely high failure rate of business process reengineering projects that today deters most enterprises from entering such adventures Right at the same time there emerged a new and highly promising scientific branch Knowledge Management that attracted many disciplines among others again Organization Theory and Industrial Engineering Knowledge was identified as a major production factor In industrialized countries value added is mainly raised by the intellectual abilities of a company's workforce

*Internal Research & Development Markets* Eric Kasper, 2006-10-13 Traditionally resources for R and D projects are allocated via planning and budgeting procedures evaluation methods and hierarchical decision committees This book presents resource allocation via internal markets as an alternative to such hierarchical decision procedures Internal R and D markets can help to overcome the weaknesses of traditional hierarchical structures since they are characterised by short communication and decision procedures and thus contribute to the reduction of information asymmetries

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