



UNIVERSITY OF
HOHENHEIM

200
1818
2018
YEARS

Hohenheim Discussion Papers in Business, Economics and Social Sciences

THE INTERNATIONAL SALES ACCELERATOR: A PROJECT MANAGEMENT TOOL FOR IMPROVING SALES PERFORMANCE IN FOREIGN TARGET MARKETS

Alexander Gerybadze
University of Hohenheim

Simone Wiesenauer
University of Hohenheim

Institute of Marketing & Management

10-2018

Discussion Paper 10-2018

**The International Sales Accelerator: A Project Management Tool for
Improving Sales Performance in Foreign Target Markets**

Alexander Gerybadze, Simone Wiesenauer

Download this Discussion Paper from our homepage:

<https://wiso.uni-hohenheim.de/papers>

ISSN 2364-2084

Die Hohenheim Discussion Papers in Business, Economics and Social Sciences dienen der schnellen Verbreitung von Forschungsarbeiten der Fakultät Wirtschafts- und Sozialwissenschaften. Die Beiträge liegen in alleiniger Verantwortung der Autoren und stellen nicht notwendigerweise die Meinung der Fakultät Wirtschafts- und Sozialwissenschaften dar.

Hohenheim Discussion Papers in Business, Economics and Social Sciences are intended to make results of the Faculty of Business, Economics and Social Sciences research available to the public in order to encourage scientific discussion and suggestions for revisions. The authors are solely responsible for the contents which do not necessarily represent the opinion of the Faculty of Business, Economics and Social Sciences.

The International Sales Accelerator: A Project Management Tool for Improving Sales Performance in Foreign Target Markets

Alexander Gerybadze^a, Simone Wiesenauer^b

^a Center for International Management and Innovation (570F), University of Hohenheim, D-70599 Stuttgart, Germany. E-Mail: gerybadze@uni-hohenheim.de.

^b Center for International Management and Innovation (570F), University of Hohenheim, D-70599 Stuttgart, Germany. E-Mail: simone.wiesenauer@uni-hohenheim.de.

Abstract

There is a current research gap in the marketing and management literature regarding the set-up of sales and distribution structures as well as the rollout in foreign target markets in order to establish countrywide presences. Due to this gap, we developed the International Sales Accelerator Model. The data collection and verification of the model took place during a third-party funds project with Baden-Württemberg's business development agency, and environmental agency. The results reveal that the model represents a summary of best practices from different internationalization processes of very large companies. It is a seven-stage project management tool with the objective to improve the sales performance of companies entering foreign target markets.

Keywords: International Market Selection, Sales and Distribution Development in Foreign Markets, Environmental Technology Industry

Table of Content

1. Introduction to Current State of Research and the Development of the International Sales Accelerator Model	1
2. Strategic Steps of International Market Selection	4
2.1 Step 1 - Segmentation and Pre-Selection of a World Region.....	4
2.2 Step 2 - Selection of a Specific Country as the Priority Target Market	5
2.3 Step 3 - Determination of Entry-points in the Target Market	6
2.4 Case Examples of Strategic Steps of International Market Selection of Environmental Technology Companies	7
3. Operative Steps of Sales / Distribution Development in Foreign Markets	9
3.1 Step 4 - Market Entry Strategy for the Target Market.....	9
3.2 Step 5 - Focusing on Core Regions and Primary Distribution Channel	10
3.3 Step 6 - Development of Additional Distribution Channels and Customer Groups	12
3.4 Step 7 - Rollout in Target Market / Countrywide Presence.....	13
3.5 Case Examples of Operative Steps of Sales / Distribution Development of Environmental Technology Companies	13
4. Summary of Results and Discussion	16
5. Conclusion	19
6. References.....	20

1. Introduction to Current State of Research and the Development of the International Sales Accelerator Model

The literature about international market selection is numerous and spread over different disciplines, for example, marketing, strategic marketing and management, marketing research, international business or international economics. In addition, to the widespread approaches from different disciplines, researchers usually focus on one of the market entry modes such as export¹, joint ventures², licensing³ or sales and production subsidiaries⁴ in their studies. *Koch*, however, argues that international market selection and market entry modes selection is not a separate process, there are rather two aspects of one decision⁵. What most of the articles have in common is that they argue for a systematic approach in selecting international markets⁶. *Papadopoulos & Denis* created a taxonomy of statistical approaches to international market selection⁷. They distinguish between two basic statistical approaches of international market selection: market grouping and market estimating approaches. The difference between the two basic approaches is that market grouping approaches cluster countries based on similarities to be selected, whereas market-estimating approaches bring countries in a certain order to be selected.⁸ In 2005, *Brouthers & Nakos* found out that small and medium-sized companies' export performance was higher when the companies used a systematic international market selection approach⁹. Over time, the factors for international market selection grew with each study published. Now, the difficulty for practitioners is to maintain an overview of the relevant factors for international market selection and adopt them to their company. In Table 1, some factors used in studies by researchers are depicted. *Johanson & Vahlne* argue that companies select new markets based on the industrial network of the company¹⁰. Other researchers emphasize the importance of the competitive position of a firm and market attractiveness of a certain product¹¹. Newer studies try to include more factors, or different theories in their studies, for example, *Brouthers et al.* operationalized Dunning's OLI paradigm to select new markets¹². *Martín Marín & Drogendijk* on the other hand include numerous distance measures in their study to select new markets¹³.

¹ cf., for example, Bilkey 1976, Attiyeh & Werner 1981, Brouthers & Nakos 2005.

² cf., for example, Chen & Hennart 2002 or Chiao et al. 2010.

³ cf., for example, Okechuku & Onyemah 1999.

⁴ cf., for example, Armstrong 1970 or Boddewyn 1983.

⁵ cf. 2001. p. 73.

⁶ cf., for example, Kobrin 1979 and Andersen & Buvik 2002.

⁷ cf. Papadopoulos & Denis 1988, p. 40.

⁸ cf. Papadopoulos & Denis 1988, p. 39-44.

⁹ cf. 2005. P. 376.

¹⁰ cf. 1990. p. 18.

¹¹ cf. Attiyeh & Werner 1981, p. 79f and Brewer 2001, p. 169.

¹² cf. 2009, p. 272.

¹³ cf. 2014, p. 107.

Table 1: Overview of Some Selected Studies and Their Identification of Factors for International Market Selection

Author (Year of Publication)	Factors for International Market Selection
Johanson & Vahlne (1990)	Theoretical Work: <ul style="list-style-type: none"> • Industrial Networks • Advantages
Attiyeh & Werner (1981), Brewer (2001)	Theoretical Work: <ul style="list-style-type: none"> • Competitive Position • Market Attractiveness/Market Potential
Brouthers et al. (2009)	Empirical Work: Operationalization of Dunning's OLI paradigm: <ul style="list-style-type: none"> • <u>Ownership Advantage</u>: World Wide Sales, Experience, R&D Intensity, Creativeness Rating • <u>Location Advantage</u>: Market Growth Potential, Growth Potential, General Stability, Government Risk • <u>Internalization Advantage</u>: Cost of Contracts, Risk of Dissemination
Martín Martín & Drogendijk (2014)	Empirical Work: Operationalization of socioeconomic and cultural distances: <ul style="list-style-type: none"> • <u>Socioeconomic distance</u>: educational, demographic and economic development distance • <u>Cultural & historical distance</u>: linguistic, religion and colonial distance

Source: Own illustration.

Overall, the literature on international market selection, entry mode and first information / entry points¹⁴ is well documented. The question most companies are confronted with after they have selected a new market is how to set up and develop sales and distribution structures in the new market. This issue has been neglected in the literature. That is why, for example, *Panagopoulos et al.* request new theoretical frameworks for international sales development, more studies about sales and distribution management in emerging and less-developed markets, identification and verification of distribution variables and more research about the interfaces of sales departments with other functional departments¹⁵. In the same year, 2011, *Baldauf & Lee* ask for new sales models and theories as well as research outside of the U.S.¹⁶ They argue that most sales and distribution research has been conducted in the U.S., and some other developed markets such as the United Kingdom, Belgium, Germany and the Netherlands¹⁷. In 2016, *Wagner & Szymura-Tyl* repeat the call for research on interfaces manage-

¹⁴ cf. Brewer 2001, p. 169.

¹⁵ cf. 2011, p. 226f.

¹⁶ cf. 2011, p. 212 and p. 216.

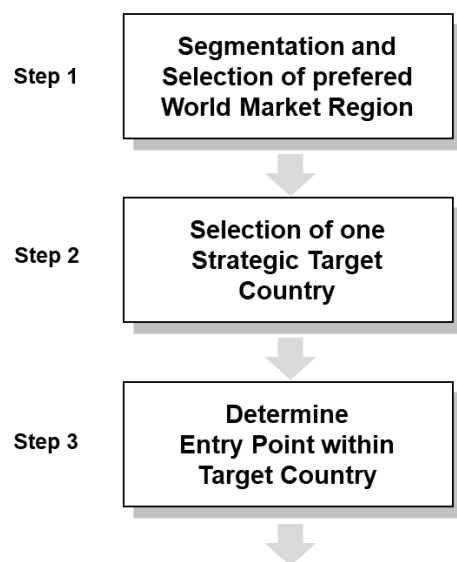
¹⁷ cf. Baldauf & Lee 2011, p. 212.

ment. This time between sales, distribution, marketing and new product development. In addition, they ask for research about the improvements in sales and distribution management and their influence on the overall strategic management.¹⁸

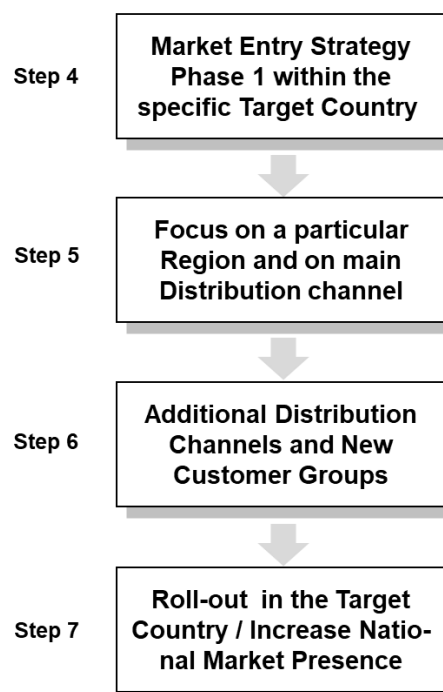
Due to the described research gap, the International Sales Accelerator Model (hereinafter referred to as ISA-Model) was developed. The model is designed to support companies, business development agencies as well as research institutes with their strategic and operative management of foreign market development. The basic underlying process of the ISA-Model stems from the strategic management process¹⁹. According to *Hungenberg*, the strategic management process consists of three steps: (1) strategic analysis, (2) strategy formulation and selection, and (3) strategy implementation²⁰. Figure 1 shows the overall architecture of the ISA-Model. The first three steps of the ISA-Model are the strategic analysis steps. Step number four is the strategy formulation and selection step. The last three steps are concerned with the strategy implementation, i.e. setting up first sales and distribution structures as well as increasing the national market presence.

Figure 1: The International Sales Accelerator Model

Strategic Target Market Selection



Operational Planning of Sales and Distribution Program



Source: Own illustration.

¹⁸ cf. Wagner & Szymura-Tyl 2016, p. 3619f.

¹⁹ cf. Hungenberg 2012, p. 10.

²⁰ cf. Hungenberg 2012, p. 10.

The aim of the article is to present first results how the ISA-Model can be applied, i.e. key issues that need to be addressed in each step. At the end of chapter two and three, the results and best practices of expert interviews with CEOs from twelve environmental technology companies will be presented. In chapter four, the article will evaluate whether companies' internationalization processes can be depicted with the ISA-Model. In Chapter 5, limitations and future research will be pointed out.

2. Strategic Steps of International Market Selection

2.1 Step 1 - Segmentation and Pre-Selection of a World Region

Figure 2: Step 1 of the International Sales Accelerator

Step 1 of ISA Model	Key Issues to be addressed
<div style="border: 1px solid black; padding: 5px; text-align: center;"> Segmentation and Selection of preferred World Market Region </div>	<ul style="list-style-type: none"> ▪ Do we want to do Business outside of Europe? ▪ Which major Region of the World will grow fastest? ▪ Can we effectively manage our Business in more than one continent?

Source: Own illustration.

Gaston-Breton & Martín Martín, for example, propose a segmentation of world regions (see also Figure 2) based on the indicators market size (e.g. GDP etc.) and market development (GDP per capita, etc.)²¹. Sometimes, internal company indicators such as sales volumes define world regions²². During a guest lecture at the University of Hohenheim, the CEO from a large automotive company explained that the company foresees a shift in vehicle sales towards Asia. Thus, the company decided to show a greater presence in Asia. While the share of the Asian turnover was still about a quarter in 2005, the aim of the company was to increase the sales share of Asian business within ten years to about one third. Within the respective region, China, Japan and South Korea were target countries. In contrast, not all companies do expand strategically. Especially, small businesses determine ad hoc a target region or a target country. Investors also proceed by priority groups of countries, and not necessarily by world regions. A

²¹ cf. 2011, p. 274.

²² cf. Expert Interviews IMI 2016.

typical example was the creation of the BRIC countries, which were particularly high-growth target countries in the period from 2000 to approx. 2013²³.

2.2 Step 2 - Selection of a Specific Country as the Priority Target Market

Figure 3: Step 2 of the International Sales Accelerator

Step 2 of ISA Model	Key Issues to be addressed
<div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>Selection of one Strategic Target Country</p> </div>	<ul style="list-style-type: none"> ▪ We have selected East Asia as the most promising Growth region ▪ Where to go first: China? or Hongkong? or Japan? or Singapore? ▪ Where will be locate our Regional Headquarter for Asia?

Source: Own illustration.

In the second step of the ISA-Model, a company needs to determine a priority target market (see also Figure 3). Medium-sized enterprises often succumb to the temptation to respond to requests from many countries simultaneously. That kind of behavior might lead to a sub-optimal usage of resources. Each target country and its development should be pursued as an independent project. Furthermore, market objectives and milestones should be set. For example, a company can state that it wants to grow in the next 3-5 years at 10 percent p.a. in East Asia. Logically, one country market is taken into the focus of expansion strategies. In recent years, this is often China. For a long time, Japan was at the forefront of the investment efforts of foreign companies. Depending on the industry, this decision can also be different, for example, the commitment to South Korea by an automotive supplier, or Taiwan by an electronics manufacturer. Under certain conditions, it is useful, however, to be simultaneously active in two to three target countries with geographical and cultural proximity. In this case, it is best to coordinate all sales activities in a regional headquarter. For a long time, Hong Kong played an important role as a hub and regional headquarter for the East Asian region.²⁴ There are different methods on how to select new target markets. There is one overview by *Papadopoulos &*

²³ The commitment to the so-called BRIC-states about 20 years ago was introduced by Goldman Sachs in the worldwide investor-community and had led to a self-fulfilling prophecy in the following years. Meanwhile, the country selection is seen in a different light. Especially in Brazil and Russia, the economic development remained significantly below the expectations in the recent years.

²⁴ An example of this is the company BASF, which supervised the business in East Asia for a long time from Hong Kong. Lately, however, the locations Beijing and Shanghai compared to Hong Kong have received a significant upgrading.

Denis that categorizes different international market selection methods into market grouping and market estimation methods (see also Chapter 1)²⁵.

2.3 Step 3 - Determination of Entry-points in the Target Market

Figure 4: Step 3 of the International Sales Accelerator

Step 3 of ISA Model	Key Issues to be addressed
<div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: auto;"> <p>Determine Entry Point within Target Country</p> </div>	<ul style="list-style-type: none"> ▪ Who do we know in the respective target market? ▪ Who are the most important promoters of the country in our company? ▪ Is there an important leading trade fair for our industry in the respective country? ▪ Does the Chamber of Commerce have experience with our industry and are there specific contact persons? ▪ Are there entrepreneurs who we are on friendly terms with us that can help us? ▪ Is there a possibility to go on a delegation trip with our government?

Source: Own illustration.

The first entry in an entirely new target market can be compared with an entry to a darkened room. At the beginning, one can see nothing and then, the process of accommodation slowly begins, and one starts recognizing contours, outlines and actors. These actors can be other companies or market experts that have collected experiences in the target market (see also Figure 4). Thus, at an early stage, it must be clarified: Whom do we already know in the relevant target country? Often there are people with experiences in one's own company or even designated promoters²⁶. International trade fairs in Germany and in the respective target country play an important role for establishing first contacts. The local Chamber of Commerce has foreign trade circles in which entrepreneurs and sales professionals with diverse knowledge of

²⁵ cf. 1988, p. 40.

²⁶ In this context, students, trainees and graduates from the respective country as well as those who have studied in Germany play an increasingly important role.

the country work together²⁷. The Foreign Trade Department of the Association of German Chambers of Commerce and Industry has various contacts with Chambers of Commerce in the target country. They have experienced staff, and they are helpful in establishing contacts. Periodically, economic development organizations, state and federal government departments offer delegations in which entrepreneurs receive initial contacts to companies, potential customers and authorities in the destination country.²⁸ See also Brewer's list on informants²⁹.

2.4 Case Examples of Strategic Steps of International Market Selection of Environmental Technology Companies

The investigations in the field of environmental technology show that the first step is often omitted, and the target market selection directly starts with individual countries, i.e. immediately in Step 2 (see also Table 2). Only very large globally operating companies have a portfolio of the world regions as a base of their investment and sales planning. There is a consensus regarding that future growth markets are all outside Europe within the interviewed environmental technology companies. Growth in environmental technology is expected especially in Asia and in North and South America; supplemented by rather long-term market opportunities on the African continent. Company B segmented the world into three regions: Asia, Europe, and North America. At the time of the interview, the company had pre-selected the world region of Asia as their new target region. Company C divided the world into four regions: Asia, Europe, North American and South America. Although Europe was Company C's home world region, the expert said that Europe will become a new region of interest for the company, because the company expects high growth in the maintenance and service business within European markets. This is an interesting point; a region that has been developed can become re-selected. There are several independent institutions that can help companies to get an overview where future growth regions in the world are such as the World Bank or studies by consultants and think tanks.

In Step 2, the selection of a specific country as the priority target market, the interviewed environmental technology companies have specific methods in use that are part of their business development. For example, in the segments of air pollution control, waste and water management, it is most useful to explore awaited tenders for plants all over the world (see Company B, C, D and J). In addition, one company from the waste management segment, Company J, pre-selected countries based on the following criteria: waste volume, landfill ratio, contracts with municipalities, political conditions, probability of citizen's initiatives, industrial environment,

²⁷ As an example, the Foreign Trade Committee of the Stuttgart Chamber of Commerce may be mentioned.

²⁸ In Baden-Württemberg, this is organized by Baden-Württemberg International (bw-i). An important platform also provides the conference Global Connect.

²⁹ cf. 2001, p. 169.

grid connections, fuel use, legal system, corruption index, cultural factors, etc. The results for each country were accumulated via EU statistics and further official statistics such as United Nations statistics. Subsequently, they data was put together in their so-called environmental market selection model. In general, companies that manage to get an early "foot in the door" in project studies and tendering procedures normally have the best chances of being selected. Thus, the interviewed environmental technology companies' market selection process depends largely on being selected. To be selected the companies have to invest and prepare a lot of money and time. Company A's business does not depend on public tenders. They have three strategies on how they select new target markets: First, follow your customers. Second, define strategic relevant target markets for your industry. Third, observe important emerging target markets for your industry. Companies can also rely on official studies from their government to find new target markets. The latest study of Umwelttechnik BW und Baden-Württemberg International, for example, contains a country ranking for the markets of environmental technology. The top priority countries are: China, USA, India, Brazil and Turkey. This study also provides highly differentiated assessments of the expected market trends in the individual segments, for example, water technology, waste and recycling, etc. Each of the top five target countries was backed by detailed information on specific strengths and weaknesses, to environmental legislation and investment requirements. In a further priority step, five other target markets were highlighted: South Korea, Australia, South Africa, United Kingdom and France. Additional information on the evaluation and assessment of strategic target markets offer Germany Trade and Invest (GTAI), the German Water Partnership (hereinafter referred to as GWP), RETECH and the professional associations of the VDMA. The GWP has organized eight countries' districts where water technology companies exchange information regularly and support each other in certain target countries.

For companies that want to enter a new target market, the entry point is crucial (Step 3). The entry point can be a business partner, a trade fair, a chamber of commerce, a business development agency, a trade institution, an industry magazine, a location, etc. In Table 2, Company D is classified as not taking part in the step that is because Company D is a service company. They are planning water projects, but they are not implementing the projects. Some experts select business partners with extensive experience in the respective target country to guide them as a mentor (e.g. Company G). Others meet business partners at specific trade fairs (Companies B, E, F, H and L). In the environmental technology industry, the trade fair IFAT in Munich, for example, is one of the most important trade fairs worldwide. The trade fair is so important that IFAT spin-offs in key target markets for the environmental technology industry such as China, India, Turkey and Brazil, are organized in two-year rotations. There are also specialized trade fairs for the segments water and waste management, which play a central

role for individual segments.³⁰ One of the companies (Company C), which is active in the water management segment, prepared a first market entry for China on the IFAT in Munich as well as with the GWP. The contacts there, and the subsequent participation in two other conferences of water technology in China has led to important business contacts and was later the basis for the establishment of a sales office on site. Other companies contacted business development agencies (Company I), Chambers of Commerce (Company J) or industry magazines for collecting information about the new market.

3. Operative Steps of Sales / Distribution Development in Foreign Markets

3.1 Step 4 - Market Entry Strategy for the Target Market

Figure 5: Step 4 of the International Sales Accelerator

Step 4 of ISA Model	Key Issues to be addressed
<div data-bbox="229 1182 587 1352" style="border: 1px solid black; padding: 5px; text-align: center;"> Market Entry Strategy within the specific Target Country </div>	<ul style="list-style-type: none"> ▪ Get to understand Business rules and Legal requirements ▪ Become embedded in Local Expatriate community ▪ Independent Distributor or own Sales office? ▪ Evaluate and Select Local Distributor(s) ▪ Determine Legal Structure ▪ Participation in Joint Venture Arrangements? ▪ Greenfield Investment or Aquisition? ▪ Extent and Sequence of Investment ▪ Expatriate or Local Managers?

Source: Own illustration.

After the selection decision for an international market, a phase of exploration starts for which one can estimate 6-12 months (see also Figure 5). Law firms, accountants and Chamber of Commerce inform about important country-specific conditions regarding legal forms and

³⁰ In the study by Prognos (2015, p. 22f), there are profiles of the top five target markets for each segment. In addition, in another study by Umwelttechnik BW (2016, p. 44), there is also a list of the most important local environmental technology trade fairs.

choosing the appropriate market entry strategy. Usually, in the early stage of a foreign market entry, companies will seek access to the market via a sales representative or a distributor. The key is to consider several potential candidates, and to conduct personal interviews on-site and then select the most suitable candidate. Usually an agreement over two years will be arranged in which specified targets for further business development will be defined. Companies that successfully went through this process in other countries, have routines, how to systematically develop the relationship between parent company and local distributor. Other issues, which must be considered in Step 4 are listed in Figure 5. These include reflections on partnership agreements, joint ventures and business relationships with important first customers. It is crucial that a roadmap for the expected sales growth and breakeven is set. A step-by-step plan for investments and market support measures is as important as the question of how the optimal staffing looks like. *Belz & Reinhold*, for example, argue that the market entry strategy should be in line with the overall pursued strategy of the parent company: (1) international strategy – e.g. export, (2) global strategy – e.g. franchising and / or e-commerce, (3) multinational strategy – e.g. joint venture, (4) transnational strategy – e.g. sales subsidiary and / or competence center³¹.

3.2 Step 5 - Focusing on Core Regions and Primary Distribution Channel

Usually, companies initially search for a location in a city where other companies and service institutions (Chamber of Commerce, consulting firms) of their home market are located. There is also a difference whether the company enters a large country (e.g. USA, China or Brazil), a city-state (e.g. Singapore) or a country with one dominant center (Great Britain or France). In large countries, in which possible federal structures are prevalent, the early determination of the location has a strong influence on what types of business and user areas are successfully initiated. According to *Homburg et al.*, companies have two basic options of distribution structures: direct and indirect distribution channels³². The difference is that a direct distribution channel is managed by an employee of the company, whereas an indirect distribution channel is managed by an external partner. At the beginning, it is important to focus on one specific distribution channel (see also Figure 6). The structure and the importance of distribution channels in the foreign market might vary from the home market. For example, in Germany in the sanitary business, wholesale and sanitary trade dominate over retailer trade. In other countries, DIY outlets prevail as the dominant sales channel. Thus, a company should quickly gain insights into the structure and business practices of the main distribution channels of their industry in the foreign market.

³¹ cf. 1999, p. 98.

³² cf. Homburg et al. 2012. p.51.

Figure 6: Step 5 of the International Sales Accelerator

Step 5 of ISA Model	Key Issues to be addressed
<div data-bbox="233 551 580 707" style="border: 1px solid black; padding: 5px; width: fit-content;"> <p>Focus on a particular Region and on main Distribution channel</p> </div>	<ul style="list-style-type: none"> ▪ In most Countries, one or two Cities are chosen first by international investors ▪ Urban center with a strong network of other firms from Germany helpful ▪ In Consumer goods, specific Distribution channels and Customer behaviour must be well understood ▪ For Investment goods / Infrastructure projects one must understand the written and unwritten rules of the project selection process ▪ Often firms select one dominant Distribution channel or a specific sequence of Project aquisition in order to get an early stronghold in the new environment

Source: Own illustration.

The determination of a distribution channel should be carried out before the selection of a distributor / sales representative, because distributors are often specialized on a specific distribution channel. Thus, a company should know their preferred distribution channel before contacting any distributors. Distributors in a target market usually have a good network of contacts in certain sectors. A newly entering company will benefit from these contacts but the company must be careful to not get "locked-in" when it wants to open up to other user sectors in which the distributor does not have enough contacts. Distributors often try to obtain exclusive distribution rights; thus, it may be advisable to limit their activities to certain target groups and user groups. It may be advantageous to establish business relations with other trading partners in the target country that tap complementary applications, distribution channels and regions. For German companies in the industrial and supply business, other German companies are often „door-openers” for an overseas market. A process of gradual ramp-up must be coordinated with the local distributor. Close communication about the sequence of steps to winning customers and sales support is particularly important. Even the best technical product cannot sell itself, especially as one moves on foreign soil. It is also important that ambitious and realizable objectives are pursued. The sales volume should be set and reviewed at certain points in time. For example, a small business with its distributor agrees that sales will slowly be increased from 50 K € in the first three years to 200 K €. The monitoring of the early growth

process and the communication between the foreign partners and the sales management at the parent company is crucial for success. The greatest danger is when multiple foreign markets are opened up, and then, they develop with a relatively small sales volume.

3.3 Step 6 - Development of Additional Distribution Channels and Customer Groups

Figure 7: Step 6 of the International Sales Accelerator

Step 6 of ISA Model	Key Issues to be addressed
<div data-bbox="228 913 576 1070" style="border: 1px solid black; padding: 5px; width: fit-content;"> Additional Distribution Channels and New Customer Groups </div>	<ul style="list-style-type: none"> ▪ Being focused on a particular Customer group or just one Distribution channel sets limits to growth ▪ Headquarter has set target for sequential growth for each Target country / Actual figures are below target ▪ New and Complementary Distribution Channels need to be penetrated ▪ Winning new Customer groups with similar product and service demands ▪ Leverage investments for Advertising and Branding ▪ Build strong Local Subsidiary that manages the Growth agenda for the next three years

Source: Own illustration.

Once a first distribution channel is established, one should think about how the local sales organizations can be further optimized (see also Figure 7). Companies gradually develop additional distribution channels to reach different customers groups. The difficulty in adding distribution channels is to add distribution channels with the greatest possible complementarity.³³ *O'Keefe*, for example, also distinguishes between single channel, multichannel, cross channel and omni channel management³⁴. According to *O'Keefe*, a company's goal should be to establish an omni channel system where customers can order via the internet one of the products of a company via a local store, for example³⁵. The ultimate goal is that customers can order

³³ cf. Gillespie & Hennessey 2016, p. 406ff.

³⁴ cf. O'Keefe 2016.

³⁵ cf. O'Keefe 2016.

products from anywhere they like. This might be a goal for certain consumer goods, but no for large environmental plants.

3.4 Step 7 - Rollout in Target Market / Countrywide Presence

Figure 8: Step 7 of the International Sales Accelerator

Step 7 of ISA Model	Key Issues to be addressed
<div data-bbox="228 819 584 981" style="border: 1px solid black; padding: 5px; width: fit-content;"> <p>Roll-out in the Target Country / Increase National Market Presence</p> </div>	<ul style="list-style-type: none"> ▪ Establish a major recognized Brand ▪ Attain Country-wide Presence in the major Industrial regions ▪ Become one of the Top10 major players in this industry in the Target country ▪ Build a strong national organization with local Manufacturing, Procurement, and some R&D ▪ Continuous Monitoring of a stable Growth path ▪ Become a major foreign location highly recognized by Corporate headquarter

Source: Own illustration.

In the last step of the ISA-Model, companies must manage their market penetration strategies. Some companies rely on establishing a major recognized brand to build up a market presence throughout the foreign market (see also Figure 8). Other companies add different locations for sales, production and R&D within target markets. Especially when the target market is big and fragmented, different locations with different functionalities are helpful for gaining market share.

3.5 Case Examples of Operative Steps of Sales / Distribution Development of Environmental Technology Companies

In step 4, the market entry strategy for the target market needs to be implemented. Typical market entry strategies are, for example, export (Company E, H and K), distribution and sales partner (Company F, I), own sales representation (Company G and L), joint venture (Company J) and own production (Company B, C and J). Sometimes, a company has entered different

countries with different market entry strategies. Thus, market entry strategies should always be adjusted to the respective market. Large environmental technology companies have business development departments that regularly inform business units about potential opportunities (Company B and L). The expert from Company B explains that they entered the Chinese market with their core business unit. After the business unit had established their business, other business units of the company followed. In addition, the business development department regularly identifies new technology trends. Company L has a similar approach regarding the adding of business units to already existing sales and production subsidiaries. If they enter a market for the first time, they analyze what business unit is best for the new market, and then they start looking for a distributor. Usually, the company finds distributors for the respective markets via trade fairs (see Step 3). Once the company finds a distributor, they offer them an exclusive market contract for five to ten years. The exclusive market contract gives the distributor planning security. If the distributor is doing well, the company employs the distributor permanently. Company C operates with components for water treatment for industrial companies and for municipally-run water treatment plants. For the market entry into China, the company focused initially solely on a few industrial customers from German companies that planned production plants in China, because the public sector was considered to be much more difficult to access due to expensive international tenders and the dominance of established Chinese water technology system companies respectively. Since the majority of their customers settled in the Shanghai area, the water technology company opened a sales office next to Shanghai. Then, a Chinese employee was selected as the director, who had previously worked in Germany. He had also a degree in water and municipal economy from a German University. In addition to the sales activities, a small laboratory was set up to carry out its own series of analyzes and tests at the Shanghai site. The GWP supported the project. The managing director and the head of the sales unit in China regularly attended the Country Working Group China GWP. They introduced the Chinese subsidiary, for the first time, at the stand of GWP during the IFAT in Munich. Potential Chinese customers and multipliers got to know the company on the fair. In 2015, IFAT Shanghai was opened, and since then the local trade fair has been used to develop more contacts with potential clients. The company used two reference projects with German companies from the mechanical engineering and metalworking to do business locally with other German investors of the same industries. A well-functioning expatriate community through regular meetings and local information circles facilitated the networking. Moreover, it was the desire to meet comparable Chinese engineering firms and metal processing plants. Given the fact that increasingly strict regulations were enforced for the treatment of industrial process water in China, Chinese industrial enterprises for techniques that were already used in subsidiaries of German companies in the same industry. In this way, the medium water technology provider first spoke to Chinese industrial companies and offered

them appropriate tenders. The reference of other well-known German investors on site, the quality image of German equipment and the fact that distrust was spread amongst Chinese water technology companies, allowed the access to several industrial customers in China. The application laboratory was an additional argument in order to offer customers fast measurements for water quality. The results on the reference projects of Chinese industrial enterprises were documented in brochures and presented at trade fairs and regional congresses. Over time, more customers from these two industries in China have been won. At the time of the interview, Company J had recently entered two foreign markets – Great Britain and France. In Great Britain, the company build up a waste incineration plant. At the beginning, the company needed to apply for tenders in Great Britain. In order to submit an offer, the company had to spend around two Mio. GBP. After they won the contract, the company send 20 employees from Germany to the foreign market. In addition, five local employees were hired. To build up a waste incineration plant, the interviewee summarized that they needed a team with the following competences: sales managers, waste material specialists, engineers, fuel market experts and financial experts. In France, they had established a joint venture with a French company. At the beginning, the joint venture partner employed the companies' French employees, and they started to write offers for public tenders. Further market entry strategies were via export and initial distributors (Company E, F, G, H, I and K).

Once the market entry strategy is determined, a core region with a primary distribution channel needs to be developed (Step 5). Company B, for example, entered the Indian market about three years ago with an own sales subsidiary in one of the Indian states. Within this subsidiary, for each business unit one or two local sales engineers were hired that had preferably studied in Germany. They were trained at the German headquarter and then send to the Indian subsidiary. If the local sales engineer has successfully acquired a project for the first time, the German headquarter will assess how much Know-how needs to be transferred. In the following project, the headquarter might need to support the local sales engineers only with 30 to 40 percent. In the end, the sales engineers do not need support from the headquarter anymore. Company III entered the Chinese market near Shanghai with a local sales engineer, who built up first contacts to customers. Companies G, I and L build up first distribution channels via distributors. Company J sold their energy via an own sales representation in the county of Devon.

In Step 6, companies need to add further distribution channels to win additional customers. Company J, for example, added to their initial waste incineration plant a biomass power plant with a sales office to sell energy to British customers.

In the last step, step 7, companies can establish further offices within the country to manage a countrywide rollout of their products (Company B). To grow the market share within a country,

the company needs to establish a strong brand (Company C and E). Company B entered the Chinese market in Shanghai by adding their environmental business unit to the already existing production and sales office. Afterwards, they build up different sales offices throughout the country where key customers had built up their production. Over time, Company B established a strong brand image within the environmental technology industry. Since they always focused on quality instead of low-price versions of their plants, they managed to gain a respectable reputation. Together with their reputation and brand image, they managed to acquire key customers with high sales volumes. Thus, they were able to build up more and more locations within the target country. Company C and E have not yet established different locations within one target country, but they also focused on a strong brand management and quality leadership instead of cost leadership. Over time, both companies managed to gain higher market shares within their target countries.

4. Summary of Results and Discussion

In Table 2, the results of the expert interviews with environmental technology companies are summarized within the framework of the ISA-Model. In total, twelve expert interviews with CEOs from different segments of environmental technology industry were conducted. The companies had different company sizes: six very large companies, two large companies and four medium-sized companies. In general, very large companies follow the steps of the ISA-Model more often than large and medium-sized companies. Company D is an exception; they offer environmental services. This could be a reason why the company's internationalization process differs from that of the other companies under consideration. The biggest accordance with the ISA-Model throughout the sample can be seen in the steps 3 and 4. Almost all companies conducted these two steps. The next biggest agreement can be read off in step 5. Nine out of twelve companies focused on a core region and set up of a primary distribution channel in the beginning. Step 2 is implemented five out of twelve times. Then, step 6 and 7 follow with three out of twelve times. Finally, step 1 is implemented only by two out of twelve companies.

Table 2: Extent of Implementation of the Steps of the ISA-Model in Environmental Technology Companies from Baden-Württemberg

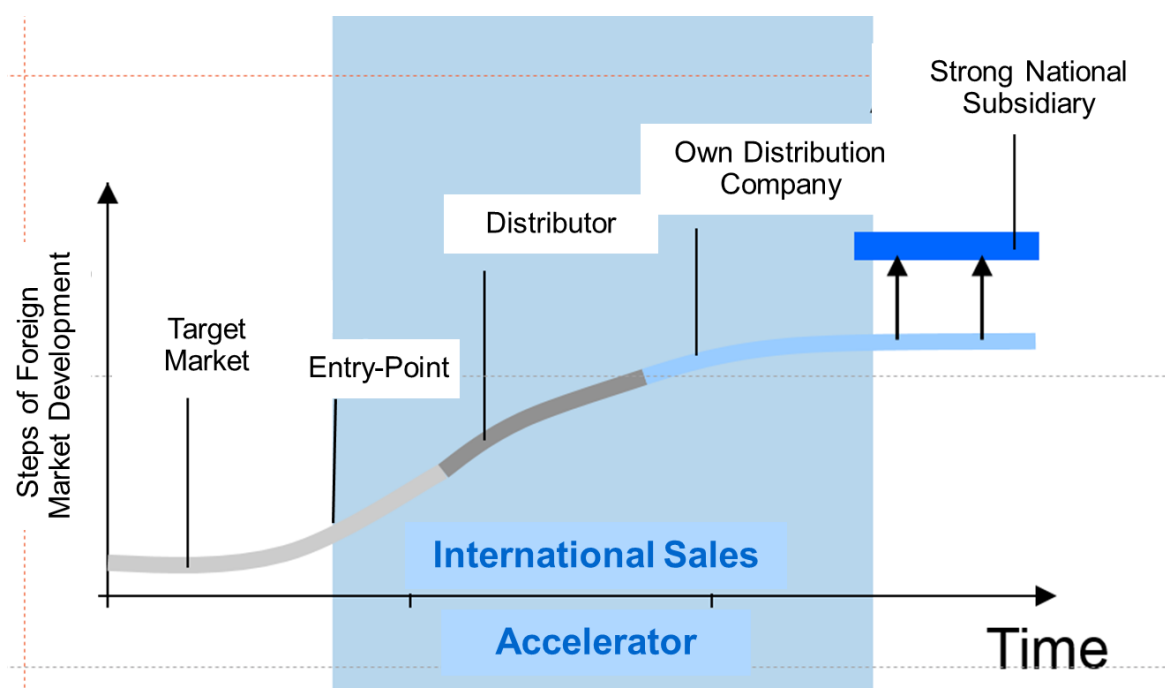
Company	A	B	C	D	E	F	G	H	I	J	K	L
Company Size ³⁶	Very large	Very large	Very large	Very large	Medium	Large	Large	Medium	Medium	Very large	Medium	Very large
1. Segmentation and Pre-Selection of a World Region	○	●	●	○	○	○	○	○	○	○	○	○
2. Selection of a Specific Country as the Priority Target Market	●	●	●	●	○	○	○	○	○	●	○	○
3. Determination of Entry-points in the Target Market	●	●	●	○	●	●	●	●	●	●	●	●
4. Market Entry Strategy for the Target Market	○	●	●	○	●	●	●	●	●	●	●	●
5. Focusing on Core Regions and Primary Distribution Channel	○	●	●	○	○	○	●	○	●	●	○	●
6. Development of Additional Distribution Channels and Customer Groups	○	○	○	○	○	○	○	○	○	●	○	○
7. Rollout in the Target Market / Country-wide Presence	○	●	●	○	●	○	○	○	○	○	○	○

● = Step is implemented by the company ○ = Step is not implemented by the company. Source: Own illustration based on Expert Interviews IMI 2016.

³⁶ Categorization of companies by Orbis 2017.

In Figure 9, recommended organizational structures of the ISA-Model for companies are depicted. Since companies often omit the first step, the recommendation starts with the target market selection. Afterwards, a company should select their entry point and an initial distributor. Over time, the company should invest in their own distribution company. As sales develop and the company gains experience in the market, the company should invest in building a strong national subsidiary.

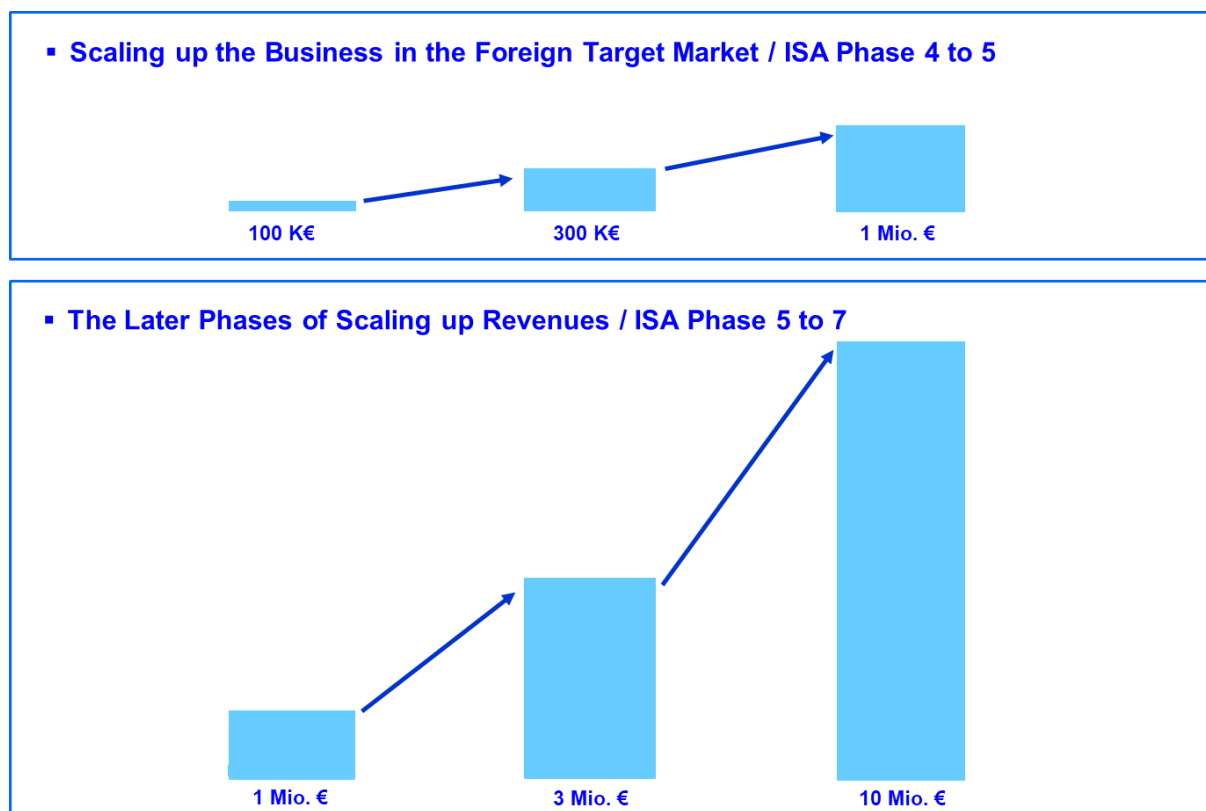
Figure 9: Organizational Structures in the Expansion of a Strong Market Presence in a Foreign Market over Time



Source: Own illustration.

Figure 10 presents a first draft on how companies might be able to evaluate in which phase they are in the ISA-Model and when they should proceed to the next step. The ideas therefore came from Company C. Company C scales up their foreign business in a systematic way. If the sales volume is developing from 100 K € to 300 K € via exports, the company starts getting interested in the target market. To develop the turnover from 300 K € to 1 Mio. €, the company looks for first distribution partners in the target market. To get the sales turnover from 1 Mio. € to 3 Mio. €, additional distribution partners are acquired, or an own sales office is established. Finally, the company scales up their foreign business from 3 Mio. € to 10 Mio. € by adding their own production to their sales office, or by building up a brand/reputation in the foreign market, or by adding additional distribution channels.

Figure 10: Recommended Combination of ISA-Model and Revenues



Source: Own illustration.

5. Conclusion

The ISA-Model is an attempt to fill the research gap of international sales and distribution development in foreign markets. As *Koch* states that international market selection and market entry modes selection is not a separate process, it is rather two aspects of one decision³⁷; the decision might contain also three or more aspects. Especially when one regards the importance of the sales and distribution development as described in this article. The model seems to fit to the internationalization approaches of very large companies. Thus, small and medium-sized companies might use the model as a guideline of best practices to develop their own foreign target markets. There are so³⁸me limitations of the current work. For example, the focus is on the environmental technology industry. The implementation of the ISA-Model might vary from industry to industry (see company D from the environmental service sector). In the future, an objective method for the assignment of internationalization steps of the companies to the ISA-Model needs to be developed.

³⁷ cf. 2001, p. 73.

6. References

- Andersen, O., & Buvik, A. 2002. Firms' Internationalization and Alternative Approaches to the International Customer/Market Selection. *International Business Review*, 11(3): 347-363.
- Armstrong, J. S. 1970. An Application of Econometric Models to International Marketing. *International Executive*, 12(4): 190-198.
- Attiyeh, R. S., & Wenner, D. L. 1981. Critical mass. Key to Export Profits. *McKinsey Quarterly* (4): 73–88.
- Backhaus, K. Büschken, J., Voeth, M. 2010. *Internationales Marketing*. 6th Edition. Stuttgart: Schäffer-Poeschel.
- Baldauf, A. & Lee, N. 2011. International Selling and Sales Management: Sales Force Research beyond Geographic Boundaries. *Journal of Personal Selling & Sales Management*, 31(3): 211-217.
- Belz, C. & Reinhold, M. 1999. *Internationales Vertriebsmanagement für Industriegüter*. St. Gallen: Ueberreuter Thesis.
- Bilkey, W. J. 1978. An Attempted Integration of the Literature on the Export Behavior of Firms. *Journal of International Business Studies*, 9(1): 33–46.
- Boddewyn, J. J. 1983. Foreign and Domestic Divestment and Investment Decisions. Like or Unlike? *Journal of International Business Studies*, 14(3): 23–35.
- Brewer, P. 2001. International Market Selection. Developing a Model from Australian Case Studies. *International Business Review*, 10(2): 155-174.
- Brouthers, L. E., & Nakos, G. 2005. The Role of Systematic International Market Selection on Small Firms' Export Performance. *Journal of Small Business Management*, 43(4): 363–381.
- Brouthers, L. E., Mukhopadhyay, S., Wilkinson, T. J., & Brouthers, K. D. 2009. International Market Selection and Subsidiary Performance. A Neural Network Approach. *Journal of World Business*, 44(3): 262–273.
- Chen, S.-F. S., & Hennart, J.-F. 2002. Japanese Investors' Choice of Joint Ventures Versus Wholly-owned Subsidiaries in the US. The Role of Market Barriers and Firm Capabilities. *Journal of International Business Studies*, 33(1): 1–18.
- Chiao, Y.-C., Lo, F.-Y., & Yu, C.-M. 2010. Choosing Between Wholly-owned Subsidiaries and Joint Ventures of MNCs from an Emerging Market. *International Marketing Review*, 27(3): 338-365.
- Gaston-Breton, C. & Martín Martín, O. 2011. International Market Selection and Segmentation: A Two-stage Model. *International Marketing Review*, 28(3): 267-290.
- Gillespie, K. & Hennessey, H.D. 2016. *Global Marketing*. 4th Edition. New York, NY: Routledge.
- Homburg, C., Schäfer, H. & Schneider, J. 2012. *Sales Excellence. Vertriebsmanagement mit System*. 7. Auflage. Wiesbaden: Springer Gabler.
- Hungenberg, H. 2012. *Strategisches Management in Unternehmen. Ziele – Prozesse – Verfahren*. 7. Auflage. Wiesbaden: Springer Gabler.

- IMI. 2016. Internationalisierungsstrategie für die Umwelttechnikbranche aus Baden-Württemberg, Study commissioned by Baden-Württemberg International (bw-i) and the Environmental Agency Baden-Württemberg (UTBW), Center for International Management and Innovation (IMI), University of Hohenheim, August 2016.
- Johanson, J., & Vahlne, J.-E. 1990. The Mechanism of Internationalism. *International Marketing Review*, 7(4): 11-24.
- Kobrin, S. J. 1979. Political Risk. A Review and Reconsideration. *Journal of International Business Studies*, 10(1): 67–80.
- Koch, A. J. 2001. Selecting Overseas Markets and Entry Modes. Two Decision Processes or One? *Marketing Intelligence & Planning*, 19(1): 65–75.
- Martín Martín, O., & Drogendijk, R. 2014. Country Distance (COD). Development and Validation of a New Objective Measure. *Journal of Small Business Management*, 52(1): 102–125.
- Okechuku, C., & Onyemah, V. 1999. Nigerian Consumer Attitudes Toward Foreign and Domestic Products. *Journal of International Business Studies*, 30(3): 611–622.
- O’Keefe, N. 2016. What’s the Difference between Multichannel and Omnichannel? <https://thedma.org/blog/marketing-education/whats-the-difference-between-multichannel-and-omnichannel/>. Access on April 6, 2018.
- Orbis. 2017. Bureau van Dijk. Online Data Base. <http://orbis.bvdinfo.com/ip> via the license of the University of Hohenheim. Access on 2 November 2017.
- Panagopoulos, N.G., Lee, N., Pullins, E.B., Avlonitis, G.J., Brassier, P., Guenzi, P., Humenberger, A., Kwiatek, P., Loe, T.W., Oksanen-Ylikoski, E., Peterson, R.M., Rogers, B. & Weilbaker, D.C. 2011. Internationalizing Sales Research: Current Status, Opportunities, and Challenges. *Journal of Personal Selling & Sales Management*, 31(3): 219-242.
- Papadopoulos, N., & Denis, J.-E. 1988. Inventory, Taxonomy and Assessment of Methods for International Market Selection. *International Marketing Review*, 5(3): 38–51.
- Prognos. 2015. Analyse internationaler Zielmärkte für die Umwelttechnikbranche aus Baden-Württemberg. Methodisches Vorgehen, Ergebnisse und Handlungsempfehlungen. Technologie- und Innovationszentrum Umwelttechnik und Ressourceneffizienz Baden-Württemberg GmbH (Hrsg.). Bremen/Stuttgart.
- Umwelttechnik BW - Landesagentur für Umwelttechnik und Ressourceneffizienz Baden-Württemberg. 2016. Internationalisierung. Märkte für Umwelttechnik. Marktprofil China. Stuttgart.
- Wagner, U. & Szymura-Tyc, M. 2016. A Snapshot of Different Issues on Marketing in Emerging Economies: Editorial to the Special Section. *Journal of Business Research*, 69(9): 3617-3620.
- Yip, G.S. 2002. *Total Global Strategy II*, 2nd Edition. New York, NY: Prentice Hall.

Hohenheim Discussion Papers in Business, Economics and Social Sciences

The Faculty of Business, Economics and Social Sciences continues since 2015 the established "FZID Discussion Paper Series" of the "Centre for Research on Innovation and Services (FZID)" under the name "Hohenheim Discussion Papers in Business, Economics and Social Sciences".

Institutes

510	Institute of Financial Management
520	Institute of Economics
530	Institute of Health Care & Public Management
540	Institute of Communication Science
550	Institute of Law and Social Sciences
560	Institute of Economic and Business Education
570	Institute of Marketing & Management
580	Institute of Interorganizational Management & Performance

Research Areas (since 2017)

INEPA	"Inequality and Economic Policy Analysis"
TKID	"Transformation der Kommunikation – Integration und Desintegration"
NegoTrans	"Negotiation Research – Transformation, Technology, Media and Costs"
INEF	"Innovation, Entrepreneurship and Finance"

Download Hohenheim Discussion Papers in Business, Economics and Social Sciences from our homepage: <https://wiso.uni-hohenheim.de/papers>

No.	Author	Title	Inst
01-2015	Thomas Beissinger, Philipp Baudy	THE IMPACT OF TEMPORARY AGENCY WORK ON TRADE UNION WAGE SETTING: A Theoretical Analysis	520
02-2015	Fabian Wahl	PARTICIPATIVE POLITICAL INSTITUTIONS AND CITY DEVELOPMENT 800-1800	520
03-2015	Tommaso Proietti, Martyna Marczak, Gianluigi Mazzi	EUROMIND-D: A DENSITY ESTIMATE OF MONTHLY GROSS DOMESTIC PRODUCT FOR THE EURO AREA	520
04-2015	Thomas Beissinger, Nathalie Chusseau, Joël Hellier	OFFSHORING AND LABOUR MARKET REFORMS: MODELLING THE GERMAN EXPERIENCE	520
05-2015	Matthias Mueller, Kristina Bogner, Tobias Buchmann, Muhamed Kudic	SIMULATING KNOWLEDGE DIFFUSION IN FOUR STRUCTURALLY DISTINCT NETWORKS – AN AGENT-BASED SIMULATION MODEL	520
06-2015	Martyna Marczak, Thomas Beissinger	BIDIRECTIONAL RELATIONSHIP BETWEEN INVESTOR SENTIMENT AND EXCESS RETURNS: NEW EVIDENCE FROM THE WAVELET PERSPECTIVE	520
07-2015	Peng Nie, Galit Nimrod, Alfonso Sousa-Poza	INTERNET USE AND SUBJECTIVE WELL-BEING IN CHINA	530

No.	Author	Title	Inst
08-2015	Fabian Wahl	THE LONG SHADOW OF HISTORY ROMAN LEGACY AND ECONOMIC DEVELOPMENT – EVIDENCE FROM THE GERMAN LIMES	520
09-2015	Peng Nie, Alfonso Sousa-Poza	COMMUTE TIME AND SUBJECTIVE WELL-BEING IN URBAN CHINA	530
10-2015	Kristina Bogner	THE EFFECT OF PROJECT FUNDING ON INNOVATIVE PERFORMANCE AN AGENT-BASED SIMULATION MODEL	520
11-2015	Bogang Jun, Tai-Yoo Kim	A NEO-SCHUMPETERIAN PERSPECTIVE ON THE ANALYTICAL MACROECONOMIC FRAMEWORK: THE EXPANDED REPRODUCTION SYSTEM	520
12-2015	Volker Grossmann Aderonke Osikominu Marius Osterfeld	ARE SOCIOCULTURAL FACTORS IMPORTANT FOR STUDYING A SCIENCE UNIVERSITY MAJOR?	520
13-2015	Martyna Marczak Tommaso Proietti Stefano Grassi	A DATA–CLEANING AUGMENTED KALMAN FILTER FOR ROBUST ESTIMATION OF STATE SPACE MODELS	520
14-2015	Carolina Castagnetti Luisa Rosti Marina Töpfer	THE REVERSAL OF THE GENDER PAY GAP AMONG PUBLIC-CONTEST SELECTED YOUNG EMPLOYEES	520
15-2015	Alexander Opitz	DEMOCRATIC PROSPECTS IN IMPERIAL RUSSIA: THE REVOLUTION OF 1905 AND THE POLITICAL STOCK MARKET	520
01-2016	Michael Ahlheim, Jan Neidhardt	NON-TRADING BEHAVIOUR IN CHOICE EXPERIMENTS	520
02-2016	Bogang Jun, Alexander Gerybadze, Tai-Yoo Kim	THE LEGACY OF FRIEDRICH LIST: THE EXPANSIVE REPRODUCTION SYSTEM AND THE KOREAN HISTORY OF INDUSTRIALIZATION	520
03-2016	Peng Nie, Alfonso Sousa-Poza	FOOD INSECURITY AMONG OLDER EUROPEANS: EVIDENCE FROM THE SURVEY OF HEALTH, AGEING, AND RETIREMENT IN EUROPE	530
04-2016	Peter Spahn	POPULATION GROWTH, SAVING, INTEREST RATES AND STAGNATION. DISCUSSING THE EGGERTSSON- MEHROTRA-MODEL	520
05-2016	Vincent Dekker, Kristina Strohmaier, Nicole Bosch	A DATA-DRIVEN PROCEDURE TO DETERMINE THE BUNCHING WINDOW – AN APPLICATION TO THE NETHERLANDS	520
06-2016	Philipp Baudy, Dario Cords	DEREGULATION OF TEMPORARY AGENCY EMPLOYMENT IN A UNIONIZED ECONOMY: DOES THIS REALLY LEAD TO A SUBSTITUTION OF REGULAR EMPLOYMENT?	520

No.	Author	Title	Inst
07-2016	Robin Jessen, Davud Rostam-Afschar, Sebastian Schmitz	HOW IMPORTANT IS PRECAUTIONARY LABOR SUPPLY?	520
08-2016	Peng Nie, Alfonso Sousa-Poza, Jianhong Xue	FUEL FOR LIFE: DOMESTIC COOKING FUELS AND WOMEN'S HEALTH IN RURAL CHINA	530
09-2016	Bogang Jun, Seung Kyu-Yi, Tobias Buchmann, Matthias Müller	THE CO-EVOLUTION OF INNOVATION NETWORKS: COLLABORATION BETWEEN WEST AND EAST GERMANY FROM 1972 TO 2014	520
10-2016	Vladan Ivanovic, Vadim Kufenko, Boris Begovic, Nenad Stanistic, Vincent Geloso	CONTINUITY UNDER A DIFFERENT NAME. THE OUTCOME OF PRIVATISATION IN SERBIA	520
11-2016	David E. Bloom Michael Kuhn Klaus Prettner	THE CONTRIBUTION OF FEMALE HEALTH TO ECONOMIC DEVELOPMENT	520
12-2016	Franz X. Hof Klaus Prettner	THE QUEST FOR STATUS AND R&D-BASED GROWTH	520
13-2016	Jung-In Yeon Andreas Pyka Tai-Yoo Kim	STRUCTURAL SHIFT AND INCREASING VARIETY IN KOREA, 1960–2010: EMPIRICAL EVIDENCE OF THE ECONOMIC DEVELOPMENT MODEL BY THE CREATION OF NEW SECTORS	520
14-2016	Benjamin Fuchs	THE EFFECT OF TEENAGE EMPLOYMENT ON CHARACTER SKILLS, EXPECTATIONS AND OCCUPATIONAL CHOICE STRATEGIES	520
15-2016	Seung-Kyu Yi Bogang Jun	HAS THE GERMAN REUNIFICATION STRENGTHENED GERMANY'S NATIONAL INNOVATION SYSTEM? TRIPLE HELIX DYNAMICS OF GERMANY'S INNOVATION SYSTEM	520
16-2016	Gregor Pfeifer Fabian Wahl Martyrna Marczyk	ILLUMINATING THE WORLD CUP EFFECT: NIGHT LIGHTS EVIDENCE FROM SOUTH AFRICA	520
17-2016	Malte Klein Andreas Sauer	CELEBRATING 30 YEARS OF INNOVATION SYSTEM RESEARCH: WHAT YOU NEED TO KNOW ABOUT INNOVATION SYSTEMS	570
18-2016	Klaus Prettner	THE IMPLICATIONS OF AUTOMATION FOR ECONOMIC GROWTH AND THE LABOR SHARE	520
19-2016	Klaus Prettner Andreas Schaefer	HIGHER EDUCATION AND THE FALL AND RISE OF INEQUALITY	520
20-2016	Vadim Kufenko Klaus Prettner	YOU CAN'T ALWAYS GET WHAT YOU WANT? ESTIMATOR CHOICE AND THE SPEED OF CONVERGENCE	520

No.	Author	Title	Inst
01-2017	Annarita Baldanzi Alberto Bucci Klaus Prettner	CHILDRENS HEALTH, HUMAN CAPITAL ACCUMULATION, AND R&D-BASED ECONOMIC GROWTH	INEPA
02-2017	Julius Tennert Marie Lambert Hans-Peter Burghof	MORAL HAZARD IN VC-FINANCE: MORE EXPENSIVE THAN YOU THOUGHT	INEF
03-2017	Michael Ahlheim Oliver Frör Nguyen Minh Duc Antonia Rehl Ute Siepmann Pham Van Dinh	LABOUR AS A UTILITY MEASURE RECONSIDERED	520
04-2017	Bohdan Kukharskyy Sebastian Seiffert	GUN VIOLENCE IN THE U.S.: CORRELATES AND CAUSES	520
05-2017	Ana Abeliansky Klaus Prettner	AUTOMATION AND DEMOGRAPHIC CHANGE	520
06-2017	Vincent Geloso Vadim Kufenko	INEQUALITY AND GUARD LABOR, OR PROHIBITION AND GUARD LABOR?	INEPA
07-2017	Emanuel Gasteiger Klaus Prettner	ON THE POSSIBILITY OF AUTOMATION-INDUCED STAGNATION	520
08-2017	Klaus Prettner Holger Strulik	THE LOST RACE AGAINST THE MACHINE: AUTOMATION, EDUCATION, AND INEQUALITY IN AN R&D-BASED GROWTH MODEL	INEPA
09-2017	David E. Bloom Simiao Chen Michael Kuhn Mark E. McGovern Les Oxley Klaus Prettner	THE ECONOMIC BURDEN OF CHRONIC DISEASES: ESTIMATES AND PROJECTIONS FOR CHINA, JAPAN, AND SOUTH KOREA	520
10-2017	Sebastian Till Braun Nadja Dwenger	THE LOCAL ENVIRONMENT SHAPES REFUGEE INTEGRATION: EVIDENCE FROM POST-WAR GERMANY	INEPA
11-2017	Vadim Kufenko Klaus Prettner Vincent Geloso	DIVERGENCE, CONVERGENCE, AND THE HISTORY-AUGMENTED SOLOW MODEL	INEPA
12-2017	Frank M. Fossen Ray Rees Davud Rostam-Afschar Viktor Steiner	HOW DO ENTREPRENEURIAL PORTFOLIOS RESPOND TO INCOME TAXATION?	520
13-2017	Steffen Otterbach Michael Rogan	SPATIAL DIFFERENCES IN STUNTING AND HOUSEHOLD AGRICULTURAL PRODUCTION IN SOUTH AFRICA: (RE-) EXAMINING THE LINKS USING NATIONAL PANEL SURVEY DATA	INEPA
14-2017	Carolina Castagnetti Luisa Rosti Marina Töpfer	THE CONVERGENCE OF THE GENDER PAY GAP – AN ALTERNATIVE ESTIMATION APPROACH	INEPA

No.	Author	Title	Inst
15-2017	Andreas Hecht	ON THE DETERMINANTS OF SPECULATION – A CASE FOR EXTENDED DISCLOSURES IN CORPORATE RISK MANAGEMENT	510
16-2017	Mareike Schoop D. Marc Kilgour (Editors)	PROCEEDINGS OF THE 17 TH INTERNATIONAL CONFERENCE ON GROUP DECISION AND NEGOTIATION	NegoTrans
17-2017	Mareike Schoop D. Marc Kilgour (Editors)	DOCTORAL CONSORTIUM OF THE 17 TH INTERNATIONAL CONFERENCE ON GROUP DECISION AND NEGOTIATION	NegoTrans
18-2017	Sibylle Lehmann-Hasemeyer Fabian Wahl	SAVING BANKS AND THE INDUSTRIAL REVOLUTION IN PRUSSIA SUPPORTING REGIONAL DEVELOPMENT WITH PUBLIC FINANCIAL INSTITUTIONS	520
19-2017	Stephanie Glaser	A REVIEW OF SPATIAL ECONOMETRIC MODELS FOR COUNT DATA	520
20-2017	Dario Cords	ENDOGENOUS TECHNOLOGY, MATCHING, AND LABOUR UNIONS: DOES LOW-SKILLED IMMIGRATION AFFECT THE TECHNOLOGICAL ALIGNMENT OF THE HOST COUNTRY?	INEPA
21-2017	Micha Kaiser Jan M. Bauer	PRESCHOOL CHILD CARE AND CHILD WELL-BEING IN GERMANY: DOES THE MIGRANT EXPERIENCE DIFFER?	INEPA
22-2017	Thilo R. Huning Fabian Wahl	LORD OF THE LEMONS: ORIGIN AND DYNAMICS OF STATE CAPACITY	520
23-2017	Matthias Busse Ceren Erdogan Henning Mühlen	STRUCTURAL TRANSFORMATION AND ITS RELEVANCE FOR ECONOMIC GROWTH IN SUB-SHARAN AFRICA	INEPA
24-2017	Sibylle Lehmann-Hasemeyer Alexander Opitz	THE VALUE OF POLITICAL CONNECTIONS IN THE FIRST GERMAN DEMOCRACY – EVIDENCE FROM THE BERLIN STOCK EXCHANGE	520
25-2017	Samuel Mburu Micha Kaiser Alfonso Sousa-Poza	LIFESTOCK ASSET DYNAMICS AMONG PASTORALISTS IN NORTHERN KENYA	INEPA
26-2017	Marina Töpfer	DETAILED RIF DECOMPOSITION WITH SELECTION – THE GENDER PAY GAP IN ITALY	INEPA
27-2017	Robin Jessen Maria Metzling Davud Rostam-Afschar	OPTIMAL TAXATION UNDER DIFFERENT CONCEPTS OF JUSTNESS	INEPA
28-2017	Alexander Kressner Katja Schimmelpfeng	CLUSTERING SURGICAL PROCEDURES FOR MASTER SURGICAL SCHEDULING	580
29-2017	Clemens Lankisch Klaus Prettnner Alexia Prskawetz	ROBOTS AND THE SKILL PREMIUM: AN AUTOMATION-BASED EXPLANATION OF WAGE INEQUALITY	INEPA

No.	Author	Title	Inst
30-2017	Ann-Sophie Adelhelm Melanie Bathelt Mirjam Bathelt Bettina Bürkin Sascha Klein Sabrina Straub Lea Wagner Fabienne Walz	ARBEITSWELT: DIGITAL – BELASTUNG: REAL? DER ERLEBTE WANDEL DER ARBEITSWELT INNERHALB DER IT-BRANCHE AUS SICHT DER ARBEITNEHMER	550
31-2017	Annarita Baldanzi Klaus Prettnner Paul Tscheuschner	LONGEVITY-INDUCED VERICAL INNOVATION AND THE TRADEOFF BETWEEN LIFE AND GROWTH	520
32-2017	Vincent Dekker Kristina Strohmaier	THE EFFECT OF TRANSFER PRICING REGULATIONS ON INTRA-INDUSTRY TRADE	520
01-2018	Michael D. Howard Johannes Kolb	FOUNDER CEOS AND NEW VENTURE MEDIA COVERAGE	INEF
02-2018	Peter Spahn	UNCONVENTIONAL VIEWS ON INFLATION CONTRAIOL: FORWARD GUIDANCE, THE NEO- FISHERIAN APPROACH, AND THE FISCAL THEORY OF THE PRICE LEVEL	520
03-2018	Aderonke Osikominu Gregor Pfeifer	PERCEIVED WAGES AND THE GENDER GAP IN STEM FIELDS	INEPA
04-2018	Theresa Grafeneder- Weissteiner Klaus Prettnner Jens Südekum	THREE PILLARS OF URBANIZATION: MIGRATION, AGING, AND GROWTH	INEPA
05-2018	Vadim Kufenko Vincent Geloso Klaus Prettnner	DOES SIZE MATTER? IMPLICATIONS OF HOUSEHOLD SIZE FOR ECONOMIC GROWTH AND CONVERGENCE	INEPA
06-2018	Michael Trost	THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS – PRICING PRESSURE INDICES FOR MERGERS OF VERTICALLY INTEGRATED FIRMS	520
07-2018	Karsten Schweikert	TESTING FOR COINTEGRATION WITH TRESHOLD ADJUSTMENT IN THE PRESENCE OF STRUCTURAL BREAKS	520
08-2018	Evanthia Fasoula Karsten Schweikert	PRICE REGULATIONS AND PRICE ADJUSTMENT DYNAMICS: EVIDENCE FROM THE AUSTRIAN RETAIL FUEL MARKET	520
09-2018	Michael Ahlheim Jan Neidhardt Ute Siepmann Xiaomin Yu	WECHAT – USING SOCIAL MEDIA FOR THE ASSESSMENT OF TOURIST PREFERENCES FOR ENVIRONMENTAL IMPROVEMENTS IN CHINA	520

No.	Author	Title	Inst
10-2018	Alexander Gerybadze Simone Wiesenauer	THE INTERNATIONAL SALES ACCELERATOR: A PROJECT MANAGEMENT TOOL FOR IMPROVING SALES PERFORMANCE IN FOREIGN TARGET MARKETS	570

FZID Discussion Papers

(published 2009-2014)

Competence Centers

IK	Innovation and Knowledge
ICT	Information Systems and Communication Systems
CRFM	Corporate Finance and Risk Management
HCM	Health Care Management
CM	Communication Management
MM	Marketing Management
ECO	Economics

Download FZID Discussion Papers from our homepage: https://wiso.uni-hohenheim.de/archiv_fzid_papers

Nr.	Autor	Titel	CC
01-2009	Julian P. Christ	NEW ECONOMIC GEOGRAPHY RELOADED: Localized Knowledge Spillovers and the Geography of Innovation	IK
02-2009	André P. Slowak	MARKET FIELD STRUCTURE & DYNAMICS IN INDUSTRIAL AUTOMATION	IK
03-2009	Pier Paolo Saviotti, Andreas Pyka	GENERALIZED BARRIERS TO ENTRY AND ECONOMIC DEVELOPMENT	IK
04-2009	Uwe Focht, Andreas Richter and Jörg Schiller	INTERMEDIATION AND MATCHING IN INSURANCE MARKETS	HCM
05-2009	Julian P. Christ, André P. Slowak	WHY BLU-RAY VS. HD-DVD IS NOT VHS VS. BETAMAX: THE CO-EVOLUTION OF STANDARD-SETTING CONSORTIA	IK
06-2009	Gabriel Felbermayr, Mario Larch and Wolfgang Lechthaler	UNEMPLOYMENT IN AN INTERDEPENDENT WORLD	ECO
07-2009	Steffen Otterbach	MISMATCHES BETWEEN ACTUAL AND PREFERRED WORK TIME: Empirical Evidence of Hours Constraints in 21 Countries	HCM
08-2009	Sven Wydra	PRODUCTION AND EMPLOYMENT IMPACTS OF NEW TECHNOLOGIES – ANALYSIS FOR BIOTECHNOLOGY	IK
09-2009	Ralf Richter, Jochen Streb	CATCHING-UP AND FALLING BEHIND KNOWLEDGE SPILLOVER FROM AMERICAN TO GERMAN MACHINE TOOL MAKERS	IK

Nr.	Autor	Titel	CC
10-2010	Rahel Aichele, Gabriel Felbermayr	KYOTO AND THE CARBON CONTENT OF TRADE	ECO
11-2010	David E. Bloom, Alfonso Sousa-Poza	ECONOMIC CONSEQUENCES OF LOW FERTILITY IN EUROPE	HCM
12-2010	Michael Ahlheim, Oliver Frör	DRINKING AND PROTECTING – A MARKET APPROACH TO THE PRESERVATION OF CORK OAK LANDSCAPES	ECO
13-2010	Michael Ahlheim, Oliver Frör, Antonia Heinke, Nguyen Minh Duc, and Pham Van Dinh	LABOUR AS A UTILITY MEASURE IN CONTINGENT VALUATION STUDIES – HOW GOOD IS IT REALLY?	ECO
14-2010	Julian P. Christ	THE GEOGRAPHY AND CO-LOCATION OF EUROPEAN TECHNOLOGY-SPECIFIC CO-INVENTORSHIP NETWORKS	IK
15-2010	Harald Degner	WINDOWS OF TECHNOLOGICAL OPPORTUNITY DO TECHNOLOGICAL BOOMS INFLUENCE THE RELATIONSHIP BETWEEN FIRM SIZE AND INNOVATIVENESS?	IK
16-2010	Tobias A. Jopp	THE WELFARE STATE EVOLVES: GERMAN KNAPPSCHAFTEN, 1854-1923	HCM
17-2010	Stefan Kirn (Ed.)	PROCESS OF CHANGE IN ORGANISATIONS THROUGH eHEALTH	ICT
18-2010	Jörg Schiller	ÖKONOMISCHE ASPEKTE DER ENTLOHNUNG UND REGULIERUNG UNABHÄNGIGER VERSICHERUNGSVERMITTLER	HCM
19-2010	Frauke Lammers, Jörg Schiller	CONTRACT DESIGN AND INSURANCE FRAUD: AN EXPERIMENTAL INVESTIGATION	HCM
20-2010	Martyna Marczak, Thomas Beissinger	REAL WAGES AND THE BUSINESS CYCLE IN GERMANY	ECO
21-2010	Harald Degner, Jochen Streb	FOREIGN PATENTING IN GERMANY, 1877-1932	IK
22-2010	Heiko Stüber, Thomas Beissinger	DOES DOWNWARD NOMINAL WAGE RIGIDITY DAMPEN WAGE INCREASES?	ECO
23-2010	Mark Spoerer, Jochen Streb	GUNS AND BUTTER – BUT NO MARGARINE: THE IMPACT OF NAZI ECONOMIC POLICIES ON GERMAN FOOD CONSUMPTION, 1933-38	ECO

Nr.	Autor	Titel	CC
24-2011	Dhammika Dharmapala, Nadine Riedel	EARNINGS SHOCKS AND TAX-MOTIVATED INCOME-SHIFTING: EVIDENCE FROM EUROPEAN MULTINATIONALS	ECO
25-2011	Michael Schuele, Stefan Kirn	QUALITATIVES, RÄUMLICHES SCHLIEßEN ZUR KOLLISIONSERKENNUNG UND KOLLISIONSVERMEIDUNG AUTONOMER BDI-AGENTEN	ICT
26-2011	Marcus Müller, Guillaume Stern, Ansgar Jacob and Stefan Kirn	VERHALTENSMODELLE FÜR SOFTWAREAGENTEN IM PUBLIC GOODS GAME	ICT
27-2011	Monnet Benoit, Patrick Gbakoua and Alfonso Sousa-Poza	ENGEL CURVES, SPATIAL VARIATION IN PRICES AND DEMAND FOR COMMODITIES IN CÔTE D'IVOIRE	ECO
28-2011	Nadine Riedel, Hannah Schildberg-Hörisch	ASYMMETRIC OBLIGATIONS	ECO
29-2011	Nicole Waidlein	CAUSES OF PERSISTENT PRODUCTIVITY DIFFERENCES IN THE WEST GERMAN STATES IN THE PERIOD FROM 1950 TO 1990	IK
30-2011	Dominik Hartmann, Atilio Arata	MEASURING SOCIAL CAPITAL AND INNOVATION IN POOR AGRICULTURAL COMMUNITIES. THE CASE OF CHÁPARRA - PERU	IK
31-2011	Peter Spahn	DIE WÄHRUNGSKRISEUNION DIE EURO-VERSCHULDUNG DER NATIONALSTAATEN ALS SCHWACHSTELLE DER EWU	ECO
32-2011	Fabian Wahl	DIE ENTWICKLUNG DES LEBENSSTANDARDS IM DRITTEN REICH – EINE GLÜCKSÖKONOMISCHE PERSPEKTIVE	ECO
33-2011	Giorgio Triulzi, Ramon Scholz and Andreas Pyka	R&D AND KNOWLEDGE DYNAMICS IN UNIVERSITY-INDUSTRY RELATIONSHIPS IN BIOTECH AND PHARMACEUTICALS: AN AGENT-BASED MODEL	IK
34-2011	Claus D. Müller-Hengstenberg, Stefan Kirn	ANWENDUNG DES ÖFFENTLICHEN VERGABERECHTS AUF MODERNE IT SOFTWAREENTWICKLUNGSVERFAHREN	ICT
35-2011	Andreas Pyka	AVOIDING EVOLUTIONARY INEFFICIENCIES IN INNOVATION NETWORKS	IK
36-2011	David Bell, Steffen Otterbach and Alfonso Sousa-Poza	WORK HOURS CONSTRAINTS AND HEALTH	HCM
37-2011	Lukas Scheffknecht, Felix Geiger	A BEHAVIORAL MACROECONOMIC MODEL WITH ENDOGENOUS BOOM-BUST CYCLES AND LEVERAGE DYNAMICS	ECO
38-2011	Yin Krogmann, Ulrich Schwalbe	INTER-FIRM R&D NETWORKS IN THE GLOBAL PHARMACEUTICAL BIOTECHNOLOGY INDUSTRY DURING 1985–1998: A CONCEPTUAL AND EMPIRICAL ANALYSIS	IK

Nr.	Autor	Titel	CC
39-2011	Michael Ahlheim, Tobias Börger and Oliver Frör	RESPONDENT INCENTIVES IN CONTINGENT VALUATION: THE ROLE OF RECIPROCITY	ECO
40-2011	Tobias Börger	A DIRECT TEST OF SOCIALLY DESIRABLE RESPONDING IN CONTINGENT VALUATION INTERVIEWS	ECO
41-2011	Ralf Rukwid, Julian P. Christ	QUANTITATIVE CLUSTERIDENTIFIKATION AUF EBENE DER DEUTSCHEN STADT- UND LANDKREISE (1999-2008)	IK

Nr.	Autor	Titel	CC
42-2012	Benjamin Schön, Andreas Pyka	A TAXONOMY OF INNOVATION NETWORKS	IK
43-2012	Dirk Foremny, Nadine Riedel	BUSINESS TAXES AND THE ELECTORAL CYCLE	ECO
44-2012	Gisela Di Meglio, Andreas Pyka and Luis Rubalcaba	VARIETIES OF SERVICE ECONOMIES IN EUROPE	IK
45-2012	Ralf Rukwid, Julian P. Christ	INNOVATIONSPOTENTIALE IN BADEN-WÜRTTEMBERG: PRODUKTIONSCLUSTER IM BEREICH „METALL, ELEKTRO, IKT“ UND REGIONALE VERFÜGBARKEIT AKADEMISCHER FACHKRÄFTE IN DEN MINT-FÄCHERN	IK
46-2012	Julian P. Christ, Ralf Rukwid	INNOVATIONSPOTENTIALE IN BADEN-WÜRTTEMBERG: BRANCHENSPEZIFISCHE FORSCHUNGS- UND ENTWICKLUNGSAKTIVITÄT, REGIONALES PATENTAUFKOMMEN UND BESCHÄFTIGUNGSSTRUKTUR	IK
47-2012	Oliver Sauter	ASSESSING UNCERTAINTY IN EUROPE AND THE US - IS THERE A COMMON FACTOR?	ECO
48-2012	Dominik Hartmann	SEN MEETS SCHUMPETER. INTRODUCING STRUCTURAL AND DYNAMIC ELEMENTS INTO THE HUMAN CAPABILITY APPROACH	IK
49-2012	Harold Paredes- Frigolett, Andreas Pyka	DISTAL EMBEDDING AS A TECHNOLOGY INNOVATION NETWORK FORMATION STRATEGY	IK
50-2012	Martyna Marczak, Víctor Gómez	CYCLICALITY OF REAL WAGES IN THE USA AND GERMANY: NEW INSIGHTS FROM WAVELET ANALYSIS	ECO
51-2012	André P. Slowak	DIE DURCHSETZUNG VON SCHNITTSTELLEN IN DER STANDARDSETZUNG: FALLBEISPIEL LADESYSTEM ELEKTROMOBILITÄT	IK
52-2012	Fabian Wahl	WHY IT MATTERS WHAT PEOPLE THINK - BELIEFS, LEGAL ORIGINS AND THE DEEP ROOTS OF TRUST	ECO
53-2012	Dominik Hartmann, Micha Kaiser	STATISTISCHER ÜBERBLICK DER TÜRKISCHEN MIGRATION IN BADEN-WÜRTTEMBERG UND DEUTSCHLAND	IK
54-2012	Dominik Hartmann, Andreas Pyka, Seda Aydin, Lena Klauß, Fabian Stahl, Ali Santircioglu, Silvia Oberegelsbacher, Sheida Rashidi, Gaye Onan and Suna Erginkoç	IDENTIFIZIERUNG UND ANALYSE DEUTSCH-TÜRKISCHER INNOVATIONSNETZWERKE. ERSTE ERGEBNISSE DES TGIN- PROJEKTES	IK
55-2012	Michael Ahlheim, Tobias Börger and Oliver Frör	THE ECOLOGICAL PRICE OF GETTING RICH IN A GREEN DESERT: A CONTINGENT VALUATION STUDY IN RURAL SOUTHWEST CHINA	ECO

Nr.	Autor	Titel	CC
56-2012	Matthias Strifler Thomas Beissinger	FAIRNESS CONSIDERATIONS IN LABOR UNION WAGE SETTING – A THEORETICAL ANALYSIS	ECO
57-2012	Peter Spahn	INTEGRATION DURCH WÄHRUNGSUNION? DER FALL DER EURO-ZONE	ECO
58-2012	Sibylle H. Lehmann	TAKING FIRMS TO THE STOCK MARKET: IPOS AND THE IMPORTANCE OF LARGE BANKS IN IMPERIAL GERMANY 1896-1913	ECO
59-2012	Sibylle H. Lehmann, Philipp Hauber and Alexander Opitz	POLITICAL RIGHTS, TAXATION, AND FIRM VALUATION – EVIDENCE FROM SAXONY AROUND 1900	ECO
60-2012	Martyna Marczak, Víctor Gómez	SPECTRAN, A SET OF MATLAB PROGRAMS FOR SPECTRAL ANALYSIS	ECO
61-2012	Theresa Lohse, Nadine Riedel	THE IMPACT OF TRANSFER PRICING REGULATIONS ON PROFIT SHIFTING WITHIN EUROPEAN MULTINATIONALS	ECO

Nr.	Autor	Titel	CC
62-2013	Heiko Stüber	REAL WAGE CYCLICALITY OF NEWLY HIRED WORKERS	ECO
63-2013	David E. Bloom, Alfonso Sousa-Poza	AGEING AND PRODUCTIVITY	HCM
64-2013	Martyna Marczak, V́ctor Gómezz	MONTHLY US BUSINESS CYCLE INDICATORS: A NEW MULTIVARIATE APPROACH BASED ON A BAND-PASS FILTER	ECO
65-2013	Dominik Hartmann, Andreas Pyka	INNOVATION, ECONOMIC DIVERSIFICATION AND HUMAN DEVELOPMENT	IK
66-2013	Christof Ernst, Katharina Richter and Nadine Riedel	CORPORATE TAXATION AND THE QUALITY OF RESEARCH AND DEVELOPMENT	ECO
67-2013	Michael Ahlheim, Oliver Frór, Jiang Tong, Luo Jing and Sonna Pelz	NONUSE VALUES OF CLIMATE POLICY - AN EMPIRICAL STUDY IN XINJIANG AND BEIJING	ECO
68-2013	Michael Ahlheim, Friedrich Schneider	CONSIDERING HOUSEHOLD SIZE IN CONTINGENT VALUATION STUDIES	ECO
69-2013	Fabio Bertoni, Tereza Tykvová	WHICH FORM OF VENTURE CAPITAL IS MOST SUPPORTIVE OF INNOVATION? EVIDENCE FROM EUROPEAN BIOTECHNOLOGY COMPANIES	CFRM
70-2013	Tobias Buchmann, Andreas Pyka	THE EVOLUTION OF INNOVATION NETWORKS: THE CASE OF A GERMAN AUTOMOTIVE NETWORK	IK
71-2013	B. Vermeulen, A. Pyka, J. A. La Poutré and A. G. de Kok	CAPABILITY-BASED GOVERNANCE PATTERNS OVER THE PRODUCT LIFE-CYCLE	IK
72-2013	Beatriz Fabiola López Ulloa, Valerie Møller and Alfonso Sousa- Poza	HOW DOES SUBJECTIVE WELL-BEING EVOLVE WITH AGE? A LITERATURE REVIEW	HCM
73-2013	Wencke Gwozdz, Alfonso Sousa-Poza, Lucia A. Reisch, Wolfgang Ahrens, Stefaan De Henauw, Gabriele Eiben, Juan M. Fernández-Alvira, Charalampos Hadjigeorgiou, Eva Kovács, Fabio Lauria, Toomas Veidebaum, Garrath Williams, Karin Bammann	MATERNAL EMPLOYMENT AND CHILDHOOD OBESITY – A EUROPEAN PERSPECTIVE	HCM

Nr.	Autor	Titel	CC
74-2013	Andreas Haas, Annette Hofmann	RISIKEN AUS CLOUD-COMPUTING-SERVICES: FRAGEN DES RISIKOMANAGEMENTS UND ASPEKTE DER VERSICHERBARKEIT	HCM
75-2013	Yin Krogmann, Nadine Riedel and Ulrich Schwalbe	INTER-FIRM R&D NETWORKS IN PHARMACEUTICAL BIOTECHNOLOGY: WHAT DETERMINES FIRM'S CENTRALITY-BASED PARTNERING CAPABILITY?	ECO, IK
76-2013	Peter Spahn	MACROECONOMIC STABILISATION AND BANK LENDING: A SIMPLE WORKHORSE MODEL	ECO
77-2013	Sheida Rashidi, Andreas Pyka	MIGRATION AND INNOVATION – A SURVEY	IK
78-2013	Benjamin Schön, Andreas Pyka	THE SUCCESS FACTORS OF TECHNOLOGY-SOURCING THROUGH MERGERS & ACQUISITIONS – AN INTUITIVE META- ANALYSIS	IK
79-2013	Irene Prostoplow, Andreas Pyka and Barbara Heller-Schuh	TURKISH-GERMAN INNOVATION NETWORKS IN THE EUROPEAN RESEARCH LANDSCAPE	IK
80-2013	Eva Schlenker, Kai D. Schmid	CAPITAL INCOME SHARES AND INCOME INEQUALITY IN THE EUROPEAN UNION	ECO
81-2013	Michael Ahlheim, Tobias Börger and Oliver Frör	THE INFLUENCE OF ETHNICITY AND CULTURE ON THE VALUATION OF ENVIRONMENTAL IMPROVEMENTS – RESULTS FROM A CVM STUDY IN SOUTHWEST CHINA –	ECO
82-2013	Fabian Wahl	DOES MEDIEVAL TRADE STILL MATTER? HISTORICAL TRADE CENTERS, AGGLOMERATION AND CONTEMPORARY ECONOMIC DEVELOPMENT	ECO
83-2013	Peter Spahn	SUBPRIME AND EURO CRISIS: SHOULD WE BLAME THE ECONOMISTS?	ECO
84-2013	Daniel Guffarth, Michael J. Barber	THE EUROPEAN AEROSPACE R&D COLLABORATION NETWORK	IK
85-2013	Athanasios Saitis	KARTELLBEKÄMPFUNG UND INTERNE KARTELLSTRUKTUREN: EIN NETZWERKTHEORETISCHER ANSATZ	IK

Nr.	Autor	Titel	CC
86-2014	Stefan Kirn, Claus D. Müller-Hengstenberg	INTELLIGENTE (SOFTWARE-)AGENTEN: EINE NEUE HERAUSFORDERUNG FÜR DIE GESELLSCHAFT UND UNSER RECHTSSYSTEM?	ICT
87-2014	Peng Nie, Alfonso Sousa-Poza	MATERNAL EMPLOYMENT AND CHILDHOOD OBESITY IN CHINA: EVIDENCE FROM THE CHINA HEALTH AND NUTRITION SURVEY	HCM
88-2014	Steffen Otterbach, Alfonso Sousa-Poza	JOB INSECURITY, EMPLOYABILITY, AND HEALTH: AN ANALYSIS FOR GERMANY ACROSS GENERATIONS	HCM
89-2014	Carsten Burhop, Sibylle H. Lehmann-Hasemeyer	THE GEOGRAPHY OF STOCK EXCHANGES IN IMPERIAL GERMANY	ECO
90-2014	Martyna Marczak, Tommaso Proietti	OUTLIER DETECTION IN STRUCTURAL TIME SERIES MODELS: THE INDICATOR SATURATION APPROACH	ECO
91-2014	Sophie Urmetzer, Andreas Pyka	VARIETIES OF KNOWLEDGE-BASED BIOECONOMIES	IK
92-2014	Bogang Jun, Joongho Lee	THE TRADEOFF BETWEEN FERTILITY AND EDUCATION: EVIDENCE FROM THE KOREAN DEVELOPMENT PATH	IK
93-2014	Bogang Jun, Tai-Yoo Kim	NON-FINANCIAL HURDLES FOR HUMAN CAPITAL ACCUMULATION: LANDOWNERSHIP IN KOREA UNDER JAPANESE RULE	IK
94-2014	Michael Ahlheim, Oliver Frör, Gerhard Langenberger and Sonna Pelz	CHINESE URBANITES AND THE PRESERVATION OF RARE SPECIES IN REMOTE PARTS OF THE COUNTRY – THE EXAMPLE OF EAGLEWOOD	ECO
95-2014	Harold Paredes-Frigolett, Andreas Pyka, Javier Pereira and Luiz Flávio Autran Monteiro Gomes	RANKING THE PERFORMANCE OF NATIONAL INNOVATION SYSTEMS IN THE IBERIAN PENINSULA AND LATIN AMERICA FROM A NEO-SCHUMPETERIAN ECONOMICS PERSPECTIVE	IK
96-2014	Daniel Guffarth, Michael J. Barber	NETWORK EVOLUTION, SUCCESS, AND REGIONAL DEVELOPMENT IN THE EUROPEAN AEROSPACE INDUSTRY	IK

IMPRINT

University of Hohenheim
Dean's Office of the Faculty of Business, Economics and Social Sciences
Palace Hohenheim 1 B
70593 Stuttgart | Germany
Fon +49 (0)711 459 22488
Fax +49 (0)711 459 22785
wiso@uni-hohenheim.de
wiso.uni-hohenheim.de