



Georg-August-Universität Göttingen
Department für Agrarökonomie und Rurale Entwicklung

2016

Reference points and risky decision-making in agricultural trade firms: A case study in Germany

Simon Gollisch¹, Barbara Hedderich, Ludwig Theuvsen

Department für Agrarökonomie und
Rurale Entwicklung
Universität Göttingen
D 37073 Göttingen
ISSN 1865-2697

Discussion Paper 1609

¹ Contact: Simon Gollisch, University of Applied Sciences Ansbach, Faculty of Business and General Sciences, Residenzstrasse 8, 91522 Ansbach, Germany. E-Mail: s.gollisch@hs-ansbach.de.

Abstract

Due to the increased uncertainty within the whole agribusiness industry, managerial decision-making has become a critical success factor during the last decades. Since agricultural trade firms are faced with multiple existence-threatening risks today, the present paper analyzes decision-making processes under dramatically tightened external conditions, using the example of Germany's agricultural trade industry. By employing a qualitative research design, the empirical study examines two questions: Which determinants do impact the farm dealers' risky decision-making, and how are these factors interacting? For clarifying these issues, guideline-based in-depth interviews with industry experts are conducted on the basis of a thorough literature review. The results, gained from a qualitative content analysis, help us to better understand how decisions in farm dealing firms are made and which forces are driving them. As especially a decision maker's reference point plays a prominent role, the present study examines its configuration under different situational and dispositive conditions. The resulting implications provide a useful basis for further research and to a lesser extent some insights for decision makers themselves.

Keywords

Agricultural trade, reference points, risky decision-making, qualitative case study design

1 Introduction

Owing to a massively changed environment, agricultural trade firms are actually faced with substantial hazards, even threatening the future existence of the whole industry. Despite an obvious relevance to practice, there is only a very small body of current literature which deals with topics related to management issues in these businesses (for an overview see Gollisch and Theuvsen, 2015). What the few former studies clearly suggest, however, is on the one hand the increasing importance of management competencies within the agricultural trade industry. There is a widely held view that the quality of a dealer's decision-making under conditions of increased uncertainty has become a critical success factor by now (Suhren, 1999; Weber, 2002; Frentrup and Hottendorff, 2012; Spinne, 2013). On the other hand, some research hints at the possibility that a part of the farm dealers are badly adjusted to these changes (e.g. Busch, 1976; Weber, 2002), which may be the result of major structural disparities between small and large companies (e.g. Osterholzer, 1981; Nienhoff, 1982; Voss and Spiller, 2008). Indeed, only little is known about *how* the managers of agricultural trade firms deal with all the external and internal challenges their companies face and whether there are really any differences between different firm sizes (see chapter 2.2). For this reason, we carried out a qualitative study by conducting interviews with industry experts in Germany (as a relevant example for the structural trends within industrial nations at least) and investigated causal mechanisms by employing an inductive research approach in a first step. Instead of adopting a "naïve empiricism" (Brüsemeister, 2008, p. 24), we follow Sutton and Staw (1995, pp. 374–375) who claim that not only quantitative but also qualitative researchers must consider established theoretical concepts and "develop causal arguments to explain *why* [original emphasis] persistent findings have been observed". Our examination, therefore, draws upon a thorough literature review. As we aim to explore the diversity of decisions, rather than mainstream decision-making of the whole industry, we face an unavoidable trade-off between in depth insights and generalizability.

The remainder of the paper is organized as follows: A short overview of the current state of research on individual decision-making behavior in general as well as on its influences in agricultural trade firms in particular will be given in the next section. Then the methodology is introduced. Against this background our empirical results are presented and discussed. Our study closes with some propositions for future research studies.

2 Current state of research

2.1 Individual decision-making behavior under uncertainty

A substantial share of management research is based on the paradigm of plan determination and the assumption of fully rational human decision-making behavior (Steinmann et al., 2013). But the inherent shortcomings of the rational choice theory (“homo oeconomicus”) persuaded organizational sociologists and psychologists to look for a more relevant concept of human choice behavior under uncertainty. Under the paradigm of “bounded rationality” suggested by Herbert A. Simon (e.g. Simon, 1972), some fundamental approaches were developed. One of the most famous works within descriptive decision theory was published by Kahneman and Tversky (1979) several decades ago. Under their “Prospect Theory” the authors subsumed some distortive effects of gain and loss evaluation and deduced – based on experimental evidence – that (risk) perception is always dependent on the position of a decision maker’s reference point. According to Shoham and Fiegenbaum (2002, p. 127) such “reference points are critical elements in strategic choice since they predict that individuals and organizations exhibit a mixed [sic] of risk-assertive and risk-averse behaviors when an outcome is below or above their reference point, respectively“. In recent years, many scientists have been contributing to the enhancement of reference point theory, which is why a large body of literature that considers multiple reference points is available today (e.g. March and Shapira, 1987; Wang and Johnson, 2012; Koop and Johnson, 2012). One key assumption of theorists within this field is that single reference points are chosen situationally from a multidimensional reference state and that an individual’s strategic decisions are strongly affected by this choice (e.g. Fiegenbaum et al., 1996; Fiegenbaum, 1997). Yet, there is a lack of empirical research, which explores this issue until today.

Instead of showing the relationships between risky situations and risk behavior (for instance mathematically with the aid of gambling experiments), another stream of research aims to explain behavioral differences by the variation of an individual’s personal attitudes towards chance and risk (Lopes, 1987). Though there is a lot of evidence in economic research that a manager’s risk propensity significantly influences his or her business behavior (e.g. Noy, 2001; Baldauf and Rank, 2008), “no single measure of risk propensity is adequate to capture the complexity of risk taking behavior“ (MacCrimmon and Wehrung, 1990, p. 432). Hence, many empirical studies also provide indications that successful decision-making in business organizations is dependent on further dispositive factors instead of only a manager’s pure risk seeking. While, for instance, Hambrick and Mason (1984) mentioned socio-economic charac-

teristics like age and education, Acedo and Florin (2007) found that a manager’s “proactive disposition” (which can be seen as a kind of “meta-capability” for managing uncertainty successfully) plays an important role in decision-making. Based on the findings of Hambrick and Mason (1984), we therefore reason that dispositive factors influence the decider’s perception by filtering the information flow and giving these data a special meaning; risk must thus be seen as a perceived phenomenon (Holton, 2004). Moreover, we conclude on the basis of the above mentioned multiple reference point theories that the relative meaning of single reference points varies between different situations as well as between different deciders’ dispositions. The following illustration clarifies these relationships:

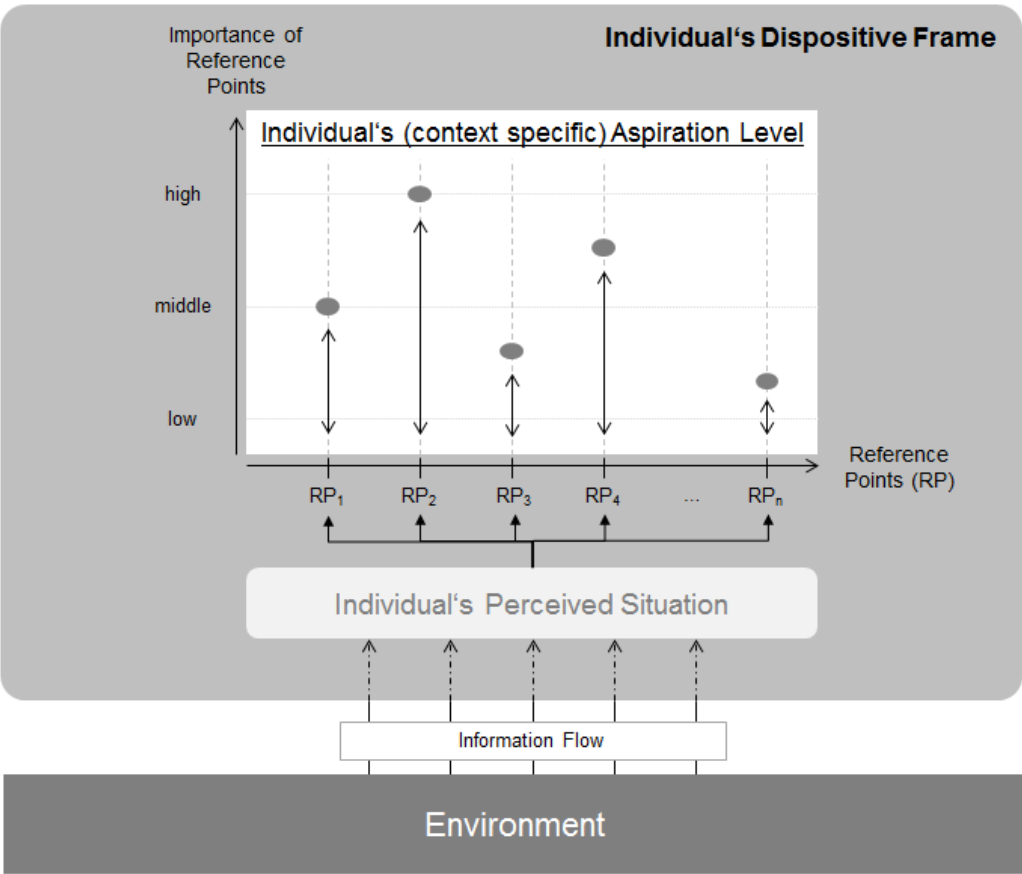


Figure 1: The constitution of an individual’s aspiration level.

Source: Own Illustration; Basis: Hambrick and Mason, 1984; Lopes, 1987; Koop and Johnson, 2012.

The descriptions of the two main streams of risk behavior research, which were made beforehand, show that importance must be attached to both situational and dispositive factors when decision-making behavior in agricultural trade firms is explored. As there is an increasing empirical evidence by now that “the dispositional risk propensity interacts with situational factors in determining risk taking behaviour“ (Das and Teng, 2001, p. 516), our investigation follows an integrative research approach (e.g. Lopes, 1987). The study at hand, therefore,

aims to examine pertinent situational and dispositive variables in agricultural trade firms looking at their influence on the decider's choice of reference points. In the following section, these variables will be derived from the small body of existing literature about agricultural trade firms before their effect on decision-making will be studied.

2.2 Influences on executive decision-making in Germany's agricultural trade firms

a. External Influences

Nowadays agricultural trade firms are, on the one hand, mainly exposed to product risks which are caused by new climatic conditions and the appearance of products influencing the present range of goods sold by farm dealers (e.g. biogas production which has led to an increasing competition for crop areas in Germany). On the other hand, economic-technological changes (like the continuing process of globalization) and political changes (like the liberalization of the EU Common Agricultural Policy) induce a higher volatility of prices (Heyder et al., 2010; Spinne, 2013). Furthermore, dramatic structural changes within the agricultural sector resulting in fewer but much larger farms must be seen as a main problem area for farm dealing businesses (Kuron, 1993). These market developments went along with a fundamental change concerning the relationships between dealers and farmers. Several decades ago, the collaborations between these two business partners could be characterized as very close (Abel, 1960; Jessen, 1976). Abel's (1960) empirical findings show, for example, that the main reason of former long term business relations was the good service of the trader. Traditionally, dealers attempted to increase this connectedness by influencing the farmers' preferences with the help of further benefits like custom-made consulting or crop trade-in (Kühl, 1985; Jessen, 1976). Furthermore, the farmers' information seeking behavior was not pronounced at all (Kühl, 1982) which suggests that formerly customer risks for dealers referred rather on changes in the customers' individual relationships to their dealers than on changes in prices (Gollisch and Theuvsen, 2015). These tradition-driven market conditions have been decreasing incrementally during the last decades (Hollstein, 2000). As, for instance, the elasticity of agricultural income referring to prices of working funds increased between 1960 and 1980 from 1.21% to 3.31% (Hanf, 1985), contemporary empirical studies see the farmers' shift of preferences in favor of the price as a main feature of the "new" relationships between farmers and dealers (e.g. Kühl, 1982; Nienhoff, 1982). Besides these influences, induced by general market uncertainties and customers, also other stakeholders play a vital role for agricultural traders. Since, for instance, a high amount of logistic and personnel costs are characteristic of these firms (Gollisch and Theuvsen, 2015), farm dealers must be seen as highly dependent on, for instance, working time directives and other cost relevant changes of the legal framework

and other external institutions. This is why Schulze-Düllo (1995) calls governmental regulations as one critical success factor in the industry under analysis. Another point frequently mentioned in the pertinent literature is the competitive market structure within this industrial sector. Since the continuing concentration in agriculture has also fostered the oligopolization process in the farm dealing industry, increasing competition pressures have been observed for several years (Hanf, 1985; Strecker et al., 2010). While, however, dealers formerly attempted to influence markets by price conditions which led to a certain level of intransparency (Leyrer, 1971), the higher interconnectedness, induced by the emergence of the internet, also has found its way into the agricultural sector (Voss and Spiller, 2008). As a result, lower transaction costs and a high level of market transparency promote the decrease of customer loyalty – even in such a traditional sector – today (Schulze, 2012).

b. Internal Influences

The often-quoted “trend to more soft assets and fewer hard assets” (Boehlje et al., 1995, p. 499) in agribusiness firms is strengthened by some accounting facts which historically distinguish farm dealers from dealers in other industries. On the one hand, farm dealers are characterized by an extraordinary high capital-intensity (Hochmuth, 1951) which causes highly leveraged balance sheets (Fuhrmann, 2012; Gollisch and Theuvsen, 2015). On the other hand, these firms traditionally exhibit a high share of fixed costs (Abel, 1960; Wiese, 1968) and very low margins. For Bavarian farm dealers, for instance, Osterholzer (1981) measured already in 1981 EBIT-rates between only 0.2% and 0.3% in relation to their net sales. Furthermore, the farm dealing industry traditionally is, despite an ongoing oligopolization process, characterized by a high share of small and medium-sized firms (Abel, 1960; Wiese, 1968; Kuron, 1993; Suhren, 1999). Though all dealers (are forced to) follow a similar competitive strategy (Harling and Funk, 1987; Strecker et al., 2010), especially smaller firms are faced with disadvantages like less financial power and a lack of product-specific knowledge today (Voss and Spiller, 2008). Small and medium sized agribusiness dealers therefore are characterized by special internal circumstances, particularly resulting from comparatively narrow margins and their “simple” (Mintzberg, 1979, p. 312) organizational structures.

c. Dispositive Influences

In academic research there is currently no clearness about “the role that strategic risk propensity and personality traits play in affecting risk-taking behaviour“ (Cooper and Faseruk, 2011, p. 27). Hence, the present study aims to empirically examine the influence of three selected variables which were identified in a previously conducted literature review as potential main influences on a farm dealer’s personal disposition: risk appetite, economic skills and personal

commitment. A person's risk preference or appetite can be defined "as the tendency to be attracted or repelled by alternatives that are perceived as risky" (Weber and Milliman, 1997, p. 142). Yet, the results of past economic research about its appearance and influences draw a differentiated and often ambiguous picture. Damodaran (2008) reveals, for instance, that leaders of small enterprises are more willing to take risks whereas Brockhaus (1980) states that entrepreneurs have the same risk attitudes like other managers. Particularly for farm dealers, however, no empirical evidence concerning their risk appetite is available. Besides a decider's risk attitude, many previous studies have shown that business behavior is also influenced by his or her economic education (e.g. Gibson and Cassar, 2002; Richbell et al., 2006). In the field of agricultural economics several years ago an experimental investigation of small and medium-sized dealers in agribusiness noted a clear lack of basic financial and managerial knowledge as their main problem area (Babb and Bohl, 1975). Today, the falling number of farmers and an increased share of service providing forces all dealers in agribusiness to use their resources economically (Busch, 1976; Strecker et al., 2010) which is why basic economic skills must be seen as more important than ever for an appropriate management of future business risks (Gollisch and Theuvsen, 2015). A meta-analysis of two older empirical studies even shows that management competency has to be seen as the most critical success factor in agricultural trade businesses today (Suhren, 1999). The third dispositive factor which promises to influence decision-making behavior in agricultural trade firms can be summarized as the dealer's personal commitment to his work. As mentioned above, the farmers' level of price sensitivity has increased during the last decades and at the same time a distinct decline of the personal relationships to their dealers was observable (Abel, 1960; K uhl, 1982). According to an earlier empirical study, however, private dealers explicitly see their own commitment (especially during harvest) as a competitive advantage over cooperatives which exhibit an increasingly inflexible behavior, primarily concerning their opening hours (Straaten, 1985). The reason that private dealers generally offer a higher service level, lies for Leyrer (1971) in their own responsibility for financial results. A dealer's personal commitment therefore seems to be a critical dispositive factor on decision-making, since it has a great stake in building up personal preferences at the farmers (Gollisch and Theuvsen, 2015).

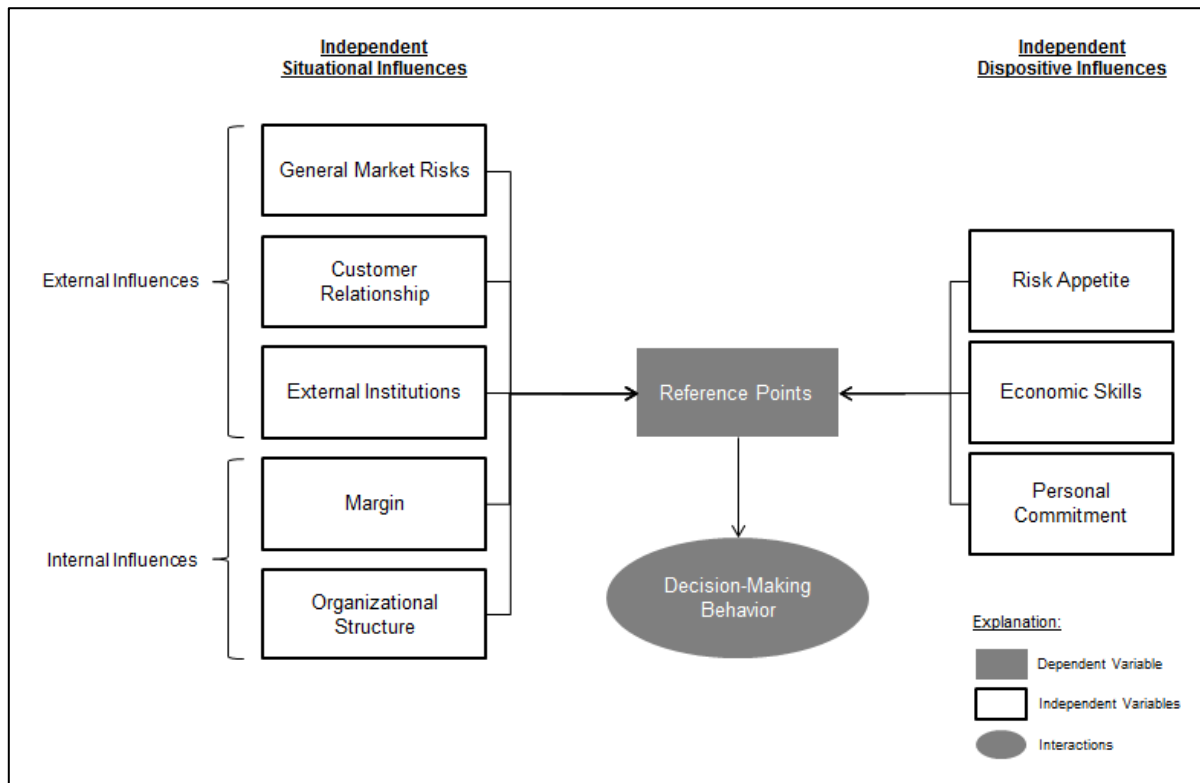


Figure 2: Comprehensive model of assumed influences on decision-making in agricultural trade firms.

Source: Own Illustration.

All in all, the implications arising from the literature review contribute to operationalizing the preliminarily defined research question. When examining a farm dealer's decision-making behavior one must consequently consider two issues: the aforementioned (independent) situational and dispositive frame conditions and his (dependent) reference points (see figure 2). For attaining new insights within a comparatively complex field of research, we focus on an exploratory qualitative procedure which will be explained in the following section.

3 Methodology

This study follows an inductive research approach. Since the paradigm of falsification shows flaws especially in those areas of research where theory is not well developed or not all of the influencing factors of a phenomenon can be controlled (Homburg, 2000), the portfolio of classical quantitative methods quite often reaches its limits. In such cases the inductive methodology can be seen as a powerful resource for creating new knowledge (Kelle, 2003; Bitsch, 2005). For an in-depth study (Kennedy, 1979) of risk behavior in agricultural trade – a very heterogeneously structured industry (Jessen, 1976) – we therefore employ a qualitative case study approach which generally offers a great potential in applied agribusiness research (Sterns et al., 1998) and especially in the field of agricultural economics (Bitsch, 2000).

Despite the process of interpretative social research is fundamentally characterized by the principle of openness (which means that any theoretical considerations in the run-up to the interviews are omitted; e.g. Hoffmann-Riem, 1980), case study designs use – in opposition to other qualitative research strategies (like Grounded Theory, compare Glaser and Strauss, 1967) – a theoretical base from the beginning of the research process (Yin, 1994). Meinel (1997) fundamentally argues that a scientist's ex-ante assumptions can never be completely eliminated anyway, while Kelle and Kluge (1999) consider a theoretical framework of qualitative case studies as absolutely necessary in terms of a “theoretical sensitizing” for distinctive features within the data. Thus, the interview guideline used in the expert interviews is based on preliminary theoretical considerations. After an introduction about the background and personal experiences, the interviewees were asked about former environmental developments within their business and their reactions to them. We especially wanted to know which environmental changes triggered entrepreneurial actions, how these decisions came off and which were the promoting influences. We closed the interviews with a set of personal questions about the interviewees' outlook on possible future developments and individual risk attitudes.

Data collection comprised interviews with nine executives in German agricultural trade firms (only non-cooperatives for ensuring transferability of literary evidence about managers' decision-making behavior). All interviewees were CEOs who have been working in their jobs for at least 20 years. The length of the interviews varied between 40 and 120 minutes. In order to avoid a sampling bias, interviewees were chosen according to a selective sampling strategy which was determined beforehand. Kelle and Kluge (1999) postulate that the goodness of the qualitative sample is not characterized by its representativeness but rather by the absence of a theoretical bias. Patton (2002, p. 230) moreover claims the examination of “information-rich cases (...) from which one can learn a great deal about issues of central importance to the purpose of inquiry“. As aforementioned, the German agribusiness dealing industry is characterized by a great heterogeneity regarding its forms of organization and internal firm structures (Riessen, 2008). Hence, we preliminarily defined the firms' size as the crucial parameter for case selection (measured by the amount of total assets) and then determined its possible values (small, medium and large sized). Within each of the three groups at least two cases were selected. Furthermore, not only promising firms but also dealers in acute danger of extinction were considered. By including these “outliers” as well, we intended a maximum variation sampling strategy (Patton, 2002) which, on the one hand, offers a great value in organization theory building (Daft and Lewin, 1990) and, on the other hand, increases even the limited generalizability of our findings (Kennedy, 1979; Miles et al., 2014).

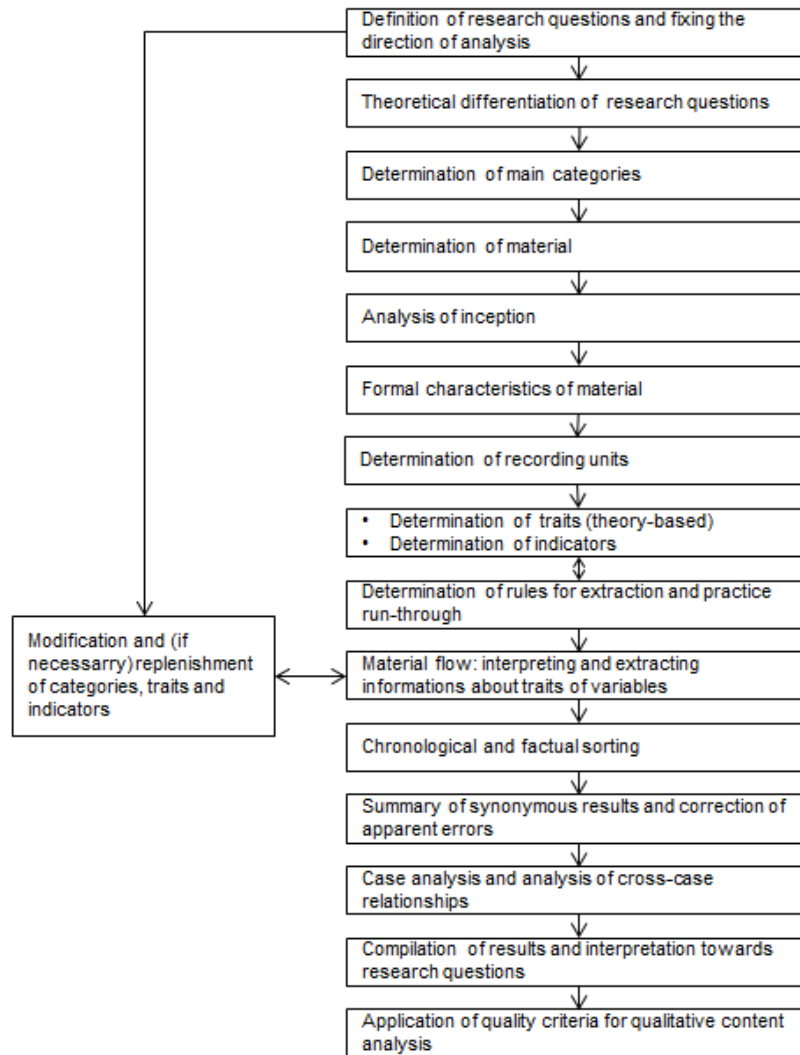


Figure 3: Analytical process steps.

Source: Gläser and Laudel, 2010; Mayring, 2015.

The interviews were tape-recorded and their framing conditions were documented. After transcription, the data were measured by means of qualitative content analysis which distinguishes itself through a stringent step-by-step model (see figure 3) and the possibility of extracting data and analyzing them separately from the main text (Mayring, 2015). The extraction was conducted with the help of the MIA software developed by Gläser and Laudel. Although these authors built their own tool following the methodological framework of Mayring, they criticized this well-known approach due to its closed set of categories and its neglect of the qualitative information base after coding it. As well as Gläser and Laudel, we refused existing tools for qualitative data analysis like Atlas.ti or NVIVO because of their strong focus on coding and a lack of providing support for qualitative data extraction. We foremost constructed a provisional causal model and defined its variables (see for an example figure 4) which are based on our foregoing theoretical considerations (Gläser and Laudel, 2010). One

variable has multiple traits which should be selected in a way that variety is described at its best (Kelle and Kluge, 1999). Compared to Mayring’s approach, however, these variables must not be seen as static but rather as flexible in such a manner that existing dimensions will be replenished (instead of changed or refused) during the analytical process. This adjustment of the method enables the adaption of established theory (according to the principle of openness), without neglecting previous knowledge during the analyzing process (Gläser and Laudel, 2010).

Risk Appetite	
Definition	*Tendency to be attracted or repelled by alternatives that are perceived as risky* (Weber/Milliman (1997), p. 142)
Indicators	Explicite and implicite statements about own risk appetite *Tendency to speculation, hedging level, preference for satisfying risky customer wishes
Time Dimension	Point or period to which the interviewee refers
Factual Dimension	Reference to... Extent of risk appetite (strong/weak)
Effects	...on reference state

Figure 4: Operationalization of the construct “risk appetite”.

Source: Own Illustration.

After extracting and preparing, the data were analyzed. In doing so, we employed a mixture of the variable-oriented and the case-oriented strategy (Miles et al., 2014). For a start we identified the causal mechanisms of each case by analyzing the deciders’ reference points and the interrelationships between independent variables and reference points. Subsequently, the aggregated mentions of relations between situational factors and reference points (divided in firm groups, see table 1) and the mentioned reference points, ordered by values of the deciders’ dispositive factors (see table 2), were tabled. On this basis all cases were compared and patterns within case-groups and between the decision makers’ dispositive characteristics were identified. As the results are not generalizable in a statistical manner, we followed Yin’s concept of “analytic generalization” which claims that “a previously developed theory is used as a template with which to compare the empirical results of the case study“ (Yin, 1994, p. 31). During the analysis we used the four-eyes-principle for ensuring the intercoder reliability and one farm dealer’s professional judgements for enhancing semantic validity. Mayring (2015) sees these issues as two important quality criteria of qualitative content analysis. Though striving for a high rigor within our qualitative research process, we know, however, that our results have to be considered with caution due to the analytical limitations of the case study approach per se (Liebold and Trinczek, 2009). Nevertheless, they may provide a necessary informative basis for future research projects.

4 Results

4.1 Situational Influences

According to Spengler (2009) environmental changes force primarily firms in dynamic sectors to ongoing reviews of their current strategies and their adaptations to changing conditions if necessary. In order to analyze the farm dealers' perceived situational frame (which determines a decision as risky or not), at first six reference points were derived from the empirical material:

- (1) Future gains: oriented on augmenting income or profitability,
- (2) Ensuring equity: oriented on saving capital,
- (3) Ensuring survival: oriented on achieving economic survival,
- (4) Customer retention: oriented on augmenting customer retention,
- (5) Capacity: oriented on ensuring sufficient performance for satisfying market needs,
- (6) Work-life balance: oriented on satisfying the farm dealer's personal desires.

	Future Gains				Ensuring Equity		
	Small	Medium-sized	Large		Small	Medium-sized	Large
Customer Relationship	1*	2		Customer Relationship	2		1*
General Market Risks	2*		1*	General Market Risks	1*	2	3
External Institutions	2	3	2*	External Institutions	3	6	7
Margin		1*	2*	Margin		1*	1*
Organ. Structure				Organ. Structure			2

	Ensuring Survival				Customer Retention		
	Small	Medium-sized	Large		Small	Medium-sized	Large
Customer Relationship				Customer Relationship	7	1*	1*
General Market Risks				General Market Risks		1*	
External Institutions	2*			External Institutions	5	1*	1*
Margin				Margin	1*		
Organ. Structure				Organ. Structure			

	Capacity				Work-Life Balance		
	Small	Medium-sized	Large		Small	Medium-sized	Large
Customer Relationship				Customer Relationship	1*		
General Market Risks	2	1*		General Market Risks			
External Institutions	1*			External Institutions			
Margin				Margin			
Organ. Structure				Organ. Structure			

* All mentions came from one interviewee.

Table 1: Situational influences on reference points (absolute frequencies of mentions per firm group).

Source: Own results.

Afterwards, the interviewees' reported flashpoints for their decisions were classified under these reference points and referred situational influences were collated. As a result we received six tables which show the impact of situational variables on each reference point (see table 1). However, we deliberately do not see these tables as a basis for statistical evaluation, but rather as an aggregate overview which helps to identify important themes. Those will be presented in the following sections by using some distinctive quotes.

a. Customer Relationship

Regarding the reference point "future gains" only interviewees of small and medium-sized agricultural trade firms referred to changes concerning the relationship to their farmers and adapted their strategies, triggered by the desire of being a more professional business partner for their customers. One trader commented with the expansion of his car pool in mind: *"And I often heard from my customers that they're glad to have someone who offers logistics or who...well...who quite is delivering on Saturday afternoon or partly on Sunday...if needed...who...well...who is able to deliver them or who calls their goods"*. Similarly, also strategic actions concerning "customer retention" are driven by the leading thought of more professionalism in a medium-sized and a large firm. Small firm interviewees' decisions are framed through more personal components of the relationship to the farmers (e.g. the dealer's personal reliability). Under the paradigm "ensuring equity", however, especially small dealers fear misallocations of scarce equity capital and, thus, are hesitating to invest into future projects (for example one dealer is reluctant to expand his car pool; another resigned from buying a retired dealer's firm). One small trader even decided to reduce his opening hours in favor of his leisure time (reference point "work-life-balance"). Insofar, the situational influence of the relationship to the farmers seems to cause an opposing effect particularly in small farm dealing businesses. Though there are actions observable which target at an increased level of service providing, it also contributes to a decreasing personal commitment and the forbearance of strategic investments which can be explained by the dealers' fear that their personal and financial efforts will not be paid by their customers in the future.

b. General Market Risks

As mentioned above, the increasing concentration of farmers leads to business risks which fundamentally threaten the dealers' business models and have forced them already earlier to enlarge their sales territory (Nienhoff, 1982). One interviewed small trader remarked laconically: *"You had to go along with it or just quit your business."* Regarding price risks, Emmann and Theuvsen (2012) assert that especially for agribusiness firms a rise in grain price volatility has essentially contributed to the enhancement of risk management systems. Our

results confirm this hypothesis especially for the interviewed medium-sized and large dealers (reference point “ensuring equity”). For respondents of smaller organizations market uncertainty rather takes effect on decisions concerning their capacity (reference point “capacity”). As, for instance, one small trader asserted: *“In 2000...the biogas boom just had started...and I ever had reached my capacity limit [during harvest] after two days. (...) And then I read up [on how much an enlargement of my warehouse capacity would be costing]. But then I noticed that development...I had already two or three customers who wanted to invest in biogas and one said to me...he always delivered forty hectare...between 250 and 200 tons: “Hey guy, in the next year I will not deliver my crops to you, I need them for fermentation” (...) Then I raised only three instead of six silos”*. Moreover, market uncertainty also offers unexpected opportunities. One dealer who additionally pursued a feed mixing business benefited from decreased prices and the concentration process in agriculture, which resulted in a higher demand of self-mixed animal feed (reference point “future gains”). For another dealer a slug infestation of his customers’ rapeseed crop was the flashpoint to invest into a new technology which has made him to a global market leader in that business today (reference point “customer retention”). All in all, besides the described effect on risk management processes, market risks also create entrepreneurial opportunities which were especially used by the interviewed small and medium sized dealers.

c. External Institutions

Our empirical findings confirm that competitors are highly important for traders’ decisions in all size ranges which are directed towards future gains. One who described the competition as *“lacerative”* thereby saw himself as forced to implement an aggressive growth strategy and the enlargement of his sales territory. Another expert perceived the investment lags of his tightest competitors as a chance and decided on this basis to build up a new grain storage. A different pattern emerges for the reference point “ensuring equity”. For interviewees from small businesses competitors are particularly seen as an object for benchmarking (for actions which one should not do) whereas for such from medium-sized and large firms also further external institutions (here particularly the government) play an important role. Yet, contrasts concerning the consequences attract attention here: According to the respondents from medium-sized firms these influences frequently cause strategic actions (like the resettlement on a new place of location) whereas large dealers’ decisions rather tend to the adaption of internal control systems like risk or quality management. In comparison, an analysis of the reference point “customer retention” showed that external institutions appear to be especially important for small farm dealers. Although one of his closest competitors does that, one dealer decided,

for instance, not to collect grains free field without fee charging, because his customers demand equal rights: *“I cannot go there and carry a container to somebody without fee charging because he is ten miles away and another who is only five miles away has to come to me. Because someday you will get into trouble...you will be looking hard for an excuse then.”* Finally, competitors also influence decisions focusing “ensuring survival” and “capacity” from interviewees in small trading firms. One trader saw one of his competitors as an essential chance when he went into self-employment by buying a used machine from him; another saw it as helpful that some of his closer competitors resigned when he decided to build a large grain storage. Summing up, we hypothesize that competitors especially play a fundamental role in decision-making processes of small and medium-sized farm dealers while deciders of large firms seem to see themselves also influenced by further external impacts, like legal restraints.

d. Margin

The empirical results show that especially decisions of medium-sized and large dealers are triggered by aspects concerning their revenue situations. Regarding the reference point “future gains”, for instance, one medium-sized dealer saw himself forced to invest in product areas which offer higher margins (namely the spelt market). For another (large) dealer the low margins in agricultural trade business were the flashpoint to cut unit costs by expanding his trading area. For decisions targeting “ensuring equity” also no small dealer saw decreasing revenues as a driving force for actions. In contrast, a medium-sized dealer tinkered with the idea of selling his company within the next few years: *“I fear, this problem [of decreasing margins] will not disappear or change but it will become more important. And then you have to make a decision.”* Only one small dealer saw the narrow margins explicitly as a crucial factor for promoting customer loyalty (reference point “customer retention”) by launching frequently transmitted circulars: *“I must achieve that customers – even if my products are more expensive sometimes [than those of my competitors] – give me the opportunity to make a deal. If I always have to be the cheapest, my business will not succeed.”* Summing up, though farm dealers of all sizes are faced with the problem of low margins, this issue particularly appears to bother medium-sized and large ones.

e. Organizational Structure

Besides the above mentioned influences, we also found empirical evidence that decisions in large firms are affected by structural conditions. Under the paradigm “ensuring equity”, for both of the interviewed managers who mentioned that structure impacted their decisions, the other firm’s shareholders had a great stake in launching an overall risk management system.

One dealer said: “In 2004 we incurred losses in rapeseed trade. (...) But even at that time we said: ‘Hey, we do not like to repeat that scene.’ And then we jointly constructed this [the risk management system]. However, the shareholders did not force that to me but they said: ‘Please come forward with a proposal to avoid that problem in the future.’” The explanation of this finding is obvious: While the adoption of professional risk management systems in large agricultural trade firms was essentially initiated and promoted by the shareholders’ meeting, small and medium-sized firms frequently do not possess such an authority which jointly discusses and evaluates strategic decisions.

4.2 Dispositive Influences

For analyzing the influence of the three dispositive variables, we divided interviewees – according to their statements during the *whole* interview – into five groups on an ordinal scale and classified their decisions with respect to the corresponding reference points in each case (see table 2).

	Risk Appetite				
	none	low	medium	high	very high
Future Gains		2	5	2*	3*
Ensuring Equity	1*	11	4	4*	2*
Ensuring Survival			2		
Customer Retention	2*	2	6		
Capacity	2*	2	3		
Work-Life Balance	1*		1		

	Economic Skills				
	none	low	medium	high	very high
Future Gains	1*	1*	4	5	1*
Ensuring Equity	2*		5	11	4*
Ensuring Survival		1*	1		
Customer Retention	1*	3*	5		1*
Capacity	1*	1*	4	1	
Work-Life Balance			2		

	Personal Commitment				
	none	low	medium	high	very high
Future Gains	5	1	3*	1*	1*
Ensuring Equity	6	3	2*		2*
Ensuring Survival		1		1*	
Customer Retention	2	3		3*	1*
Capacity	2	2		1*	1*
Work-Life Balance		2			

* Class contains only one interviewee.

Table 2: Absolute frequencies of chosen reference points, ordered by values of the interviewees’ dispositive factors.

Source: Own results.

On the basis of former empirical studies (e.g. Weber and Milliman, 1997; Nicholson et al., 2005; Dohmen et al., 2006), we assume that these traits are temporally and factually stable apiece and “that the effect of situational variables on choice may be the result of changes in (...) perception“ (Weber and Milliman, 1997, p. 142) instead of such in disposition. On these grounds, similar decisions between different deciders will be compared in the following sections, besides analyzing the distribution of reference points with respect to the value of the interviewees’ personal traits.

a. Risk appetite

Since in each examined size range both risk-seeking and risk-averse dealers were located, we are not able to identify any pattern of risk preference over company sizes. However, we found evidence that a dealer’s risk attitude can influence the (unconsciously happening) choice of reference points. As the first table in table 2 shows, the reference points “customer retention”, “capacity” and “work-life balance” are especially chosen by rather risk averse deciders, whereas the reference point “future gains” tends to be preferred by more risk seeking ones. An obvious explanation for this finding could be that the latter are intrinsically more driven by the chance of attaining gains while the former are anxious to realize sustainable future working situations and work-live balance. This conclusion can be illustrated by the case of two medium-sized dealers who both had decided to expand their portfolio. The more risk-averse said: *“We are diversified because, be it that you get into trouble, you are able to survive anyway”* whereas the more risk-seeking dealer asserted: *“It [i.e. the dealing with more products in a larger trading area] is much more exciting as if I only have warehouse customers.”* For the first one this step consequently was important in order to diversify risks and reduce risk exposure whereas the other one saw it as a nice chance for working in a more challenging environment and earning more money. We therefore hypothesize that a dealer’s attitude towards risk occasionally may influence his business behavior fundamentally by affecting his choice of reference points.

b. Economic skills

As the second table in table 2 exhibits, the reference point “ensuring equity” is especially chosen by dealers who possess rather higher levels of economic competence, whereas the other ones (except “future gains” and “work-life balance”) are selected from individuals with less economic skills. This (maybe not highly significant but nevertheless important) evidence can be explained by the fact that personal traits “serve to filter and distort the decision maker's perception of what is going on and what should be done about it“ (Hambrick and Mason, 1984, p. 195). Someone who does not have an overall economic background of a case will,

therefore, take many issues as a given or not know about all possible risks, not to mention the measures for managing them reasonably. This understanding also delivers an explanation for the above-mentioned finding that not each of the interviewed executives sees himself confronted with the issue of low margins. The comparison of interviewees who mentioned that any aspects of internal revenues contributed to establish entrepreneurial initiatives with these persons' specific levels of economic competence exhibits that at least a moderately high level of economic competence is available; interviewed dealers who possess no economic competencies at all (namely two small ones) did not mention this problem. We therefore conclude that economic skills may be an important dispositive variable of decision-making in agricultural trade firms since its value influences the sensing of latent strategic risks. Exemplarily this proposition is clarified by the following statement of one dealer (with high economic competence) who decided to establish his own car pool: *"Today, when you sell a larger quantity of fertilizers, (...) then you have a margin of 0.20 € per quintal. This makes 50 € per truck load. And that's it...and when you have an equivalent of about 10.000 €...what's all this good for? At the moment we have low interest rates. But formerly we had to pay about 6% or 8% or 10% interest rates for credits on an open item basis. (...) That's nonsense. For this little gaining I had not needed to go to college and start a new firm. (...) And then, I thought that you have to pay a carrying charge of 3 €. You will receive a margin of 0.20 € but you have to pay a carrying charge of 3 €. (...) And then I said: Ok, let's go and attend to the larger position."*

c. Personal commitment

Our findings suggest the assumption that many a dealers' high personal commitment to his work (inter alia resulting from the persistent inner connection to his customers) is still an important factor of decision-making today. Though we found no consistent picture among all size ranges we assert, however, that the value of a farm dealer's personal commitment may also affect the configuration of his reference points. As arising from the third table in table 2, the reference points "work-life balance" and "ensuring equity" play a major role when the interviewees' personal commitment was rather low, compared to higher values of that variable. An obvious explanation may be the dealer's subordination of his own goals (or those of his firm) in favor of his customers' goals. This shift of goals becomes apparent when the interviewed dealers' quotes about similar actions are compared. One small dealer said, for instance, with his opening hours in mind: *"They [the farmers] cannot go anywhere else that late...or on Saturday afternoon. (...) But I don't mind...when I am at home. I don't mind if anyone disturbs me during lunch."* Another one commented conversely: *"And because of that [the circumstance that a dealer always has to be available for his customers] you always*

have to [be available], if it is nice weather...if it is dirty weather, you have leisure time of course, but you cannot do anything outside if it is raining. This means, that always when it is nice weather you are needed. (...) You are quite limited in your personal timing.“ For the first quoted dealer a high personal commitment shifts his preference towards the reference point “customer retention” and the pursuit of a pronounced customer service strategy. The other one who is not as committed to his customers (which we had fixed as well by further comments during his interview) in contrast exhibits a shift towards the reference point “work-life balance” in a similar decision.

5 Discussion

The overall view on our results clarifies that there are disparities of perceived situational influences between different enterprise sizes. We found, for instance, that large dealers’ risky decisions are mainly driven by the perceived price volatility and the influence of governmental regulations, whereas smaller firms rather fear misallocations of their scarce resources, which they often try to avoid by means of competitive benchmarking. The supposed higher level of proactivity and early risk assessment in larger firms is, on the one hand, consistent with the finding of Spinne (2013) who states that executives in large agricultural trade firms see risk management competencies as more important than executives in smaller firms. He explains this issue with the comparatively higher capital intensity in larger companies which goes along with a higher risk exposure and, as a result, with an increased level of risk-sensitivity. On the other hand, our findings exhibit that the introduction of professional risk management systems in large firms is strongly promoted by the other firm’s shareholders. Despite simple structures within small firms may offer some advantages with regard to flexibility, one strategic apex means that strategic decision-making is done only by the CEO (Mintzberg, 1979). But what happens if this person is only busy with operative problem solving? On the basis of our results we therefore hypothesize that weaknesses in risky decision-making most likely may appear in small agricultural trade firms. Regarding the use of competitive benchmarking in decision-making, Blettner et al. (2015) found empirical evidence within the German magazine industry that especially firms in danger of bankruptcy choose their competitors as reference points. Let us assume that this finding is also appropriate for the agricultural trade business, our results strongly confirm the continuing trend towards the monopolization of the whole agricultural trade industry (Jessen, 1976; Hollstein, 2000; Strecker et al., 2010). Moreover, the fact that smaller firms rather follow “evasion strategies” for ensuring their equity base reveals their dilemma which Strecker et al. (2010) see in the absolute necessity to minimize their costs and to provide a high service standard simultaneously. As

we just stated above, the customers' desire for a professional service was one of the main reasons for smaller farm dealers to invest into future projects but at once the customers' increased price sensitivity also caused inhibitions towards new investments. This observation explains the monopolization process at the microscopic level.

A further interesting finding of the study at hand is the fact that environmental changes serve particularly for respondents of medium-sized firms as stimuli for fundamental strategic reactions (like the resettlement of the place of location). This can be explained with the assumption that especially such firms which are not quite small but neither large see an opportunity for their long-term survival mainly in strategic adaptations to environmental changes, whereas larger dealers (due to their internal organizational structure and market mindshare) can use their risk management and quality management systems as effective tools for avoiding undesired developments. Contrariwise, owing to their lean structure, smaller firms are more flexible than medium-sized ones and, therefore, not as prone to rapid environmental changes. Referring to the results of past empirical studies (e.g. Suhren, 1999), we therefore hypothesize that there is a "critical" size between small and large firms where the overall risk exposure hits its peak. This ascertainment is also supported by empirical studies which especially see medium-sized companies in a particular danger of financial distress (e.g. Creditreform, 2015).

Besides the aforementioned situational and size-specific features, the results of our study also suggest that the farm dealers' decision-making behavior is influenced by three individual dispositive variables which control the choice of reference points. Our empirical findings firstly show (the intuitively clear fact) that the level of risk aversion influences the perception of situational circumstances substantially. While risk-averse interviewees consider unpredictable and ambiguous environmental conditions as risky and, thus, try to reach stable future situations, risk seekers rather tend to perceive them as a chance for earning more money. We therefore agree with the statement of Nienhoff (1982), whereby a farm dealer's risk preferences influence his behavior and shift his target function. The second distinctive feature is the fact that only dealers with a basic level of economic skills mentioned the restraining influence of low revenues on their decision-making. As we just assumed, the reason for this finding could be the lack of economic knowledge itself which was asserted particularly for smaller farm dealers. According to the current economic literature these skills are frequently missing in owner-managed firms (Henschel, 2007) which may cause barriers for using necessary methods of risk management practice (Colquitt et al., 1999). Thus, our results support the assumption that in agricultural trade firms basic economic skills can be seen as crucial for a successful strategic decision-making under conditions of high uncertainty, since "the key to

surviving strategic risks is knowing how to assess and respond to them“ (Slywotzky and Drzik, 2005, p. 80). At last, also the third predefined dispositive factor plays a role for the configuration of a farm dealer’s reference state, namely the magnitude of his personal commitment. As we found out, safety-driven and self-involved reference points are mainly chosen by those respondents who exhibit a low level of personal commitment to their work. Since this variable describes a dealer’s willingness to respond to customers’ needs and wishes, even in the case of his own disadvantage, there seems to be a trade-off between security-oriented and service-oriented decisions in agricultural trade firms which is mediated by a dealer’s personal commitment. We therefore agree with Gollisch and Theuvsen (2015) who reason that a dealer’s personal commitment is critical for building up personal preferences at the farmers and hypothesize that the higher their personal commitment, the lower their security-oriented decision-making behavior. Since the available strategic opportunities within this industrial sector are strongly limited today (Strecker et al., 2010), a dealer’s high personal commitment is frequently “one of the last remaining mediums” (Gollisch and Theuvsen, 2015, p. 5) for creating competitive advantage. On these grounds, an interesting question for future research may be if there is a causal relationship between a dealer’s personal commitment and his firms’ long-term survival. This specific issue in agricultural trade could also give some important implications for the often-required microfoundations of strategic management research in general (e.g. Foss, 2010; Molina-Azorín, 2014), since an empirical link between a firm’s strategic alignment and its decider(s) could be drawn.

6 Conclusions

Due to the extraordinary high business risks farm dealers are exposed to today, the objective of the present study was to explore decision processes in agricultural trade firms. By means of a review of agricultural and economic literature, we initially identified the theoretical framework for our empirical investigation. Subsequently, guideline-based interviews with farm dealers were conducted and transcribed. The following data analysis adhered to a predefined step-by-step model and the results were interpreted against the underlying theoretical background. The theoretical benefit of our findings includes, on the one hand, contributions to a specific theory of business behavior in farm dealing firms which might serve an example for further research possibilities in general management science. Since we empirically explored influencing factors of decision-making in farm dealing businesses for the first time, our results strongly support theory-building in this field of research. On the other hand, our investigation also supports the main assumptions of Lopes’ (1987) “Two Factor Theory”. Since we found empirical evidence that decision-making behavior via reference points is affected by

the agricultural traders' general situation as well as by their personal disposition, our study underpins the view that both independent influences have to be considered when decision-making behavior is explored. Furthermore, the results of the present study may also be a helpful practical support for decision-makers in farm dealing businesses inasmuch as they create a pronounced understanding about how their decisions are made and by what they are biased. Since a dealer's risk perception is mediated by his dispositive frame (which may also entail strong effects on firm performance (Helfat and Peteraf, 2015)), deciders should especially in strategic decision-making "engage in a process of reflection prior to selecting a particular alternative, with a view to debiasing their judgments arising from framing" (Hodgkinson et al., 1999, p. 983). The awareness of possible influencing parameters and their effects on the choice of reference points could therefore be a valuable heuristic aid for avoiding the main perceptual shortcomings in farm dealers' decision-making.

In this context an interesting implication for future research would be the question which relations persist between the configuration of an individual's personal reference points and the whole organization's strategic alignment (and how this relationship can be controlled). Despite first attempts were made to explore this problem (e.g. Chatterjee et al., 2003; Cooper and Faseruk, 2011), there are still a lot of blank spots in academic research today. Apart from that, future research activities could check and deepen the knowledge about the constitution of aspiration levels in agricultural trade firms by measuring the here-suggested influencing factors with statistical methods. Since qualitative interviews are characterized by their analytical narrowness (Liebold and Trinczek, 2009), and qualitative methodology as a whole by only a weak theoretical foundation (Gläser and Laudel, 2010), the resulting limitations of our research should not be ignored. For enhancing the credibility and transferability of our results (Bitsch, 2005), we therefore recommend a methodological triangulation (by quantitative or experimental studies) in future research. This combined strategy allows retaining the advantages of qualitative methodology as a medium for generating hypotheses and building theory (Mayring, 2015) while compensating its shortcomings by employing strategies of hypothesis testing. In doing so, also interrelations between all the above mentioned independent factors and the corresponding reference points can be checked and significant combinations between dispositive factors and the perception of situational influences can be identified. For this purpose the present study lays the foundation.

References

- Abel, W. (1960). Der Landwarenhandel in der deutschen Volkswirtschaft. In Franz, G., Abel, W., Cascorbi, G. (Eds.), *Der deutsche Landwarenhandel*. Hannover, Strothe, pp. 111–221.
- Acedo, F., Florin, J. (2007). Understanding the risk perception of strategic opportunities: A tripartite model. *Strategic Change*, 16 (3), 97–116.
- Babb, E., Bohl, L. (1975). An analysis of business behavior and performance in a laboratory experiment. *Journal of Business Research*, 3 (2), 121–132.
- Baldauf, A., Rank, O. (2008). Ressourcen, Risikoneigung und Unternehmenserfolg: Eine Analyse von international tätigen kleinen und mittleren Schweizer Unternehmen. *Die Unternehmung*, 62 (6), 542–572.
- Bitsch, V. (2000). Agrarökonomie und qualitative Forschung. *Forum: Qualitative Sozialforschung*, 1 (1, Artikel 6).
- Bitsch, V. (2005). Qualitative Research: A Grounded Theory Example and Evaluation Criteria. *Journal of Agribusiness*, 23 (1), 75–91.
- Blettner, D., He, Z.-L., Hu, S., Bettis, R. (2015). Adaptive Aspirations and Performance Heterogeneity: Attention Allocation Among Multiple Reference Points. *Strategic Management Journal*, 36 (7), 987–1005.
- Boehlje, M., Akridge, J., Downey, D. (1995). Restructuring agribusiness for the 21st century. *Agribusiness*, 11 (6), 493–500.
- Brockhaus, R. (1980). Risk Taking Propensity of Entrepreneurs. *The Academy of Management Journal*, 23 (3), 509–520.
- Brüsemeister, T. (2008). *Qualitative Forschung: Ein Überblick*. Wiesbaden, VS Verlag für Sozialwissenschaften.
- Busch, E. (1976). *Betriebsplanung im Landwarenhandel*. Hamburg, et al., Parey.
- Chatterjee, S., Wiseman, R., Fiegenbaum, A., Devers, C. (2003). Integrating Behavioural and Economic Concepts of Risk into Strategic Management: the Twain Shall Meet. *Long Range Planning*, 36 (1), 61–79.
- Colquitt, L., Hoyt, R., Lee, R. (1999). Integrated risk management and the role of the risk manager. *Risk Management and Insurance Review*, 2 (3), 43–61.
- Cooper, T., Faseruk, A. (2011). Strategic risk, risk perception and risk behaviour: meta-analysis. *Journal of Financial Management and Analysis*, 24 (2), 20–29.
- Creditreform *Wirtschaftsforschung* (2015). *Insolvenzen in Deutschland: Jahr 2015*. https://www.creditreform.de/fileadmin/user_upload/crefo/download_de/news_termines/wirtschaftsforschung/insolvenzen-deutschland/Analyse_Insolvenzen_in_Deutschland__Jahr_2015.pdf. Accessed 3 January 2016.

- Daft, R., Lewin, A. (1990). Can organization studies begin to break out of the normal science straitjacket? An editorial essay. *Organization Science*, 1 (1), 1–9.
- Damodaran, A. (2008). *Strategic risk taking: A framework for risk management*. Upper Saddle River, N.J., Wharton School Pub.
- Das, T., Teng, B.-S. (2001). Strategic risk behaviour and its temporalities: between risk propensity and decision context. *Journal of Management Studies*, 38 (4), 515–534.
- Dohmen, T., Falk, A., Huffman, D., Sunde, U. (2006). *The intergenerational transmission of risk and trust attitudes*. Bonn, Forschungsinstitut zur Zukunft der Arbeit.
- Emmann, C.H., Theuvsen, L. (2012). Ausgangslage und aktuelle Situation auf den Agrarmärkten: Relevanz eines strategischen Risikomanagements. In Frentrup, M., Theuvsen, L., Emmann, C.H. (Eds.), *Risikomanagement in Agrarhandel und Lebensmittelindustrie*. Clenze, Agrimedia, pp. 25–46.
- Fiengenbaum, A. (1997). *Competitive Strategy and Attitude Toward Risk Taking: Integration and Modeling*. *Academy of Management Proceedings, Best Paper Proceedings*, 12–15.
- Fiengenbaum, A., Hart, S., Schendel, D. (1996). Strategic Reference Point Theory. *Strategic Management Journal*, 17 (3), 219–235.
- Foss, N. (2010). Micro-Foundations for Management Research: What, Why, and Whither? *Cuadernos de Economía y Dirección de la Empresa*, 13 (42), 11–34.
- Frentrup, M., Hottendorff, J. (2012). Gewinnchancen und Verlustminimierung im Gleichgewicht halten: Über die Notwendigkeit strikter Grenzen im Risikomanagement eines wachsenden Landhandelshauses. In Frentrup, M., Theuvsen, L., Emmann, C.H. (Eds.), *Risikomanagement in Agrarhandel und Lebensmittelindustrie*. Clenze, Agrimedia, pp. 159–166.
- Fuhrmann, R. (2012). Risikomanagement im Handel mit Agrarrohstoffen aus Bankensicht. In Frentrup, M., Theuvsen, L., Emmann, C.H. (Eds.), *Risikomanagement in Agrarhandel und Lebensmittelindustrie*. Clenze, Agrimedia, pp. 117–125.
- Gibson, B., Cassar, G. (2002). Planning Behavior Variables in Small Firms. *Journal of Small Business Management*, 40 (3), 171–186.
- Glaser, B., Strauss, A. (1967). *The discovery of grounded theory: Strategies for Qualitative Research*. Chicago, Aldine.
- Gläser, J., Laudel, G. (2010). *Experteninterviews und qualitative Inhaltsanalyse: Als Instrumente rekonstruierender Untersuchungen*. Wiesbaden, VS Verlag für Sozialwissenschaften.
- Gollisch, S., Theuvsen, L. (2015). Risikomanagement im Landhandel: Charakteristika, Herausforderungen, Implikationen. *Berichte über Landwirtschaft, Band 93* (1), 1–16.

- Hambrick, D., Mason, P. (1984). Upper Echelons: The Organization as a Reflection of Its Top Managers. *Academy of Management Review*, 9 (2), 193–206.
- Hanf, C.-H. (1985). Möglichkeiten und Grenzen einer aktiven Verkaufs- und Einkaufspolitik landwirtschaftlicher Familienbetriebe. In Kühl, R., Hanf, C.-H. (Eds.), *Der Landwarenhandel in der Bundesrepublik Deutschland. Struktur, Entwicklung, Analyse*. Kiel, Vauk, pp. 141–225.
- Harling, K.F., Funk, T.F. (1987). Competitive Strategy for Farm Supply and Grain Elevator Business. *American Journal of Agricultural Economics*, 69 (5), 1047–1055.
- Helfat, C., Peteraf, M. (2015). Managerial Cognitive Capabilities and the Microfoundations of Dynamic Capabilities. *Strategic Management Journal*, 36 (6), 831–850.
- Henschel, T. (2007). Risk management practices in the main industries of German small and medium-sized enterprises: An empirical investigation. Diss. Napier University Edinburgh.
- Heyder, M., Theuvsen, L., Davier, Z. von (2010). Strategies for coping with uncertainty: The adaption of food chains to volatile markets. *Journal on Chain and Network Science*, 10, 17–25.
- Hochmuth, A. (1951). *Der bayerische Landhandel: Seine Bedeutung und Stellung im Vergleich zu den landwirtschaftlichen Genossenschaften*. Diss. Nürnberg.
- Hodgkinson, G., Bown, N., Maule, J., Glaister, K., Pearman, A. (1999). Breaking the Frame: An Analysis of Strategic Cognition and Decision Making under Uncertainty. *Strategic Management Journal*, 20 (10), 977–985.
- Hoffmann-Riem, C. (1980). Die Sozialforschung einer interpretativen Soziologie. *Kölner Zeitschrift für Soziologie und Sozialpsychologie*, 32, 339–372.
- Hollstein, A. (2000). *Wertschöpfungsketten der deutschen Getreidewirtschaft: Eine Analyse der Mengen- und Werteströme*. Diss. Gießen.
- Holton, G. (2004). Defining Risk. *Financial Analysts Journal*, 60 (6), 19–25.
- Homburg, C. (2000). *Kundennähe von Industriegüterunternehmen: Konzeption, Erfolgsauswirkungen, Determinanten*. Wiesbaden, Gabler.
- Jessen, L. (1976). *Der private Landwarenhandel in der BRD: Bedeutung, Struktur, Entwicklungstendenzen*. Hamburg, et al., Parey.
- Kahneman, D., Tversky, A. (1979). Prospect Theory: An Analysis of Decision under Risk. *Econometrica*, 47 (2), 263–292.
- Kelle, U. (2003). Die Entwicklung kausaler Hypothesen in der qualitativen Sozialforschung: Methodologische Überlegungen zu einem häufig vernachlässigten Aspekt qualitativer Theorie- und Typenbildung. *Zentralblatt für Didaktik der Mathematik*, 35 (6), 232–246.

- Kelle, U., Kluge, S. (1999). Vom Einzelfall zum Typus: Fallvergleich und Fallkontrastierung in der qualitativen Sozialforschung. Opladen, Leske + Budrich.
- Kennedy, M. (1979). Generalizing from single case studies. *Evaluation Quarterly*, 3 (4), 661–678.
- Koop, G., Johnson, J. (2012). The Use of Multiple Reference Points in Risky Decision Making. *Journal of Behavioral Decision Making*, 25 (1), 49–62.
- Kühl, R. (1982). Marktstrukturelle Entwicklungen im Landwarenhandel Schleswig-Holsteins im Zusammenwirken mit dem derzeitigen Marktverhalten landwirtschaftlicher Betriebe. Arbeitsbericht 1982/1 des Instituts für Landwirtschaftliche Betriebs- und Arbeitslehre. Christian-Albrechts-Universität Kiel.
- Kühl, R. (1985). Struktur und Entwicklung des Landwarenhandels in der Bundesrepublik Deutschland. In Kühl, R., Hanf, C.-H. (Eds.), *Der Landwarenhandel in der Bundesrepublik Deutschland. Struktur, Entwicklung, Analyse*. Kiel, Vauk, pp. 7–95.
- Kuron, U. (1993). *Warenwirtschaftssysteme im Landhandel: Analyse und Konzept für ein integriertes Management-Informationssystem*. Bonn, M. Wehle.
- Leyrer, H.-J. (1971). *Der Getreideerfassungshandel in der Bundesrepublik Deutschland: Funktionen, Wettbewerbssituation, Handelsspannen und Kosten*. Stuttgart, Ulmer.
- Liebold, R., Trinczek, R. (2009). Experteninterview. In Kühl, S., Strodtholz, P., Taffertshofer, A. (Eds.), *Handbuch Methoden der Organisationsforschung. Quantitative und qualitative Methoden*. Wiesbaden, VS, Verl. für Sozialwiss., pp. 32–56.
- Lopes, L. (1987). Between hope and fear: The psychology of risk. *Advances in Experimental Social Psychology*, 20, 255–295.
- MacCrimmon, K., Wehrung, D. (1990). Characteristics of risk taking executives. *Management Science*, 36 (4), 422–435.
- March, J., Shapira, Z. (1987). Managerial perspectives on risk and risk taking. *Management Science*, 33 (11), 1404–1418.
- Mayring, P. (2015). *Qualitative Inhaltsanalyse: Grundlagen und Techniken*. Weinheim, Basel, Beltz.
- Meinefeld, W. (1997). Ex-ante Hypothesen in der Qualitativen Sozialforschung: zwischen "fehl am Platz" und "unverzichtbar". *Zeitschrift für Soziologie*, 26 (1), 22–34.
- Miles, M., Huberman, A.M., Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook*. Los Angeles, et al., Sage.
- Mintzberg, H. (1979). *The structuring of organizations: A synthesis of the research*. Englewood Cliffs, Prentice-Hall.

- Molina-Azorín, J. (2014). Microfoundations of strategic management: Toward micro-macro research in the resource-based theory. *BRQ Business Research Quarterly*, 17 (2), 102–114.
- Nicholson, N., Soane, E., Fenton-O'Creevy, M., Willman, P. (2005). Personality and domain-specific risk-taking. *Journal of Risk Research*, 8 (2), 157–176.
- Nienhoff, H.-J. (1982). Zur Entwicklung der Handelsbeziehungen des privaten Landwarenhandels zu den landwirtschaftlichen Kunden: Eine empirische Untersuchung in Schleswig-Holstein. Arbeitsbericht Nr. 7 des Instituts für landwirtschaftliche Betriebs- und Arbeitslehre. Christian-Albrechts-Universität Kiel.
- Noy, E. (2001). Is your strategic plan feasible? Here are the tests. *Managerial Auditing Journal*, 16 (1), 10–16.
- Osterholzer, M. (1981). Strukturelle Entwicklungen und Veränderungsmöglichkeiten durch zwischenbetriebliche Kooperation im privaten Landhandel Bayerns. Diss. TU München.
- Patton, M. (2002). *Qualitative research & evaluation methods*. Thousand Oaks, et al., Sage.
- Richbell, S., Watts, D., Wardle, P. (2006). Owner-managers and Business Planning in the Small Firm. *International Small Business Journal*, 24 (5), 496–514.
- Riessen, C. (2008). Strukturwandelsprozesse in der Handelskette für Getreide: Chancen und Risiken für die landwirtschaftliche Getreideerzeugung. Saarbrücken, VDM.
- Schulze, B. (2012). Herausforderungen des Landhandels unter veränderten Marktbedingungen: Theoretische Überlegungen und empirische Evidenz. Universität Hohenheim: Vortrag anlässlich der 52. Jahrestagung der GEWISOLA "Herausforderungen des globalen Wandels für Agrarentwicklung und Welternährung", 26 September 2012.
- Schulze-Düllo, M. (1995). Ergebnisse einer empirischen Untersuchung zur Logistik im Landhandel. Arbeitsbericht 95/1 des Instituts für Landwirtschaftliche Betriebslehre, Unternehmensführung, Organisation und Management in Agrar- und Ernährungswirtschaft. Rheinische Friedrich-Wilhelms-Universität Bonn.
- Shoham, A., Fiegenbaum, A. (2002). Competitive determinants of organizational risk-taking attitude: the role of strategic reference points. *Management Decision*, 40 (2), 127–141.
- Simon, H. (1972). Theories of bounded rationality. In McGuire, C., Radner, R. (Eds.), *Decision and Organization*. Amsterdam, North-Holland Publishing, pp. 161–176.
- Slywotzky, A., Drzik, J. (2005). Countering the biggest risk of all. *Harvard Business Review*, 83 (4), 78–88.
- Spengler, G. (2009). *Strategie- und Organisationsentwicklung: Konzeption und Umsetzung eines integrierten, dynamischen Ansatzes zum strategischen Management*. Wiesbaden, Gabler.

- Spinne, P. (2013). *Veränderte Rahmenbedingungen im landwirtschaftlichen Warenhandel: Anforderungsgerechtes Kompetenzmanagement für Führungskräfte*. Hamburg, Kovac.
- Steinmann, H., Schreyögg, G., Koch, J. (2013). *Management: Grundlagen der Unternehmensführung: Konzepte - Funktionen - Fallstudien*. Wiesbaden, Springer-Gabler.
- Sterns, J., Schweikhardt, D., Peterson, C. (1998). Using Case Studies as an Approach for Conducting Agribusiness Research. *International Food and Agribusiness Management Review*, 1 (3), 311–327.
- Straaten, M. (1985). *Wettbewerb und Kooperation im Landhandel: Das Konkurrenzverhältnis zwischen privatem Landhandel und den Bezugs- und Absatzgenossenschaften, am Beispiel einer Genossenschaft des Landhandels dargestellt*. Berlin, Duncker & Humblot.
- Strecker, O., Strecker, O.A., Elles, A., Weschke, H.-D., Kliebisch, C. (2010). *Marketing für Lebensmittel und Agrarprodukte*. Frankfurt am Main, DLG-Verlag.
- Suhren, V. (1999). *Führungsinformation für den Mittelstand: Ein Executive Information System für den Landhandel*. Diss. Rheinische Friedrich-Wilhelms-Universität Bonn.
- Sutton, R., Staw, B. (1995). What Theory is Not. *Administrative Science Quarterly*, 40, 371–384.
- Voss, J., Spiller, A. (2008). *Die Wahl des richtigen Vertriebswegs in den Vorleistungsindustrien der Landwirtschaft - konzeptionelle Überlegungen und empirische Ergebnisse*. Georg-August-Universität Göttingen, Discussion Paper Nr. 0804.
- Wang, X.-T., Johnson, J. (2012). A tri-reference point theory of decision making under risk. *Journal of Experimental Psychology: General*, 141 (4), 743–756.
- Weber, E., Milliman, R. (1997). Perceived risk attitudes: Relating risk perception to risky choice. *Management Science*, 43 (2), 123–144.
- Weber, M. (2002). *Strategisches Management in kleinen und mittleren Unternehmen im schweizerischen Agribusiness*. ETH Zürich.
- Wiese, O. (1968). *Genossenschaftlicher und privater Landwarenhandel in der Bundesrepublik Deutschland: Darstellung und Erklärung der Markt- und Wettbewerbsstruktur*. Karlsruhe, C. F. Müller.
- Yin, R. (1994). *Case study research: Design and methods*. Thousand Oaks, et al., Sage.



Diskussionspapiere

2000 bis 31. Mai 2006

Institut für Agrarökonomie

Georg-August-Universität, Göttingen

<u>2000</u>		
0001	Brandes, W.	Über Selbstorganisation in Planspielen: ein Erfahrungsbericht, 2000
0002	von Cramon-Taubadel, S. u. J. Meyer	Asymmetric Price Transmission: Factor Artefact?, 2000
<u>2001</u>		
0101	Leserer, M.	Zur Stochastik sequentieller Entscheidungen, 2001
0102	Molua, E.	The Economic Impacts of Global Climate Change on African Agriculture, 2001
0103	Birner, R. et al.	„Ich kaufe, also will ich?“: eine interdisziplinäre Analyse der Entscheidung für oder gegen den Kauf besonders tier- u. umweltfreundlich erzeugter Lebensmittel, 2001
0104	Wilkins, I.	Wertschöpfung von Großschutzgebieten: Befragung von Besuchern des Nationalparks Unteres Odertal als Baustein einer Kosten-Nutzen-Analyse, 2001
<u>2002</u>		
0201	Grethe, H.	Optionen für die Verlagerung von Haushaltsmitteln aus der ersten in die zweite Säule der EU-Agrarpolitik, 2002
0202	Spiller, A. u. M. Schramm	Farm Audit als Element des Midterm-Review : zugleich ein Beitrag zur Ökonomie von Qualitätssicherungssystemen, 2002
<u>2003</u>		
0301	Lüth, M. et al.	Qualitätssignaling in der Gastronomie, 2003
0302	Jahn, G., M. Peupert u. A. Spiller	Einstellungen deutscher Landwirte zum QS-System: Ergebnisse einer ersten Sondierungsstudie, 2003
0303	Theuvsen, L.	Kooperationen in der Landwirtschaft: Formen, Wirkungen und aktuelle Bedeutung, 2003
0304	Jahn, G.	Zur Glaubwürdigkeit von Zertifizierungssystemen: eine ökonomische Analyse der Kontrollvalidität, 2003

<u>2004</u>		
0401	Meyer, J. u. S. von Cramon-Taubadel	Asymmetric Price Transmission: a Survey, 2004
0402	Barkmann, J. u. R. Marggraf	The Long-Term Protection of Biological Diversity: Lessons from Market Ethics, 2004
0403	Bahrs, E.	VAT as an Impediment to Implementing Efficient Agricultural Marketing Structures in Transition Countries, 2004
0404	Spiller, A., T. Staack u. A. Zühlsdorf	Absatzwege für landwirtschaftliche Spezialitäten: Potenziale des Mehrkanalvertriebs, 2004
0405	Spiller, A. u. T. Staack	Brand Orientation in der deutschen Ernährungswirtschaft: Ergebnisse einer explorativen Online-Befragung, 2004
0406	Gerlach, S. u. B. Köhler	Supplier Relationship Management im Agribusiness: ein Konzept zur Messung der Geschäftsbeziehungsqualität, 2004
0407	Inderhees, P. et al.	Determinanten der Kundenzufriedenheit im Fleischerfachhandel
0408	Lüth, M. et al.	Köche als Kunden: Direktvermarktung landwirtschaftlicher Spezialitäten an die Gastronomie, 2004
<u>2005</u>		
0501	Spiller, A., J. Engelken u. S. Gerlach	Zur Zukunft des Bio-Fachhandels: eine Befragung von Bio-Intensivkäufern, 2005
0502	Groth, M.	Verpackungsabgaben und Verpackungslizenzen als Alternative für ökologisch nachteilige Einweggetränkerverpackungen? Eine umweltökonomische Diskussion, 2005
0503	Freese, J. u. H. Steinmann	Ergebnisse des Projektes 'Randstreifen als Strukturelemente in der intensiv genutzten Agrarlandschaft Wolfenbüttels', Nichtteilnehmerbefragung NAU 2003, 2005
0504	Jahn, G., M. Schramm u. A. Spiller	Institutional Change in Quality Assurance: the Case of Organic Farming in Germany, 2005
0505	Gerlach, S., R. Kennerknecht u. A. Spiller	Die Zukunft des Großhandels in der Bio-Wertschöpfungskette, 2005
<u>2006</u>		
0601	Heß, S., H. Bergmann u. L. Sudmann	Die Förderung alternativer Energien: eine kritische Bestandsaufnahme, 2006
0602	Gerlach, S. u. A. Spiller	Anwohnerkonflikte bei landwirtschaftlichen Stallbauten: Hintergründe und Einflussfaktoren; Ergebnisse einer empirischen Analyse, 2006
0603	Glenk, K.	Design and Application of Choice Experiment Surveys in So-Called Developing Countries: Issues and Challenges,
0604	Bolten, J., R. Kennerknecht u. A. Spiller	Erfolgsfaktoren im Naturkostfachhandel: Ergebnisse einer empirischen Analyse, 2006 (entfällt)

0605	Hasan, Y.	Einkaufsverhalten und Kundengruppen bei Direktvermarktern in Deutschland: Ergebnisse einer empirischen Analyse, 2006
0606	Lülfs, F. u. A. Spiller	Kunden(un-)zufriedenheit in der Schulverpflegung: Ergebnisse einer vergleichenden Schulbefragung, 2006
0607	Schulze, H., F. Albersmeier u. A. Spiller	Risikoorientierte Prüfung in Zertifizierungssystemen der Land- und Ernährungswirtschaft, 2006
<u>2007</u>		
0701	Buchs, A. K. u. J. Jasper	For whose Benefit? Benefit-Sharing within Contractual ABC-Agreements from an Economic Perspective: the Example of Pharmaceutical Bioprospection, 2007
0702	Böhm, J. et al.	Preis-Qualitäts-Relationen im Lebensmittelmarkt: eine Analyse auf Basis der Testergebnisse Stiftung Warentest, 2007
0703	Hurlin, J. u. H. Schulze	Möglichkeiten und Grenzen der Qualitäts-sicherung in der Wildfleischvermarktung, 2007
Ab Heft 4, 2007:		Diskussionspapiere (Discussion Papers), Department für Agrarökonomie und RURALE ENTWICKLUNG Georg-August-Universität, Göttingen (ISSN 1865-2697)
0704	Stockebrand, N. u. A. Spiller	Agrarstudium in Göttingen: Fakultätsimage und Studienwahlentscheidungen; Erstsemesterbefragung im WS 2006/2007
0705	Bahrs, E., J.-H. Held u. J. Thiering	Auswirkungen der Bioenergieproduktion auf die Agrarpolitik sowie auf Anreizstrukturen in der Landwirtschaft: eine partielle Analyse bedeutender Fragestellungen anhand der Beispielregion Niedersachsen
0706	Yan, J., J. Barkmann u. R. Marggraf	Chinese tourist preferences for nature based destinations – a choice experiment analysis
<u>2008</u>		
0801	Joswig, A. u. A. Zühlsdorf	Marketing für Reformhäuser: Senioren als Zielgruppe
0802	Schulze, H. u. A. Spiller	Qualitätssicherungssysteme in der europäischen Agri-Food Chain: Ein Rückblick auf das letzte Jahrzehnt
0803	Gille, C. u. A. Spiller	Kundenzufriedenheit in der Pensionspferdehaltung: eine empirische Studie
0804	Voss, J. u. A. Spiller	Die Wahl des richtigen Vertriebswegs in den Vorleistungsindustrien der Landwirtschaft – Konzeptionelle Überlegungen und empirische Ergebnisse
0805	Gille, C. u. A. Spiller	Agrarstudium in Göttingen. Erstsemester- und Studienverlaufsbefragung im WS 2007/2008
0806	Schulze, B., C. Wocken u. A. Spiller	(Dis)loyalty in the German dairy industry. A supplier relationship management view Empirical evidence and management implications
0807	Brümmer, B., U. Köster u. J.-P. Loy	Tendenzen auf dem Weltgetreidemarkt: Anhaltender Boom oder kurzfristige Spekulationsblase?

0808	Schlecht, S., F. Albersmeier u. A. Spiller	Konflikte bei landwirtschaftlichen Stallbauprojekten: Eine empirische Untersuchung zum Bedrohungspotential kritischer Stakeholder
0809	Lülfes-Baden, F. u. A. Spiller	Steuerungsmechanismen im deutschen Schulverpflegungsmarkt: eine institutionenökonomische Analyse
0810	Deimel, M., L. Theuvsen u. C. Ebbeskotte	Von der Wertschöpfungskette zum Netzwerk: Methodische Ansätze zur Analyse des Verbundsystems der Veredelungswirtschaft Nordwestdeutschlands
0811	Albersmeier, F. u. A. Spiller	Supply Chain Reputation in der Fleischwirtschaft
<u>2009</u>		
0901	Bahlmann, J., A. Spiller u. C.-H. Plumeyer	Status quo und Akzeptanz von Internet-basierten Informationssystemen: Ergebnisse einer empirischen Analyse in der deutschen Veredelungswirtschaft
0902	Gille, C. u. A. Spiller	Agrarstudium in Göttingen. Eine vergleichende Untersuchung der Erstsemester der Jahre 2006-2009
0903	Gawron, J.-C. u. L. Theuvsen	„Zertifizierungssysteme des Agribusiness im interkulturellen Kontext – Forschungsstand und Darstellung der kulturellen Unterschiede“
0904	Raupach, K. u. R. Marggraf	Verbraucherschutz vor dem Schimmelpilzgift Deoxynivalenol in Getreideprodukten Aktuelle Situation und Verbesserungsmöglichkeiten
0905	Busch, A. u. R. Marggraf	Analyse der deutschen globalen Waldpolitik im Kontext der Klimarahmenkonvention und des Übereinkommens über die Biologische Vielfalt
0906	Zschache, U., S. von Cramon-Taubadel u. L. Theuvsen	Die öffentliche Auseinandersetzung über Bioenergie in den Massenmedien - Diskursanalytische Grundlagen und erste Ergebnisse
0907	Onumah, E. E., G. Hoerstgen-Schwark u. B. Brümmer	Productivity of hired and family labour and determinants of technical inefficiency in Ghana's fish farms
0908	Onumah, E. E., S. Wessels, N. Wildenhayn, G. Hoerstgen-Schwark u. B. Brümmer	Effects of stocking density and photoperiod manipulation in relation to estradiol profile to enhance spawning activity in female Nile tilapia
0909	Steffen, N., S. Schlecht u. A. Spiller	Ausgestaltung von Milchlieferverträgen nach der Quote
0910	Steffen, N., S. Schlecht u. A. Spiller	Das Preisfindungssystem von Genossenschaftsmolkereien
0911	Granoszewski, K., C. Reise, A. Spiller u. O. Mußhoff	Entscheidungsverhalten landwirtschaftlicher Betriebsleiter bei Bioenergie-Investitionen - Erste Ergebnisse einer empirischen Untersuchung -
0912	Albersmeier, F., D. Mörlein u. A. Spiller	Zur Wahrnehmung der Qualität von Schweinefleisch beim Kunden
0913	Ihle, R., B. Brümmer u. S. R. Thompson	Spatial Market Integration in the EU Beef and Veal Sector: Policy Decoupling and Export Bans

2010		
1001	Heß, S., S. von Cramon-Taubadel u. S. Sperlich	Numbers for Pascal: Explaining differences in the estimated Benefits of the Doha Development Agenda
1002	Deimel, I., J. Böhm u. B. Schulze	Low Meat Consumption als Vorstufe zum Vegetarismus? Eine qualitative Studie zu den Motivstrukturen geringen Fleischkonsums
1003	Franz, A. u. B. Nowak	Functional food consumption in Germany: A lifestyle segmentation study
1004	Deimel, M. u. L. Theuvsen	Standortvorteil Nordwestdeutschland? Eine Untersuchung zum Einfluss von Netzwerk- und Clusterstrukturen in der Schweinefleischerzeugung
1005	Niens, C. u. R. Marggraf	Ökonomische Bewertung von Kindergesundheit in der Umweltpolitik - Aktuelle Ansätze und ihre Grenzen
1006	Hellberg-Bahr, A., M. Pfeuffer, N. Steffen, A. Spiller u. B. Brümmer	Preisbildungssysteme in der Milchwirtschaft -Ein Überblick über die Supply Chain Milch
1007	Steffen, N., S. Schlecht, H-C. Müller u. A. Spiller	Wie viel Vertrag braucht die deutsche Milchwirtschaft?- Erste Überlegungen zur Ausgestaltung des Contract Designs nach der Quote aus Sicht der Molkereien
1008	Prehn, S., B. Brümmer u. S. R. Thompson	Payment Decoupling and the Intra – European Calf Trade
1009	Maza, B., J. Barkmann, F. von Walter u. R. Marggraf	Modelling smallholders production and agricultural income in the area of the Biosphere reserve “Podocarpus - El Cóndor”, Ecuador
1010	Busse, S., B. Brümmer u. R. Ihle	Interdependencies between Fossil Fuel and Renewable Energy Markets: The German Biodiesel Market
2011		
1101	Mylius, D., S. Küest, C. Klapp u. L. Theuvsen	Der Großvieheinheitenschlüssel im Stallbaurecht - Überblick und vergleichende Analyse der Abstandsregelungen in der TA Luft und in den VDI-Richtlinien
1102	Klapp, C., L. Obermeyer u. F. Thoms	Der Vieheinheitenschlüssel im Steuerrecht - Rechtliche Aspekte und betriebswirtschaftliche Konsequenzen der Gewerblichkeit in der Tierhaltung
1103	Göser, T., L. Schroeder u. C. Klapp	Agrarumweltprogramme: (Wann) lohnt sich die Teilnahme für landwirtschaftliche Betriebe?
1104	Plumeyer, C.-H., F. Albersmeier, M. Freiherr von Oer, C. H. Emmann u. L. Theuvsen	Der niedersächsische Landpachtmarkt: Eine empirische Analyse aus Pächtersicht
1105	Voss, A. u. L. Theuvsen	Geschäftsmodelle im deutschen Viehhandel: Konzeptionelle Grundlagen und empirische Ergebnisse

1106	Wendler, C., S. von Cramon-Taubadel, H. de Haen, C. A. Padilla Bravo u. S. Jrad	Food security in Syria: Preliminary results based on the 2006/07 expenditure survey
1107	Prehn, S. u. B. Brümmer	Estimation Issues in Disaggregate Gravity Trade Models
1108	Recke, G., L. Theuvsen, N. Venhaus u. A. Voss	Der Viehhandel in den Wertschöpfungsketten der Fleischwirtschaft: Entwicklungstendenzen und Perspektiven
1109	Prehn, S. u. B. Brümmer	“Distorted Gravity: The Intensive and Extensive Margins of International Trade”, revisited: An Application to an Intermediate Melitz Model
<u>2012</u>		
1201	Kayser, M., C. Gille, K. Suttorp u. A. Spiller	Lack of pupils in German riding schools? – A causal-analytical consideration of customer satisfaction in children and adolescents
1202	Prehn, S. u. B. Brümmer	Bimodality & the Performance of PPML
1203	Tangermann, S.	Preisanstieg am EU-Zuckermarkt: Bestimmungsgründe und Handlungsmöglichkeiten der Marktpolitik
1204	Würriehausen, N., S. Lakner u. Rico Ihle	Market integration of conventional and organic wheat in Germany
1205	Heinrich, B.	Calculating the Greening Effect – a case study approach to predict the gross margin losses in different farm types in Germany due to the reform of the CAP
1206	Prehn, S. u. B. Brümmer	A Critical Judgement of the Applicability of ‘New Trade Theory’ to Agricultural: Structural Change, Productivity, and Trade
1207	Marggraf, R., P. Masius u. C. Rumpf	Zur Integration von Tieren in wohlfahrtsökonomischen Analysen
1208	S. Lakner, B. Brümmer, S. von Cramon-Taubadel J. Heß, J. Isselstein, U. Liebe, R. Marggraf, O. Mußhoff, L. Theuvsen, T. Tschardtke, C. Westphal u. G. Wiese	Der Kommissionsvorschlag zur GAP-Reform 2013 - aus Sicht von Göttinger und Witzenhäuser Agrarwissenschaftler(inne)n
1209	Prehn, S., B. Brümmer u. T. Glaben	Structural Gravity Estimation & Agriculture
1210	Prehn, S., B. Brümmer u. T. Glaben	An Extended Viner Model: Trade Creation, Diversion & Reduction
1211	Salidas, R. u. S. von Cramon-Taubadel	Access to Credit and the Determinants of Technical Inefficiency among Specialized Small Farmers in Chile
1212	Steffen, N. u. A. Spiller	Effizienzsteigerung in der Wertschöpfungskette Milch ? -Potentiale in der Zusammenarbeit zwischen Milcherzeugern und Molkereien aus Landwirtssicht

1213	Mußhoff, O., A. Tegtmeier u. N. Hirschauer	Attraktivität einer landwirtschaftlichen Tätigkeit - Einflussfaktoren und Gestaltungsmöglichkeiten
<u>2013</u>		
1301	Lakner, S., C. Holst u. B. Heinrich	Reform der Gemeinsamen Agrarpolitik der EU 2014 - mögliche Folgen des Greenings für die niedersächsische Landwirtschaft
1302	Tangermann, S. u. S. von Cramon-Taubadel	Agricultural Policy in the European Union : An Over- view
1303	Granoszewski, K. u. A. Spiller	Langfristige Rohstoffsicherung in der Supply Chain Biogas: Status Quo und Potenziale vertraglicher Zusammenarbeit
1304	Lakner, S., C. Holst, B. Brümmer, S. von Cramon- Taubadel, L. Theuvsen, O. Mußhoff u. T. Tschardt	Zahlungen für Landwirte an gesellschaftliche Leis- tungen koppeln! - Ein Kommentar zum aktuellen Stand der EU-Agrarreform
1305	Prechtel, B., M. Kayser u. L. Theuvsen	Organisation von Wertschöpfungsketten in der Ge- müseproduktion : das Beispiel Spargel
1306	Anastassiadis, F., J.-H. Feil, O. Musshoff u. P. Schilling	Analysing farmers' use of price hedging instruments : an experimental approach
1307	Holst, C. u. S. von Cramon- Taubadel	Trade, Market Integration and Spatial Price Transmis- sion on EU Pork Markets following Eastern Enlarge- ment
1308	Granoszewski, K., S. Sand- er, V. M. Aufmkolk u. A. Spiller	Die Erzeugung regenerativer Energien unter gesell- schaftlicher Kritik : Akzeptanz von Anwohnern gegenüber der Errichtung von Biogas- und Windener- gieanlagen
<u>2014</u>		
1401	Lakner, S., C. Holst, J. Barkmann, J. Isselstein u. A. Spiller	Perspektiven der Niedersächsischen Agrarpolitik nach 2013 : Empfehlungen Göttinger Agrarwissenschaftler für die Landespolitik
1402	Müller, K., Mußhoff, O. u. R. Weber	The More the Better? How Collateral Levels Affect Credit Risk in Agricultural Microfinance
1403	März, A., N. Klein, T. Kneib u. O. Mußhoff	Analysing farmland rental rates using Bayesian geo- additive quantile regression
1404	Weber, R., O. Mußhoff u. M. Petrick	How flexible repayment schedules affect credit risk in agricultural microfinance
1405	Haverkamp, M., S. Henke, C., Kleinschmitt, B. Möhring, H., Müller, O. Mußhoff, L., Rosenkranz, B. Seintsch, K. Schloss- er u. L. Theuvsen	Vergleichende Bewertung der Nutzung von Biomasse : Ergebnisse aus den Bioenergieregionen Göttingen und BERTA
1406	Wolbert-Haverkamp, M. u. O. Musshoff	Die Bewertung der Umstellung einer einjährigen Ackerkultur auf den Anbau von Miscanthus – Eine Anwendung des Realloptionsansatzes

1407	Wolbert-Haverkamp, M., J.-H. Feil u. O. Musshoff	The value chain of heat production from woody biomass under market competition and different incentive systems: An agent-based real options model
1408	Ikinger, C., A. Spiller u. K. Wiegand	Reiter und Pferdebesitzer in Deutschland (Facts and Figures on German Equestrians)
1409	Mußhoff, O., N. Hirschauer, S. Grüner u. S. Pielsticker	Der Einfluss begrenzter Rationalität auf die Verbreitung von Wetterindexversicherungen: Ergebnisse eines internetbasierten Experiments mit Landwirten
1410	Spiller, A. u. B. Goetzke	Zur Zukunft des Geschäftsmodells Markenartikel im Lebensmittelmarkt
1411	Wille, M.	„Manche haben es satt, andere werden nicht satt“ : Anmerkungen zur polarisierten Auseinandersetzung um Fragen des globalen Handels und der Welternährung
1412	Müller, J., J. Oehmen, I. Janssen u. L. Theuvsen	Sportlermarkt Galopprennsport : Zucht und Besitz des Englischen Vollbluts
<u>2015</u>		
1501	Hartmann, L. u. A. Spiller	Luxusaffinität deutscher Reitsportler : Implikationen für das Marketing im Reitsportsegment
1502	Schneider, T., L. Hartmann u. A. Spiller	Luxusmarketing bei Lebensmitteln : eine empirische Studie zu Dimensionen des Luxuskonsums in der Bundesrepublik Deutschland
1503	Würriehausen, N. u. S. Lakner	Stand des ökologischen Strukturwandels in der ökologischen Landwirtschaft
1504	Emmann, C. H., D. Surmann u. L. Theuvsen	Charakterisierung und Bedeutung außerlandwirtschaftlicher Investoren : empirische Ergebnisse aus Sicht des landwirtschaftlichen Berufsstandes
1505	Buchholz, M., G. Host u. Oliver Mußhoff	Water and Irrigation Policy Impact Assessment Using Business Simulation Games : Evidence from Northern Germany
1506	Hermann, D., O. Mußhoff u. D. Rüter	Measuring farmers' time preference : A comparison of methods
1507	Riechers, M., J. Barkmann u. T. Tschardt	Bewertung kultureller Ökosystemleistungen von Berliner Stadtgrün entlang eines urbanen-periurbanen Gradienten
1508	Lakner, S., S. Kirchweiger, D. Hopp, B. Brümmer u. J. Kantelhardt	Impact of Diversification on Technical Efficiency of Organic Farming in Switzerland, Austria and Southern Germany
1509	Sauthoff, S., F. Anastasiadis u. O. Mußhoff	Analyzing farmers' preferences for substrate supply contracts for sugar beets
1510	Feil, J.-H., F. Anastasiadis, O. Mußhoff u. P. Kasten	Analyzing farmers' preferences for collaborative arrangements : an experimental approach
1511	Weinrich, R., u. A. Spiller	Developing food labelling strategies with the help of extremeness aversion

1512	Weinrich, R., A. Franz u. A. Spiller	Multi-level labelling : too complex for consumers?
1513	Niens, C., R. Marggraf u. F. Hoffmeister	Ambulante Pflege im ländlichen Raum : Überlegungen zur effizienten Sicherstellung von Bedarfsgerechtigkeit
1514	Sauter, P., D. Hermann u. O. Mußhoff	Risk attitudes of foresters, farmers and students : An experimental multimethod comparison
<u>2016</u>		
1601	Magrini, E., J. Balie; C. Morales Opazo	Price signals and supply responses for stable food crops in SSAS countries
1602	Feil, J.-H.	Analyzing investment and disinvestment decisions under uncertainty, firm-heterogeneity and tradable output permits
1603	Sonntag, W. u. A. Spiller	Prozessqualitäten in der WTO : Ein Vorschlag für die reliable Messung von moralischen Bedenken
1604	Wiegand, K.	Marktorientierung von Reitschulen – zwischen Vereinsmanagement und Dienstleistungsmarketing
1605	Ikingier, Christina-Maria u. A. Spiller	Tierwohlbewusstsein und –verhalten von Reitern : Die Entwicklung eines Modells für das Tierwohlbewusstsein und –verhalten im Reitsport
1606	Zinngrebe, Yves	Incorporating Biodiversity Conservation in Peruvian Development : A history with different episodes
1607	Balié, J., E. Magrini u. C. Morales Opazo	Cereal Price Shocks and Volatility in Sub-Saharan Africa : what does really matter for Farmers' Welfare?
1608	Spiller, A., M. von Meyer-Höfer; W. Sonntag	Gibt es eine Zukunft für die moderne konventionelle Tierhaltung in Nordwesteuropa?



Diskussionspapiere

2000 bis 31. Mai 2006:

Institut für RURALE ENTWICKLUNG

Georg-August-Universität, Göttingen)

Ed. Winfried Manig (ISSN 1433-2868)

32	Dirks, Jörg J.	Einflüsse auf die Beschäftigung in nahrungsmittelverarbeitenden ländlichen Kleinindustrien in West-Java/Indonesien, 2000
33	Keil, Alwin	Adoption of Leguminous Tree Fallows in Zambia, 2001
34	Schott, Johanna	Women's Savings and Credit Co-operatives in Madagascar, 2001
35	Seeberg-Elberfeldt, Christina	Production Systems and Livelihood Strategies in Southern Bolivia, 2002
36	Molua, Ernest L.	Rural Development and Agricultural Progress: Challenges, Strategies and the Cameroonian Experience, 2002
37	Demeke, Abera Birhanu	Factors Influencing the Adoption of Soil Conservation Practices in Northwestern Ethiopia, 2003
38	Zeller, Manfred u. Julia Johannsen	Entwicklungshemmnisse im afrikanischen Agrarsektor: Erklärungsansätze und empirische Ergebnisse, 2004
39	Yustika, Ahmad Erani	Institutional Arrangements of Sugar Cane Farmers in East Java – Indonesia: Preliminary Results, 2004
40	Manig, Winfried	Lehre und Forschung in der Sozialökonomie der Ruralen Entwicklung, 2004
41	Hebel, Jutta	Transformation des chinesischen Arbeitsmarktes: gesellschaftliche Herausforderungen des Beschäftigungswandels, 2004
42	Khan, Mohammad Asif	Patterns of Rural Non-Farm Activities and Household Access to Informal Economy in Northwest Pakistan, 2005
43	Yustika, Ahmad Erani	Transaction Costs and Corporate Governance of Sugar Mills in East Java, Indonesia, 2005
44	Feulefack, Joseph Florent, Manfred Zeller u. Stefan Schwarze	Accuracy Analysis of Participatory Wealth Ranking (PWR) in Socio-economic Poverty Comparisons, 2006



Die Wurzeln der **Fakultät für Agrarwissenschaften** reichen in das 19. Jahrhundert zurück. Mit Ausgang des Wintersemesters 1951/52 wurde sie als siebente Fakultät an der Georgia-Augusta-Universität durch Ausgliederung bereits existierender landwirtschaftlicher Disziplinen aus der Mathematisch-Naturwissenschaftlichen Fakultät etabliert.

1969/70 wurde durch Zusammenschluss mehrerer bis dahin selbständiger Institute das **Institut für Agrarökonomie** gegründet. Im Jahr 2006 wurden das Institut für Agrarökonomie und das Institut für RURALE ENTWICKLUNG zum heutigen **Department für Agrarökonomie und RURALE ENTWICKLUNG** zusammengeführt.

Das Department für Agrarökonomie und RURALE ENTWICKLUNG besteht aus insgesamt neun Lehrstühlen zu den folgenden Themenschwerpunkten:

- Agrarpolitik
- Betriebswirtschaftslehre des Agribusiness
- Internationale Agrarökonomie
- Landwirtschaftliche Betriebslehre
- Landwirtschaftliche Marktlehre
- Marketing für Lebensmittel und Agrarprodukte
- Soziologie Ländlicher Räume
- Umwelt- und Ressourcenökonomik
- Welternährung und rurale Entwicklung

In der Lehre ist das Department für Agrarökonomie und RURALE ENTWICKLUNG führend für die Studienrichtung Wirtschafts- und Sozialwissenschaften des Landbaus sowie maßgeblich eingebunden in die Studienrichtungen Agribusiness und Ressourcenmanagement. Das Forschungsspektrum des Departments ist breit gefächert. Schwerpunkte liegen sowohl in der Grundlagenforschung als auch in angewandten Forschungsbereichen. Das Department bildet heute eine schlagkräftige Einheit mit international beachteten Forschungsleistungen.

Georg-August-Universität Göttingen
Department für Agrarökonomie und RURALE ENTWICKLUNG
Platz der Göttinger Sieben 5
37073 Göttingen
Tel. 0551-39-4819
Fax. 0551-39-12398
Mail: bibliol@gwdg.de
Homepage : <http://www.uni-goettingen.de/de/18500.html>