

# *Contents*

<b>1</b>	<b>Introduction .....</b>	<b>1</b>
1.1	Research focus and thesis structure .....	1
1.2	Increasing environmental dynamism and complexity as challenge for strategic planning.....	5
1.2.1	Challenges from the external environment .....	5
1.2.2	Company reactions to environmental dynamism and complexity .....	8
1.3	Prospects of empirical causality analysis in strategic planning.....	9
1.3.1	Implications of the applied causality definition.....	9
1.3.2	Instrumental prospects within strategic planning tasks.....	12
<b>2</b>	<b>Analytical-rational navigators versus intuitive sailors: Characteristics and styles in strategic planning .....</b>	<b>15</b>
2.1	Decision styles in strategic planning .....	16
2.1.1	Theoretical background.....	16
2.1.2	Intuitive and analytical-rational decision making styles.....	18
2.1.3	Fields of application of decision-making styles.....	20
2.1.4	Hypothesis development .....	21
2.1.4.1	Decision-making styles' effects on strategic planning.....	21
2.1.4.2	Inhibitions and contributions of the analytical-rational decision support.....	24
2.1.4.3	Control Variables.....	25
2.2	Empirical Analysis .....	26
2.2.1	Industry focus and survey design.....	26
2.2.2	Results for decision-making styles' effects on strategic planning.....	28
2.2.3	Results for inhibitions and contributions of the analytical-rational decision support .....	29
2.3	Discussion .....	31
2.4	Conclusions .....	33
<b>3</b>	<b>Environmental Scanning using causality-based scenario techniques.....</b>	<b>35</b>
3.1	Environmental scanning using early indicators.....	37
3.2	Causality testing in the context of vector autoregressive modeling.....	40
3.2.1	Two views of causal behaviour.....	40
3.2.2	The general causality model .....	42
3.3	Causality testing in Germany's construction industry.....	46
3.3.1	The prediction power of the IFO economic climate index .....	48
3.3.2	A comprehensive causality-based forecasting model .....	48
3.4	Assessing the approach for strategic planning .....	52
3.4.1	Lessons for practitioners .....	52
3.4.2	Lessons for academics .....	53
3.5	Conclusions .....	55
<b>4</b>	<b>Causality-based impact factor analysis in the German consumer cosmetics market .....</b>	<b>57</b>
4.1	Research methodology .....	58
4.2	Empirical Analysis .....	59
4.2.1	Preparatory phase: Challenges in the consumer cosmetics market.....	59
4.2.1.1	The theoretical and practical problem .....	59

4.2.1.2	The research co-operation .....	60
4.2.1.3	Understanding of the topic .....	61
4.2.2	Fieldwork phase: causality analyses' results .....	62
4.2.2.1	Theoretical grounded solution construction .....	62
4.2.2.2	Implementation and testing results .....	64
4.2.3	Theorizing Phase: Discussion on contributions .....	68
4.2.3.1	Scope of applicability .....	68
4.2.3.2	Theoretical contribution .....	69
4.3	Conclusions .....	70
<b>5</b>	<b>Institutional and company variables' influence on corporate performance in a cross-country analysis.....</b>	<b>72</b>
5.1	Theoretical background.....	73
5.1.1	The contingency of resourced-based theory .....	73
5.1.2	The interaction between contingent resource-based view and institutional theory .....	75
5.1.3	Cross-country analysis of institutional variables .....	76
5.2	Research design.....	78
5.2.1	Classification of institutional factors for strategic analysis .....	78
5.2.2	Industry selection and institutional factors .....	80
5.2.3	Causality analysis of institutional factors .....	82
5.3	Results: Institutional effects on sales performance .....	83
5.3.1	France.....	87
5.3.2	Germany.....	88
5.3.3	United Kingdom .....	90
5.3.4	Cross country comparison .....	91
5.4	Results: Companies' effects on sales performance .....	92
5.5	Discussion .....	95
5.6	Conclusions .....	96
<b>6</b>	<b>Integration of empirical causality analysis in the strategic planning process .....</b>	<b>98</b>
6.1	A holistic view on empirical causality analysis as support instrument to strategic planning .....	98
6.1.1	A: Environmental impact analysis .....	100
6.1.2	B: Internal causality analysis .....	101
6.1.3	C: Scenario analysis and strategic alternative generation.....	102
6.1.4	D: Implementation .....	103
6.1.5	E: Strategic checking .....	104
6.2	Conclusions .....	106
<b>7</b>	<b>Conclusions .....</b>	<b>108</b>
Appendix A	.....	112
Appendix B	.....	114
Appendix C	.....	115
Appendix D	.....	116
References	.....	121