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## Appendix



	
<b>Univ.-Prof. Dr. Tobias Kollmann - Universität Duisburg-Essen</b>	<b>Univ.-Prof. Dr. Tobias Kollmann</b> <b>Dipl.-Kffr. Julia Christofor</b>
«Firma»	Lehrstuhl für E-Business und E-Entrepreneurship
«Herrn»	Universität Duisburg-Essen, Campus Essen
«Vorname» «Nachname»	Universitätsstraße 9
«Strasse»	D - 45141 Essen
D – «PLZ» «Stadt»	julia.christofor@icb.uni-due.de www.e-entrepreneurship.com
Essen, den 12. September 2006	
<b>Forschungsprojekt: Ihre Bereitschaft zur Internationalisierung</b>	
«AnredeTitel» «Nachname»,	
das Internet ist grenzenlos! Rund um die Uhr und unabhängig vom Standort hat der Nutzer die Möglichkeit sich über Unternehmen und Angebote zu informieren und gegebenenfalls die Produkte auch direkt zu kaufen. Das „World Wide Web“ ist also international – aber sind es die Internet-Unternehmen auch? Wie reagieren die Unternehmen auf die grenzenlosen Möglichkeiten? Welche Chancen und Gefahren liegen in der <b>Internationalisierung von Web-Angeboten?</b>	
Ein Dissertationsprojekt der Universität Duisburg Essen soll Antworten auf diese Fragen geben. Ihre Meinung ist uns dabei besonders wichtig und wir bitten Sie, uns die folgenden Fragen zu beantworten. Ziel der Untersuchung ist es dabei, die Rahmenbedingungen zu erfassen, die für die Internationalisierung von Web-Angeboten entscheidend sein können: Unter welchen Umständen würden Sie eine Internationalisierungsentscheidung treffen bzw. haben diese schon getroffen?	
Wie würden also <b>Ihre Präferenzen</b> im Hinblick auf die „Neigung zur Internationalisierung“ aussehen? Was würde dafür, was dagegen sprechen? Wir betrachten dabei die Zeitphase <b>vor</b> der unternehmerischen Entscheidung zu internationalisieren.	
<hr/> <b>Kommunikation</b> Tel.: (+49) 0201 – 183 - 2782 Fax.: (+49) 0201 – 183 – 2862  julia.christofor@icb.uni-due.de www.e-entrepreneurship.com	

Figure 29: Cover letter for the survey (Page 1 of 2)

Mit Hilfe einer sog. Conjoint-Analyse werden wir Ihnen bestimmte Kriterien vorgeben, und würden Sie herzlich bitten, uns gegeben einer bestimmten Ausprägung Ihre Neigung zur Internationalisierung mitzuteilen.

Die Umfrage dauert **etwa 15 Minuten** und dient rein wissenschaftlichen Zwecken. Wir garantieren Ihnen, dass Ihre Antworten völlig anonym ausgewertet und **absolut vertraulich** behandelt werden. Als Dankeschön für Ihre Zeit verlosen wir unter allen Teilnehmern einen **Apple iPod nano**.

Bitte starten Sie die Umfrage, indem Sie sich hier einloggen:

**<http://ww3.unipark.de/uc/internationalisierung/>**

**Ihr Passwort: «Passwort»**

Gesetz den Fall, dass Sie nicht der richtige Ansprechpartner für das vorliegende Thema sind, bitten wir um Entschuldigung. Kennen Sie aber einen weiteren interessierten Teilnehmer, der die Strategie Ihres Unternehmens entscheidend mitprägt, würden wir uns freuen, wenn Sie ihn uns per Email ([julia.christofor@icb.uni-due.de](mailto:julia.christofor@icb.uni-due.de)) nennen könnten.

Herzlichen Dank für Ihre Unterstützung!

Mit freundlichen Grüßen aus Essen

Univ.-Prof. Dr. Tobias Kollmann

Dipl.-Kffr. Julia Christofor

Figure 30: Cover letter for the survey (Page 2 of 2)



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3%

#u\_title# #u\_name#,

herzlich willkommen zu der Online-Umfrage des Lehrstuhls für E-Business und E-Entrepreneurship der Universität Duisburg-Essen! Mit Ihrer Teilnahme leisten Sie einen wertvollen Beitrag zur Förderung des Wissens über das **Verhalten von Entscheidern** in der Net Economy. Uns interessiert vor allem:

**Unter welchen Umständen wären Sie am ehesten bereit, eine Internationalisierungsentscheidung zu treffen?**

Die Umfrage dauert etwa **15 Minuten** und dient **rein wissenschaftlichen Zwecken**. Wir garantieren Ihnen, dass Ihre Antworten **völlig anonym** ausgewertet und **absolut vertraulich** behandelt werden.

Als Dankeschön für Ihre Zeit verlosen wir unter allen Teilnehmern einen **Apple IPOD nano**.

Bitte hinterlassen Sie uns hierzu Ihre E-mail-Adresse am Ende der Umfrage. Der Rechtsweg ist ausgeschlossen.

Weiter

Figure 31: Screenshot of the first survey page

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**Stellen Sie sich vor, Sie denken gerade über eine Internationalisierung nach.**

**Wie wichtig wäre Ihnen dabei der Unterschied des untenstehenden Merkmals, wenn alle sonstigen Rahmenbedingungen konstant blieben?**

Beispiel: "Bei dem Kauf eines Autos spielt ein niedriger Preis anstelle von einem hohen Preis eine *wichtige* Rolle für meine Entscheidung."

**Grad der Digitalisierung der Produkte und Prozesse:  
Anteil der Wertschöpfung, der über digitale Netze (z.B. Internet- bzw. Mobilfunk-Netze) abgewickelt werden kann**

**hohe Digitalisierung** der  
Produkte und Prozesse

anstelle von

**niedrige Digitalisierung** der  
Produkte und Prozesse

**sehr wichtig** **egal** **überhaupt nicht wichtig**

Weiter

Figure 32: Example of an adaptive conjoint analysis question of phase 1

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11%

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**Welche jeweilige Konstellation der untenstehenden Faktoren beschreibt Ihrer Meinung nach die Voraussetzungen zur Internationalisierung in Ihrem Unternehmen am besten?**

Um ein zuverlässiges statistisches Ergebnis zu erhalten, werden insgesamt 15 Paare verglichen. Halten Sie bitte durch!

Konstellation 1

**mittlere Skalierbarkeit** der Produkte und der Prozesse und **hohe Digitalisierung** der Produkte und Prozesse

○ ○ ○ ○ ○ ○ ○

**sehr stark 1**                      **neutral**                      **sehr stark 2**

Konstellation 2

**hohe Skalierbarkeit** der Produkte und der Prozesse und **mittlere Digitalisierung** der Produkte und Prozesse

---

**Figure 33: Example of an adaptive conjoint analysis question of phase 2**

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**Aus Ihren bisherigen Antworten wurden verschiedene Profile der Rahmenbedingungen zur Internationalisierung entwickelt.**

**Wenn Sie nun die Wahl hätten, mit welcher Wahrscheinlichkeit wären Sie bereit, unter diesen Bedingungen (alle anderen Merkmale bleiben konstant) eine Entscheidung für die Internationalisierung zu treffen?**

z.B. 100 (Ich wäre mit einer 100%igen Wahrscheinlichkeit bereit, unter diesen Umständen zu internationalisieren) bzw. 0 (Ich wäre überhaupt nicht bereit, unter diesen Umständen zu internationalisieren)

Profil 1

**niedrige Digitalisierung** der Produkte und Prozesse und

**niedrige Skalierbarkeit** der Produkte und der Prozesse und

**niedriger Schutz** der Eigentumsrechte im Ausland und

**hohe Ressourcenbindung** im Ausland und

**niedriger Internationalisierungsgrad** des persönlichen Netzwerkes und

**niedrige persönliche internationale Marktorientierung**

%

---

**Figure 34: Example of an adaptive conjoint analysis question of phase 3**

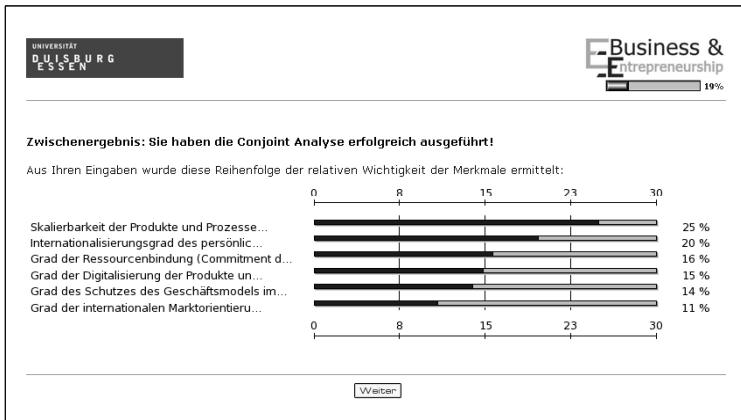


Figure 35: Example of the data analysis at the end of the conjoint experiment

## The post- experiment questionnaire

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Die folgenden Fragen beziehen sich sowohl auf Ihr Unternehmen als auch auf Ihre Person. Ihre Antworten helfen uns dabei, unterschiedliches Internationalisierungsverhalten besser zu verstehen.


Erzielt Ihr Unternehmen Umsätze ausserhalb Deutschlands?


Ja

Nein

Weiter

Figure 36: Screenshot of post-experiment questionnaire (1)





---

**In welchem Jahr wurde der erste Umsatz Ihres Unternehmens im Ausland getätigt?**

Jahr


**Wie hoch schätzen Sie das Verhältnis des Umsatzes im Inland zum Ausland des Unternehmens in fünf Jahren ein?**


Umsatz Inland	Umsatz Ausland
<input type="text"/> %	<input type="text"/> %

**Wieviel Prozent des Gesamtumsatzes wird zur Zeit im Ausland erzielt?**

%

**Figure 37: Screenshot of post-experiment questionnaire (2)**





---


**Die folgenden Fragen beziehen sich auf Ihre Person.**

Bitte bewerten Sie die folgenden Aussagen und kreuzen Sie die Antworten spontan an.

	stimme voll und ganz zu	stimme zu	weder noch	stimme nicht zu	stimme überhaupt nicht zu
Ich schaue mich ständig nach neuen Verfahren in anderen Branchen um und versuche diese in das Unternehmen bzw. in meine Projekte einzubringen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technologische Entwicklungen, die Auswirkungen auf unser Geschäftsfeld haben könnten, erkenne ich frühzeitig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin in der Lage, plötzlich auftretende Geschäftsmöglichkeiten zu realisieren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin ständig auf der Suche nach neuen Methoden und Verfahren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich ziehe es vor, mutige Entscheidungen trotz Unsicherheiten zu wagen, um sicherzustellen, dass alle Chancen auch wahrgenommen werden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Figure 38: Screenshot of post-experiment questionnaire (3)**

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35%


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**Denken Sie nun an Ihr Verhalten im Unternehmen und kreuzen Sie an, inwieweit Sie zustimmen.**

	stimme voll und ganz zu	stimme zu	weder noch	stimme nicht zu	stimme überhaupt nicht zu
Ich überrasche meine Kollegen oft mit meinen kreativen Ideen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich werde im Unternehmen oft um Hilfe gefragt, wenn es um originelle Ideen geht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bevorzuge Aufgaben, die Kreativität verlangen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich führe eine neue Aufgabe im Unternehmen genau so durch, wie ich es gelernt habe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tätigkeiten, die ich gut beherrsche, sind mir im Arbeitsalltag lieber als solche, bei denen ich erst einen neuen Lösungsweg finden muss.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich versuche immer eine Aufgabe auf unterschiedliche Art und Weise zu lösen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Figure 39: Screenshot of post-experiment questionnaire (5)**

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ESSEN



45%

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**Haben Sie die Möglichkeit, strategische Entscheidungen Ihres Unternehmens zu prägen?**

ja     nein

**Welche Position nehmen Sie im Unternehmen ein?**  
z.B. CEO, CIO, CFO oder ähnliches

**Geschlecht**

Weiblich     Männlich


**Alter**

 Jahre
 

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**Figure 40: Screenshot of post-experiment questionnaire (6)**

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54%

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Zum Schluss, noch ein paar Fragen zum Unternehmen: In welchem Jahr wurde Ihr Unternehmen (formal-juristisch) gegründet?


Wie viele feste Mitarbeiter sind in Ihrem Unternehmen zum aktuellen Zeitpunkt beschäftigt?

 Mitarbeiter
 

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Figure 41: Screenshot of post-experiment questionnaire (7)

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63%

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Wie hoch war der Umsatz des Unternehmens im Geschäftsjahr 2005 (in Mio. Euro)?

0 bis 0,5  
  über 0,5 bis 1  
  über 1 bis 1,5  
  über 1,5 bis 2  
  über 2 bis 2,5  
  über 2,5 bis 3  
  über 3 bis 5  
  über 5 bis 7  
  über 7 bis 9  
  über 9

Mit welcher *Tätigkeit* erzielt Ihr Unternehmen seine *Haupteinkünfte*?


Beispiele: Online-Verkauf, Vermittlung von Waren, Vermittlung von Kontakten, Suchmaschine, Web Community, IT-Dienstleistung, usw.



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Figure 42: Screenshot of post-experiment questionnaire (8)

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72%

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**VIELEN DANK!**  
**Falls Sie an den Ergebnissen der Studie interessiert sind oder an unserer Verlosung eines Apple iPod teilnehmen möchten, tragen Sie bitte hier Ihre E-Mail-Adresse ein.**  
 Die Daten werden selbstverständlich vertraulich behandelt und nicht an Dritte weitergegeben.

Ja, bitte schicken Sie mir die Ergebnisse zu.  
 Ja, ich möchte an dem GEWINNSPIEL teilnehmen.

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Meine Email Adresse ist

**Abschließend haben Sie hier die Möglichkeit, uns Fragen zu stellen, uns Kommentare zukommen zu lassen oder uns weitere interessierte Teilnehmer zu empfehlen.**

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**Figure 43: Screenshot of post-experiment questionnaire (9)**

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ESSEN


  
100%

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**Vielen herzlichen Dank für Ihre Unterstützung!**

Sie können Ihr Browserfenster nun schliessen.

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**Figure 44: Screenshot of post-experiment questionnaire (10)**

**Table 18: Non response bias**

Variable	Early wave mean	Late wave mean	df	2-tail significance
Age of respondent	39.84	40.54	-0.70	0.75
Sales 2005	2.74	3.13	-0.39	0.62
Number of employees	116.00	23.80	92.20	0.10
Year of foundation	1992.46	1994.99	-2.53	0.86

**Table 19: Frequencies of firm age at internationalization**

Attribute	Years	n	Cum %
Age	0	13	31.0
	1	11	57.1
	2	5	69.0
	3	5	81.0
	4	3	88.1
	5	3	95.2
	6	1	97.6
	7	1	100.0
Sum42			

**Table 20: Frequencies of degree of internationalization\***

Attribute	% of company sales outside of the home market	n	%
	0	1	1.5
	1	2	3.0
	2	4	6.1
	3	1	1.5
	4	1	1.5
	5	6	9.1
	10	9	13.6
	12	1	1.5
	15	4	6.1
	16	1	1.5
	18	1	1.5
	20	2	3.0
	25	1	1.5
	30	3	4.5
	40	1	1.5
	45	1	1.5
	50	1	1.5
	90	1	1.5
	95	1	1.5
Sum = 42			



**Table 21: Correlation matrix (a)**

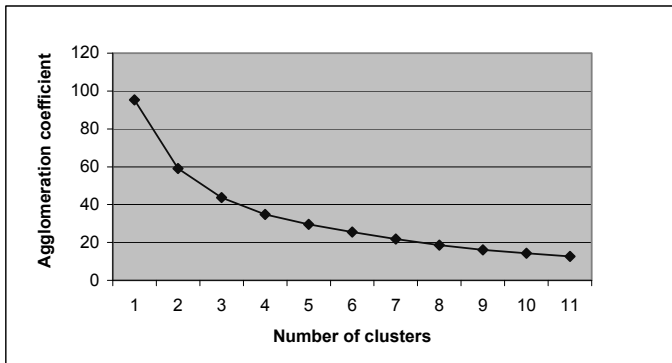
	Proactiveness	Risk-taking	Innovativeness
Proactiveness	1.000	.491	.306
Risk-taking	.491	1.000	.365
Innovativeness	.306	.365	1.000

(a) Determinant = .642

**Table 22: Anti-image correlation matrix**

		Proactiveness	Risk-taking	Innovativeness
Anti-Image-covariance	Proactiveness	.740	-.310	-.124
	Risk-taking	-.310	.708	-.200
	Innovativeness	-.124	-.200	.846
Anti-Image-correlation	Proactiveness	.617(a)	-.428	-.157
	Risk-taking	-.428	.600(a)	-.258
	Innovativeness	-.157	-.258	.713(a)

(a) Measure of sampling adequacy



**Figure 45: Scree-Plot using Ward's method of minimum variance**

**Table 23: Eigenvalue of the discriminant function analysis**

Function	Eigenvalue	% of variance	Cumulated %	Canonical correlation
1	5.020	82.6	82.6	.913
2	.706	11.6	94.2	.643
3	.353	5.8	100.0	.511

**Table 24: One-way ANOVA of passive cluster variables (metric scaled)**

		Sum of Squares	df	Mean of Squares	F	Significance
Year of establishment	Between the groups	158.9	3	53.0	8.534	.000
	Within the groups	924.8	149	6.2		
	Total	1083.7	152			
Age	Between the groups	378.7	3	126.2	1.877	.136
	Within the groups	10020.4	149	67.3		
	Total	10399.1	152			
Employees	Between the groups	9282.8	3	3094.3	5.536	.001
	Within the groups	83276.3	149	558.9		
	Total	92559.1	152			

**Table 25: ANOVA of relative attribute importance**

		Sum of Squares	df	Mean of Squares	F	Significance
importance of attribute digitalization	Between the groups	.010	3	.003	.948	.423
	Within the groups	.208	60	.003		
	Total	.218	63			
importance of attribute scalability	Between the groups	.027	3	.009	2.471	.070
	Within the groups	.216	60	.004		
	Total	.243	63			
importance of attribute protection	Between the groups	.016	3	.005	1.010	.394
	Within the groups	.314	60	.005		
	Total	.330	63			
importance of attribute resource commitment	Between the groups	.010	3	.003	.724	.542
	Within the groups					
	Total					

	Within the groups	.274	60	.005		
	Total	.283	63			
importance of attribute personal network	Between the groups	.029	3	.010	1.947	.132
	Within the groups	.296	60	.005		
	Total	.325	63			
importance of attribute market orientation	Between the groups	.010	3	.003	1.009	.395
	Within the groups	.197	60	.003		
	Total	.207	63			

**Table 26: ANOVA of zero centered utility differences of attributes**

		Sum of Squares	df	Mean of Squares	F	Significance
zero centered utility difference of attribute level high digitalization	Between the groups	1166.415	3	388.805	.788	.505
	Within the groups	29587.060	60	493.118		
	Total	30753.476	63			
zero centered utility difference of attribute level medium digitalization	Between the groups	1019.804	3	339.935	.727	.540
	Within the groups	28072.314	60	467.872		
	Total	29092.118	63			
zero centered utility difference of attribute level low digitalization	Between the groups	670.792	3	223.597	.472	.703
	Within the groups	28410.317	60	473.505		
	Total	29081.110	63			
zero centered utility difference of attribute level high scalability	Between the groups	2944.355	3	981.452	1.756	.165
	Within the groups	33527.082	60	558.785		
	Total	36471.437	63			

zero centered utility difference of attribute level middle scalability	Between the groups	605.001	3	201.667	.525	.667
	Within the groups	23057.455	60	384.291		
	Total	23662.456	63			
zero centered utility difference of attribute level low scalability	Between the groups	2421.754	3	807.251	2.168	.101
	Within the groups	22337.209	60	372.287		
	Total	24758.963	63			
zero centered utility difference of attribute level high protection	Between the groups	4039.381	3	1346.460	2.161	.102
	Within the groups	37391.089	60	623.185		
	Total	41430.470	63			
zero centered utility difference of attribute level middle protection	Between the groups	729.029	3	243.010	.543	.654
	Within the groups	26830.118	60	447.169		
	Total	27559.147	63			
zero centered utility difference of attribute level low protection	Between the groups	1525.664	3	508.555	.903	.445
	Within the groups	33777.249	60	562.954		
	Total	35302.913	63			
zero centered utility difference of attribute level high resource commitment	Between the groups	1187.700	3	395.900	.708	.551
	Within the groups	33567.672	60	559.461		
	Total	34755.373	63			
zero centered utility difference of attribute level middle resource commitment	Between the groups	753.797	3	251.266	.984	.406
	Within the groups	15315.005	60	255.250		
	Total	16068.802	63			

zero centered utility difference of attribute level low resource commitment	Between the groups	1149.139	3	383.046	.638	.593
	Within the groups	36000.095	60	600.002		
	Total	37149.234	63			
zero centered utility difference of attribute level high international network	Between the groups	2346.522	3	782.174	1.399	.252
	Within the groups	33536.994	60	558.950		
	Total	35883.516	63			
zero centered utility difference of attribute level middle international network	Between the groups	1204.453	3	401.484	1.068	.369
	Within the groups	22552.178	60	375.870		
	Total	23756.631	63			
zero centered utility difference of attribute level low international network	Between the groups	1987.674	3	662.558	1.115	.350
	Within the groups	35639.156	60	593.986		
	Total	37626.830	63			
zero centered utility difference of attribute level high int. market	Between the groups	353.095	3	117.698	.233	.873
	Within the groups	30330.436	60	505.507		
	Total	30683.532	63			
zero centered utility difference of attribute level middle int. market	Between the groups	536.461	3	178.820	.415	.743
	Within the groups	25882.476	60	431.375		
	Total	26418.937	63			
zero centered utility difference of attribute level low int. market	Between the groups	593.830	3	197.943	.406	.749
	Within the groups	29277.380	60	487.956		
	Total	29871.210	63			