

# Empirical Research on (Corporate) Entrepreneurship

Seminar I of the Major Management

Prof. Dr. David Bendig | Maximilian Kortmann, M.Sc.

May 2022



# Let us introduce ourselves

## Who we are



**Prof. Dr. David Bendig**

Head of Chair of Entrepreneurship



**Maximilian Kortmann, M. Sc.**

Research assistant at the Chair of Entrepreneurship

## Research focus

- Behavioral leadership and organization
- International strategy
- Entrepreneurship and innovation

- External Corporate Venturing (i.e. CVC, M&A and JVs)
- Leadership and organization
- Green transformation and sustainability

## Working experience

- The Boston Consulting Group: Top Management Consultant
- Founder and business angel
- Assistant Professor at RWTH Aachen

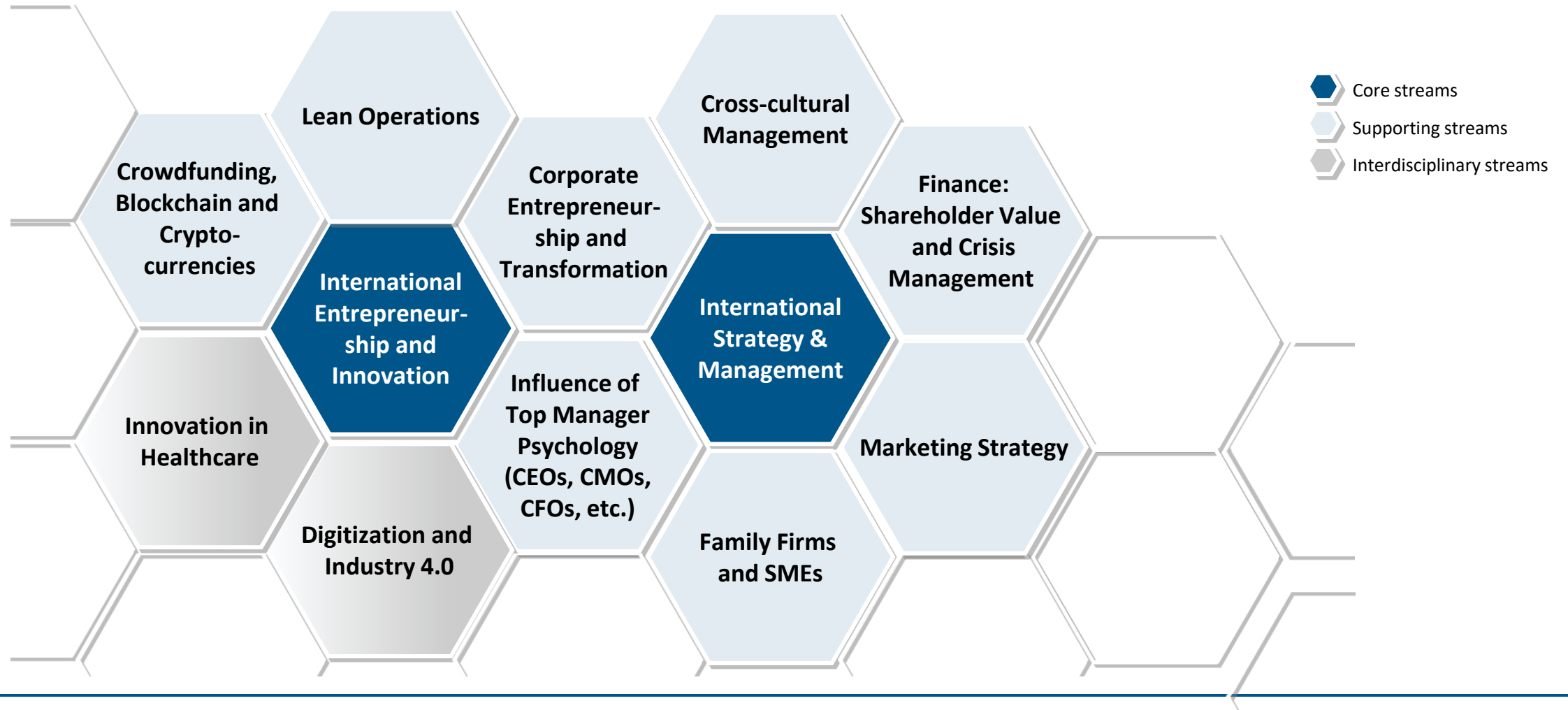
- Bain & Company: Strategy Consultant
- A.T. Kearney, Bayer Business Consulting, Simon-Kucher & Partners, PwC, Daimler: Internships

## Educational background

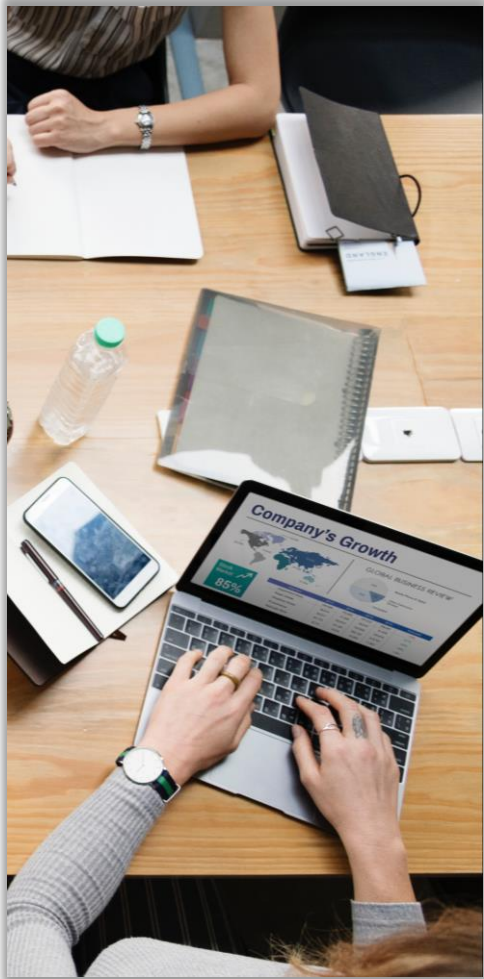
- Head of Chair of Behavioral International Management at OVGU Magdeburg
- Ph.D. at RWTH Aachen University
- Tsinghua University Beijing: Lecturer and visiting scholar
- Catholic University Eichstätt-Ingolstadt: Master of Science

- University of Cologne: Master of Science | CEMS Master
- National University of Singapore: Exchange semester
- University of Applied Sciences Aachen: Bachelor of Science
- Edinburgh Napier University: Bachelor of Arts (Honours)

# The chair of Entrepreneurship offers a diverse selection of topics



# Fact Sheet: Empirical Research on (Corporate) Entrepreneurship



## Focus of the course

- Understand the **latest scientific methods** of (Corporate) Entrepreneurship
- **Exemplary questions:**
  - How do TMT characteristics impact corporate venturing activities?
  - Do corporate venturing activities pay off?

## What to expect

- **Analyze large data sets** using empirical and methodological techniques
- **Get first-hand insights in strategic work** and **tackle real-life problems**
- **Optimally prepare for your Master thesis**

## Format

- **12 ECTS** within the framework of the PO Master (2010) for the **Major Management**

## Deliverables for grading (in groups of 4)

- **Seminar paper**
- **Presentation of seminar paper**
- **Collaboration with corporate partner (incl. final presentation)**

## Application

- CfM internal **registration period: 17.05.2022 - 31.05.2022**
- **Registration forms are available** on the CfM website ([www.wiwi.uni-muenster.de/cfm/](http://www.wiwi.uni-muenster.de/cfm/)) and can be filled out directly on the site

# The course grading consists of three components



## Written paper: Seminar paper

Summarize your findings in a seminar paper as part of a team and provide your do-files

### Grading criteria

- Critical discussion of the topic
- Theoretical positioning in the scientific context
- Derivation of the developed hypotheses
- Scientific method / analysis (incl. do-files)
- Compliance with formal requirements (see chair guidelines)

**Length:** ~30 pages (excl. appendix)

**Combined weight:** 60%



## Oral presentation: Research state

Prepare a presentation on the current state of research (same team)

### Grading criteria

- The presentation reflects the essential content of the seminar paper
- Clear structure
- Appealing visualization / free style of presentation
- Keeping to the time frame

**Duration:** 30 minutes (incl. 10 minutes Q&A)



## Project presentation: Consulting project

Present the results from your consulting project for a corporate partner (same team)

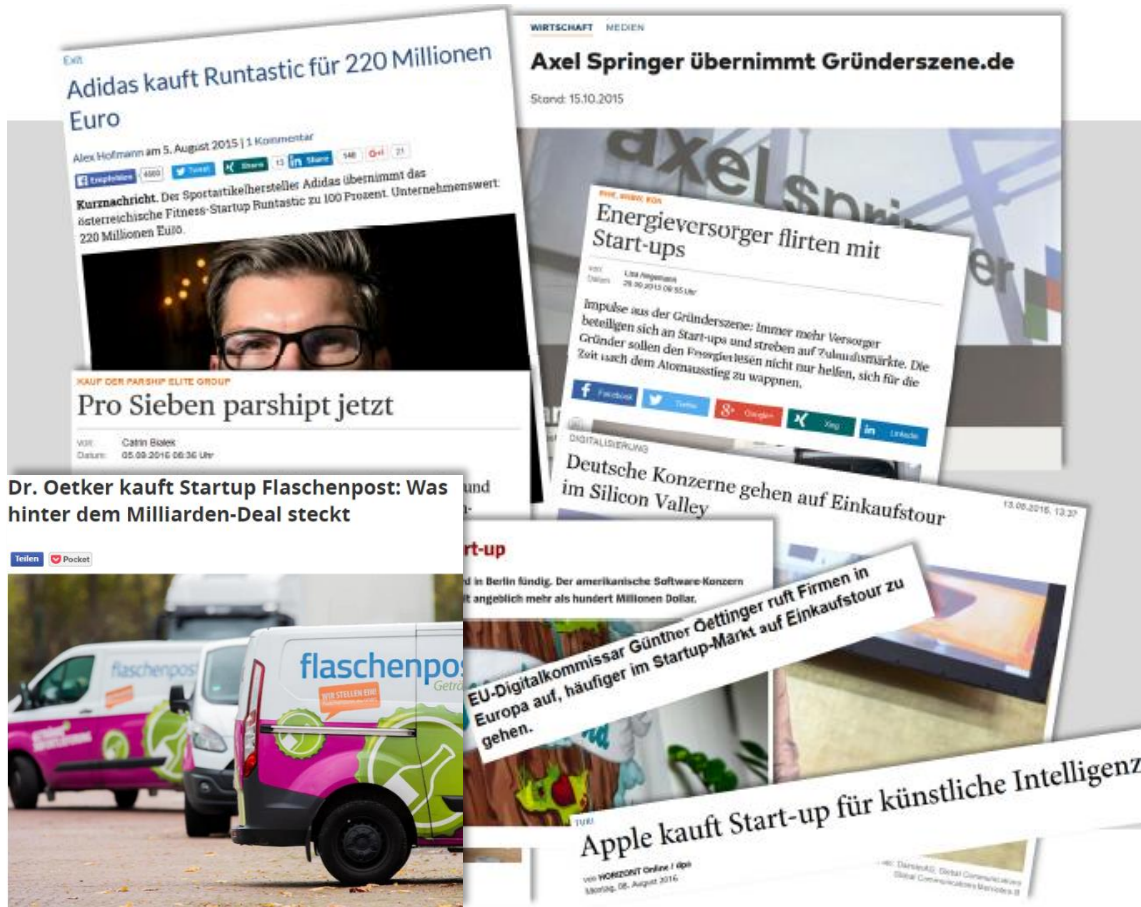
### Grading criteria

- The presentation provides actionable advice and clear recommendations to the company (feedback from partners)
- Clear structure
- Appealing visualization / free style of presentation
- Keeping to the time frame

**Duration:** 30 minutes (incl. 10 minutes Q&A)

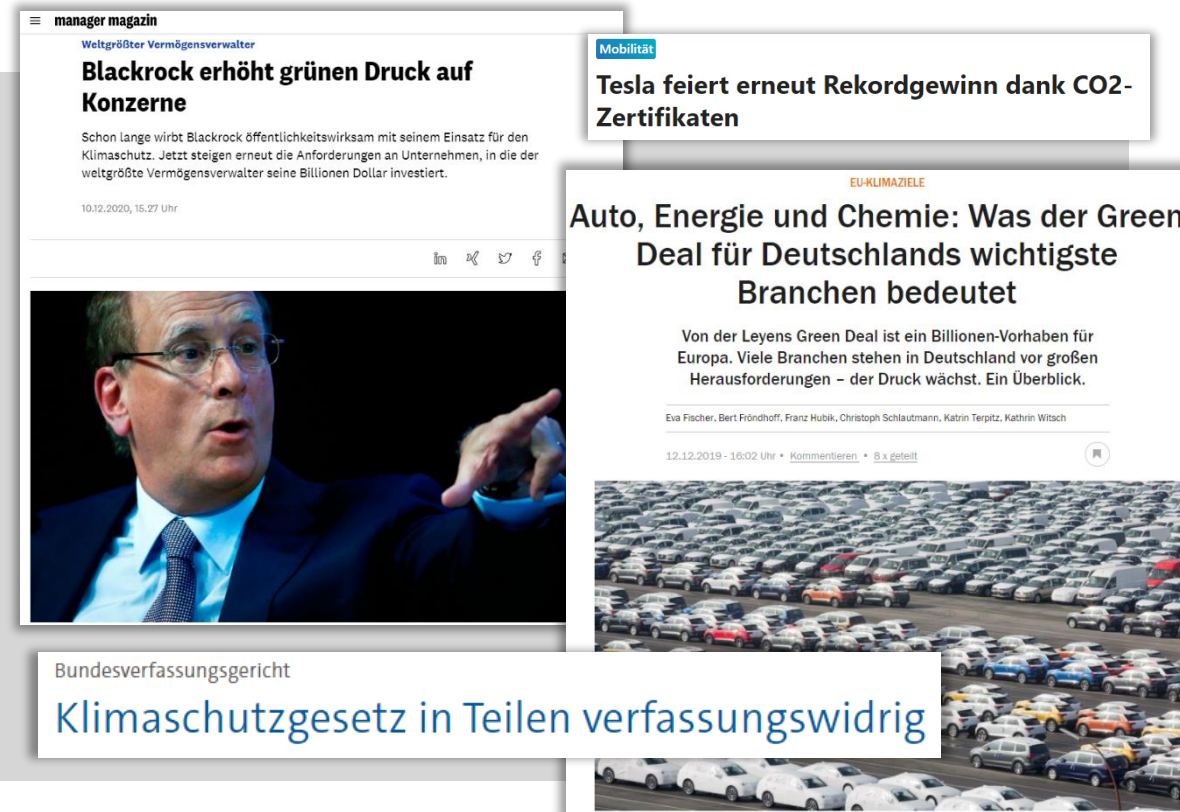
**Weight:** 40%

# Corporate Venturing: External corporate venturing is on the rise



- **Start-up acquisitions by large firms gain increasing importance** to participate in new venture innovativeness and novel technologies
- Large incumbents **with a strong focus on different start-up acquisitions** – e.g., the **automotive industry** with focus on **mobility start-ups**: **VW invests in Gett; Daimler acquired MyTaxi; GM invests in Lyft; Toyota invests in Uber**  
– *press releases*
- In 2018, **corporate venture capital (CVC)** accounted for ~23% of all investment deals made in external start-ups globally *Wayra 2019*
- **Number of CVC investments** accelerated over the past years in terms of volume and size *Wayra 2019*
  - **2013: 1,000 | \$10.6B**
  - **2018: 2,700 | \$53.0B**





- Regulatory pressure on greenhouse gas (GHG) emissions has steadily increased since the **Paris Agreement in 2015**, in which **~200 parties committed to limit global warming** *UNFCC 2021*
- Pressure is not bound to politics – **Blackrock, the world’s largest investor, demands C-level executives to strive for climate-neutral operations** – *press releases*
- For companies, **sustainability and ESG evolve into mission-critical topics with direct economic implications, e.g.** – *press releases*
  - Tesla’s recent profits largely depend on its ability to sell CO2-certificates to competitors
  - Newly launched “green” financial products (e.g. green bonds or ETFs) allow better access to capital for sustainable companies


### Misaccounting for endogeneity: The peril of relying on the Heckman two-step method without a valid instrument

Sarah E. Wolfolds<sup>1</sup> | Jordan Siegel<sup>2</sup>

### Even the Rich Can Make Themselves Poor: A Critical Examination of IV Methods in Marketing Applications

Peter F. Rossi  
Berkeley, California 90095,

### Omitted Variable Bias: Examining Management Research With the Impact Threshold of a Confounding Variable (ITCV)

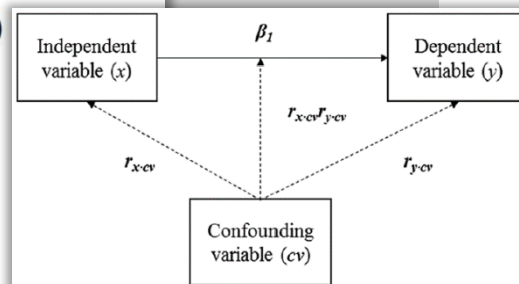
John R. Busenbark   
University of Notre Dame

Hyunjung (Elle) Yoon  
Daniel L. Gamache

University of Georgia

Michael C. Withers

Texas A&M University



- **Endogeneity** exists when an **independent variable (IV)** in a regression model equation **correlates with the disturbance term**
- **Endogeneity issues** in empirical research models may lead to **inconsistent estimations** and **threaten to infer causal effects**
- In recent years, **statistical methods to mitigate endogeneity concerns receive increasing attention** in the management literature *e.g. Wolfolds & Siegel, 2019*
- **Examples for mitigating endogeneity issues** are:
  - Impact Threshold of a Confounding Variable (ITCV)
  - Control functions



# Research avenues offer a plethora of exciting research questions

/ EXEMPLARY

## Corporate Venturing

- Topic 1: How does the top management team (TMT) impact corporate venturing activities?
- Topic 2: What are drivers of corporate venturing activity among companies?
- Topic 3: Does corporate venturing activity foster innovativeness at the parent company?
- ...

*Classic regression analysis*

## Sustainability

- Topic 1: What are the drivers of green innovation among corporates?
- Topic 2: Are diverse top mgmt. teams (TMT) more inclined to engage in corporate venturing?
- Topic 3: Does “green” corporate venturing result in superior firm performance?
- ...

## Research Methods

- Topic 1: What is the threshold impact a variable not measured in the research model could have?
- Topic 2: How can estimation problems be solved via two-stage fractional regression models?
- Topic 3: How can control functions help to correct for endogeneity problems?
- ...

*Advanced statistical analysis*

## Get a first idea of potential consulting projects

/INDICATIVE /NOT EXHAUSTIVE

- *Corporate meets startup - How to (co-)create the next big thing*
- *Turn-up the heat – what defines best of best in outdoor cooking and how can (digital) post-purchase features make a difference?*
- *On the hunt for trends – Leveraging new technologies in an established corporate*
- *“iSteak – 2 Ribeyes please” – how does the outdoor kitchen of the future look like and what (digital) differentiators do we expect?*



# This course will introduce you to academic research, prepare you for your master thesis and expose you to project work

- The course will prepare you to **write your master thesis** through literature research, data crunching, and academic writing
- You will get to know **academic research** first-hand by analyzing and combining large datasets
- You will also get acquainted with **advanced tools for statistical analysis, i.e. STATA**
- You will work on **real-life business problems for corporate partners** and provide **clear recommendations as a student consulting team**
- You will **learn to work collaboratively** and **diligently** since the course will be **challenging**

Academia

Business  
development

Entrepreneurs

Statistical  
analysis

Innovation  
Management

Strategy  
consulting



# Timeline for the seminar Empirical Research on (Corporate) Entrepreneurship

## Date

17<sup>th</sup> – 31<sup>st</sup> May 2022

Mid June 2022

End July 2022

05<sup>th</sup> September 2022

September – December 2022

19<sup>th</sup> – 20<sup>th</sup> September 2022

06<sup>th</sup> November 2022

07<sup>th</sup> – 11<sup>th</sup> November 2022

11<sup>th</sup> December 2022

12<sup>th</sup> – 16<sup>th</sup> December 2022

## Description

Registration period

Allocation of seminar participants

Team allocation and survey about preferences

Kick-off incl. topic and project allocation

Working period in groups (incl. 3 dedicated feedback slots per group)

Stata course from 9 am to 7 pm (*optional but highly recommended*)

Submission of presentations of consulting projects

Final presentations of consulting projects

Submission of all deliverables concerning the seminar paper

Final presentations of seminar papers

You will be asked to:

- **Form groups of 4** with your fellow students
- Vote for your **preferred research topic**
- Vote for a **corporate project you would like to work on**

# What we learned from last year and changed for this year

## Points of criticism last year

Minor unclarity on behalf of corporate partners

Feedback slots too early

Insufficient preparation for academic writing

Agenda during final presentations too packed

## Adjustments this year

Additional Q&A and briefing notes for corporate partners prior to the start of the seminar

Feedback slots at a later point during group work

Provision of additional sources on “how to write an academic seminar paper”

No guest lecture at the end of the seminar



# Any open questions?

