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## **Abstracts, Classifications and Authors**

### **I. Abhandlungen und Studien**

#### **Stephanie Tilly und Dieter Ziegler: Einleitung / Introduction**

##### *Abstract*

During the 1960s contemporary economists expected a tendency of satiation on the automobile markets in the western world for the near future. Competition would intensify and growth would be possible only for those car manufacturers who superseded their concern for production by market orientation. Business historians of the car industry have adopted this perception and turned it into the dualism buyer's market and seller's market. This article questions the appropriateness of this concept, and argues that while an increase in the importance of market orientation during the 1960s cannot be denied the attention to both production and marketing are key elements of modern business management.

Keywords: business history, car industry, buyers market

JEL-Codes: N 30, N 72, N 74, N 82, N 84, O 10

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**Christopher Kopper: Der Durchbruch des PKW zum Massenkonsumgut 1950-1964 / The Emergence of the Automobile as a Mass Consumer Good 1950-1964**

*Abstract*

Until now, research on the breakthrough of mass motorization has neglected the importance of the used car market. Empirical evidence proves that the used car market had a significant impact on the growth of car ownership and the purchase of cars among white and blue-collar workers. The transparency and flexibility of the used car market, the lack of price regulation and the degressive curve of used car prices facilitated car ownership among medium income Germans as early as the late 1950s.

German car manufacturers recognized the potential of the used car market for the promotion of new car sales, but adopted different market strategies. US companies like Opel and Ford changed their models frequently to promote the sale of new cars and to accelerate the obsolescence of older models, whereas Volkswagen followed the strategy of incremental changes in order to create a higher value for used cars and to generate an additional benefit for new car customers.

Keywords: Konsumgeschichte, Automarkt, Nachkriegszeit

JEL-Codes: L 62, M 31, N 34, N 64

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**Florian Triebel: Vom ‚Marketingloch‘ zur Wiederentdeckung der sportlichen Mittelklasse – vom Produktionsregime zur Marketingorientierung bei BMW / From a Marketing Gap to the Rediscovery of the sporty Middle Class – BMW’s Production Regime and Market Orientation**

*Abstract*

Bayerische Motoren Werke AG (BMW) underwent a severe corporate crisis from 1954 onwards; at the climax of this crisis the company was almost sold to its competitor Daimler-Benz – in a dramatic general assembly on December, 9th 1959 the plan was thwarted only by minor shareholders and dealer representatives. An analysis of BMW’s car business area during the 1950s using the 4 Ps of the classic marketing mix as a methodological framework, reveals a missing marketing orientation as the real cause of this severe crisis.

Moreover, set in the context of the history of BMW’s car business in the 1930s and during the reconstruction after the crisis in the 1960s, the 1950s could be characterized as a singular and outstanding ›marketing hole‹ in BMW’s history.

Keywords: automobile industry, marketing history, corporate crisis

JEL-Codes: M 3, N 84

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Eugen Diederichs Verlag 1929–1949, München 2004). 2001 bis 2007 leitete er die Funktion Unternehmensgeschichte im Konzernarchiv der BMW Group, seit 2008 verantwortet er Zentralfunktionen (Controlling/Projekte/Prozesse/IT) der BMW Group Classic.

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**Patrick Kresse: Finanzierung von Wiederaufbau und Expansion – Cashflows westdeutscher Automobilhersteller zwischen 1948-1960 / Financing Reconstruction and Expansion – the Cashflows of West German Car Makers between 1948 and 1960**

*Abstract*

Prior research showed that in 1957, the German motor car industry provided 92 percent of its finance by internal resources. This suggests a generally sound financial basis of German carmakers. However, the picture is misleading. The comparison of net cash flows of Volkswagen with that of BMW proves that corporate finance patterns among individual companies differed starkly. The reason for this was not only a different business policy but also the pre-1948 premises under which each company recommenced its production of cars. At Volkswagen, an assertive general director implemented a successful economies of scale policy at a large industrial base that due to the historical circumstances was nearly free of cost of capital. On the other hand, BMW due to its substantial war and post-war damages as well as the market failure of its business policy had to rely on increasingly expensive debt. Against this background, Volkswagen was in a much better situation than BMW to benefit from the federal government's stimulus to self-finance that was based on an expansive depreciation policy. As a result, Volkswagen financed nearly all of its capital expenditure with its operating cash flow, while BMW dragged to the edge of insolvency.

Keywords: Finance, Motor car industry, Cash flow, Corporate Finance, Volkswagen, BMW

JEL-Codes: D 21, G 31, G 32, L 21, L 62, M 41, N 64, N 84

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**Chiara Casalino: Italian Big Business and The Italian Automotive Industry. Fiat Internationalization in the Vittorio Valletta Era and its ongoing Reorganization (1946-1972)**

*Abstract*

An international dimension has characterized the automotive industry since its origins, both as far as supply is concerned, where the car product results from the convergence of a series of multiple design innovations and continuous improvements in manufacturing processes, and as far as demand is concerned, given the narrowness of the home markets and the homogeneity of the buyers' social peculiarities. One observation is particularly appropriate in the case of Italy: in the early twentieth century, Fiat was already making some two thirds of its turnover from sales on foreign markets and,

absorbing more than 60 percent of vehicles produced in the twenties and again 35-40 per cent at the end of the next decade, this proved to be the preferred outlet for its production.

The research that this paper summarises is inspired by this statement and takes as the analysis target the adoption of the internationalization theme as a key to understanding and guiding the reconstruction of the history of the automotive industry, and the Fiat enterprise, who was the first in Italy to embrace a development model no longer based solely on import substitution, but on the willingness and ability to compete with companies in industrially advanced countries.

Contextually, the monitoring of the temporal evolution of this process, emphasizing the years between the interwar period and the years of the economic boom, helped to expand the different meanings of the same concept of internationalization. The study of the first stage of Fiat's international growth (§ 1) and of its foreign presence – both in terms of the product and of foreign investments – during Vittorio Valletta's management (§ 2), is combined with the review of the reorganization and relaunching plans created in the immediate subsequent years (§ 3) in order to produce some final thoughts on the various stages of the major Italian car company's internationalization process (§ 4).

Keywords: Italian Automotive History, Internationalization, Reorganization, Management

JEL-Codes: N 64, N 8, L 62, L 25

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**Ingo Köhler: “Small Car Blues”. Die Produktpolitik US-amerikanischer und deutscher Automobilhersteller unter dem Einfluss umweltpolitischer Vorgaben, 1960-1980 / “Small Car Blues”. The Product Strategies of German and American Carmakers in the Face of Environmental Regulations, 1960-1980**

*Abstract*

The future of the automobile lies in eco-friendly and fuel-efficient small cars. Nowadays, this prediction is considered to be an inevitable consequence of the costly shortage of fuel and the rising detrimental effects of motor traffic on the environment. But the debates are hardly new. In the context of the oil price crisis of the 1970s German and American carmakers were already massively criticised for their lack of innovative products in the small car segment. This essay deals with the different reasons for and effects of the Small Car Blues in the United States and Germany. Comparing the product strategies of carmakers in both countries it shows that the American Big Three were reluctant to adjust their product programmes for different reasons: First, the carmakers were bound in oligopolistic competition. Because of the high investments needed for entering the less profitable small car market, they considered a diversification too risky. Second, the producers were lacking the necessary know-how for producing small cars after having focused strongly on fullsizes and intermediates for years. Third, the

American car buyers were much more accustomed to big, comfortable cars than Europeans. Even the technology forcing governmental obligations to enhance the fuel-efficiency and to reduce the exhaust emissions did not change their common reservations towards small cars. Given the obstacles from the demand as well as the supply side, it seemed to be the right strategy for the American manufacturers to continue to produce big cars. In Germany, however, the car makers revived the production of small and sub-medium-sized cars, building on a tradition of successful people cars that had briefly been suspended. Since the mid 1970s all major producers completed a downgrade of their model range and offered cars for each segment of buyers. Moving from a sellers' to a buyers' market, the manufacturers were not only much more adept in mass-producing small cars profitably. These car types were also socially more acceptable because only a few years ago they had made German mass motorization possible. In addition, governmental tax incentives encouraged the German customers to buy fuel-efficient small cars. The continuous demand in this segment of the market forced the carmakers to integrate small car offers back into their product programmes. Therefore, the Small Car Blues was just a short-term delay in the consumer-oriented adjustment of the German carmakers' product strategies.

Keywords: Car market, car demand, mass motorization, environmental impacts, product strategy, environmental regulations

JEL-Codes: D 21, L 10, L 62, M 31, R 41, Q 52.

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**Stephanie Tilly: Das Zulieferproblem aus institutionenökonomischer Sicht. Die westdeutsche Automobil-Zulieferindustrie zwischen Produktions- und Marktorientierung (1960-1980) / Supplier Problems from an Institutional Perspective. The west-German Automotive Supply Industry between Production- and Market-oriented Management (1960-1980)**

*Abstract*

The automotive supply industry represents an important segment of the automobile industry. As early as the 1960s it contributed a significant share of the latter's total value-added, in spite of the fact that the suppliers were quite a distance away from the ultimate consumer.

This article analyses the market behaviour of the auto-industry suppliers from the 1960s to the early 1980s and shows how the shift from a seller's to a buyer's market was reflected in the behaviour of the supplying industry. Starting from structural features of the supply business – such as long-lasting business relationships with auto makers, mutual commitment, market power of the car manufacturers and sales policy-dependence of the suppliers – it will be shown that many supplying firms were clearly production-oriented until the early 1980s. Little attention to sales within the firm, slack advertising activities, a focus on business conditions and relationship-fostering were typical features of sales-and-operation- practices in the supplying industry. This mirrored, as did the blurred profile of suppliers' brands, the structural conditions of the supply business. Examination of the so-called "replacement

parts conflict” in the 1970s, however, suggests that the half-hearted governance of the sales function among suppliers did not result simply from a conventional production-oriented management, but also from the self-interest of the automobile manufacturers, who obviously wished to remain in control of the ultimate consumer market. Nevertheless, some suppliers – especially those with strong R&D capabilities – succeeded in adapting a market-oriented business strategy, e.g. Peddinghaus as a “trouble-shooter” for the car makers on the supply market or ABB with multi-stage marketing activities which directly reached the ultimate consumer market.

Keywords: Automotive supply industry, automobile industry suppliers, marketing history

JEL-Codes: N 64, N 84, M 3

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**Reinhold Bauer: Die 1970er Jahre als „Sattelzeit“ im ostdeutschen Automobilbau / From attempted modernization to decline: The 1970s as a Transitional Period for the Automobile Industry in the German Democratic Republic**

*Abstract*

Scarcely any industrial product manufactured in the German Democratic Republic became as well known in the capitalist world as its private passenger motorcars. Private car ownership in East Germany was based on two car types that were produced for over 20 years with only minor changes being made to them in this period. Such long running consistency in models is not only surprising in comparison with western car manufacturers, but was also unique in the so-called “eastern block”. To explain the obvious innovation problems this article focuses on the development of the industry in the 1970s. This decade can be regarded as a transitional phase between a more or less innovative period in the sixties and a period of continuing decline thereafter. By examining the specific problems of the East German automobile industry the article also illustrates general deficiencies in the functioning of centrally planned economies and elucidates the general economic development of the GDR since the 1970s.

Keywords: GDR, Automobile Industry, Innovation Problems, Centrally Planned Economy

JEL-Codes: L 23, L 25, L 62, N 64, P 23

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Umbruchphase für die Automobilindustrie in beiden deutschen Staaten, in: Konrad H. Jarausch (Hg.): Das Ende der Zuversicht? Die Strukturkrise der 1970er Jahre als zeithistorische Zäsur, (Göttingen 2008).

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## **II. Diskussion**

### **Richard Tilly: The Distribution of Personal Income in Prussia, 1852 to 1875: An Exploratory Study**

#### *Abstract*

This article describes the distribution of personal income in Prussia, Germany's former largest state, in the period from 1851 to 1875 – the classic phase of the German "Take-off". Like its many forerunners, it is based on Prussian income tax data. Since these are available at the level of an intermediate administrative district, the "Regierungsbezirke", the project of which this article is one part has both a temporal and spatial dimension. Here, however, the focus is aggregative and on change over time; the spatial dimension will be the subject of a subsequent paper. In contrast to most work on the German income distribution, which has focused on incomes at the top, this study reproduces the entire distribution from the bottom up. After a brief introduction, the paper discusses the historiography and "historical background" of the topic, turning then to presentation and evaluation of the statistical results. A brief summary concludes, followed by an appendix which explains estimating procedures.

Keywords: Income Distribution, Income Tax

JEL-Codes: N

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### **Martin Fiedler und Howard Gospel: Big Business im 20. Jahrhundert: Die 100 größten Arbeitgeber in Großbritannien und Deutschland in vergleichender Perspektive / The Long-Run Dynamics of Big Business: The Top 100 British and German Firms by Employment in Comparative Perspective**

#### *Abstract*

This paper examines the dynamics of large firms as measured by employment in the UK and Germany over the course of the twentieth century. The paper presents a comparative overview of the major

trends in terms of size and composition. It then examines the dynamics of change in terms of entry, survival, and exit of large firms in both countries. The findings reveal both differences and similarities between the two countries. However, the analysis suggests that similarities are more striking in the long run.

Keywords: Employment, Firms, Manufacturing, Services

JEL-Codes: E 24, L 6, L 8, N 6, N 7, Y 1

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### **III. Forschungs- und Literaturberichte**

#### **Rainer Fremdling: German Agricultural Employment, Production and Labour Productivity. A New Benchmark for 1936 and a Note on Hoffmann's Tales**

##### *Abstract*

This paper focuses on agricultural performance in 1936 as part of a comprehensive project to (re)construct a new and reliable benchmark for revising German historical national accounts. The new estimates presented here confirm the poor agricultural performance of Germany compared with other developed economies. The new figures are even significantly lower than Hoffmann's estimates: In particular, this is shown for key variables like gross and net value added and labour productivity. The benchmark year of 1936 is considered to be representative of the inter-war years. Consequently, once again my statement is confirmed that one should keep away from Hoffmann's figures when discussing any aspect of economic failure of the Weimar Republic or economic recovery after Hitler came to power.

Keywords: Historical National Accounts of Germany, German Agriculture, Deutsche Landwirtschaft, Nazi-Economy

JEL-Codes: C 80, E 01, N 01, N 14, N 54, O 47

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**Hendrik K. Fischer: Soziale Ungleichheit im Spiegel des Konsums. Eine clusteranalytische Untersuchung zum differentiellen Konsum im Kaiserreich / Social inequality as reflected by consumption. A cluster analysis of differential consumption in the German Kaiserreich**

*Abstract*

The paper analyses consumer behaviour in different social classes in late 19th century Germany. Using a complete new database with 3.994 household budgets, it presents a new quantitative approach to answer the question how social stratification is reflected in different types of consumption. Unlike most previous attempts, the data set was not pre-classified first by some other attributes of social structure (such as occupation of the head of the household, income, etc.). Instead, the entire data set is classified and grouped by a cluster analysis of the households' expenditure structures only. This approach has not been used for such a wide spectrum of society covering households of East-Prussian rural workers as well as the household of a Westphalian Count. Thus, the paper covers several new findings, e. g. a much wider variety of different consumption styles within working class households as traditionally assumed.

Keywords: Consumption, household, household budgets, consumption patterns, social structure, social stratification, cluster analysis, Germany 1859-1914

JEL-Codes: C 42, D 12, N 34, Z 13

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