

Internationalisation Strategies of German VET Providers: Core Driving Forces and Reflections About Demand

4th Crossing Boundaries Conference MuttENZ/Bern 2021

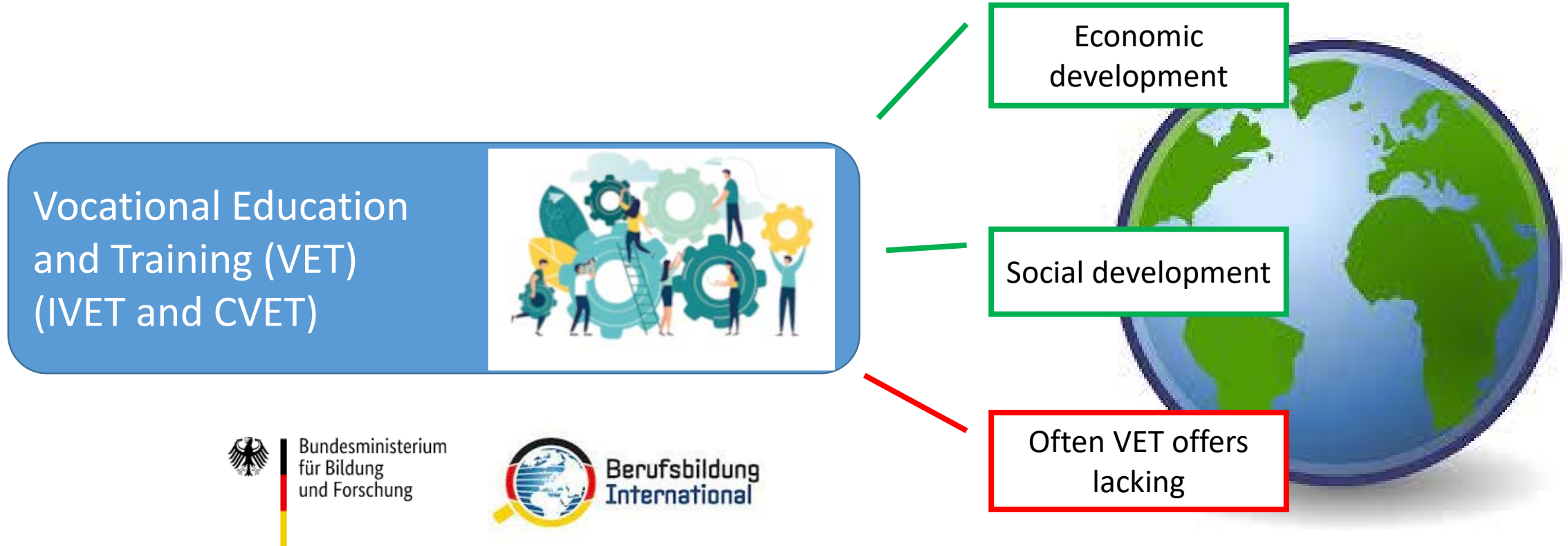
Dr. Ida Kristina Kühn, Institute Technology and Education ITB, University of Bremen

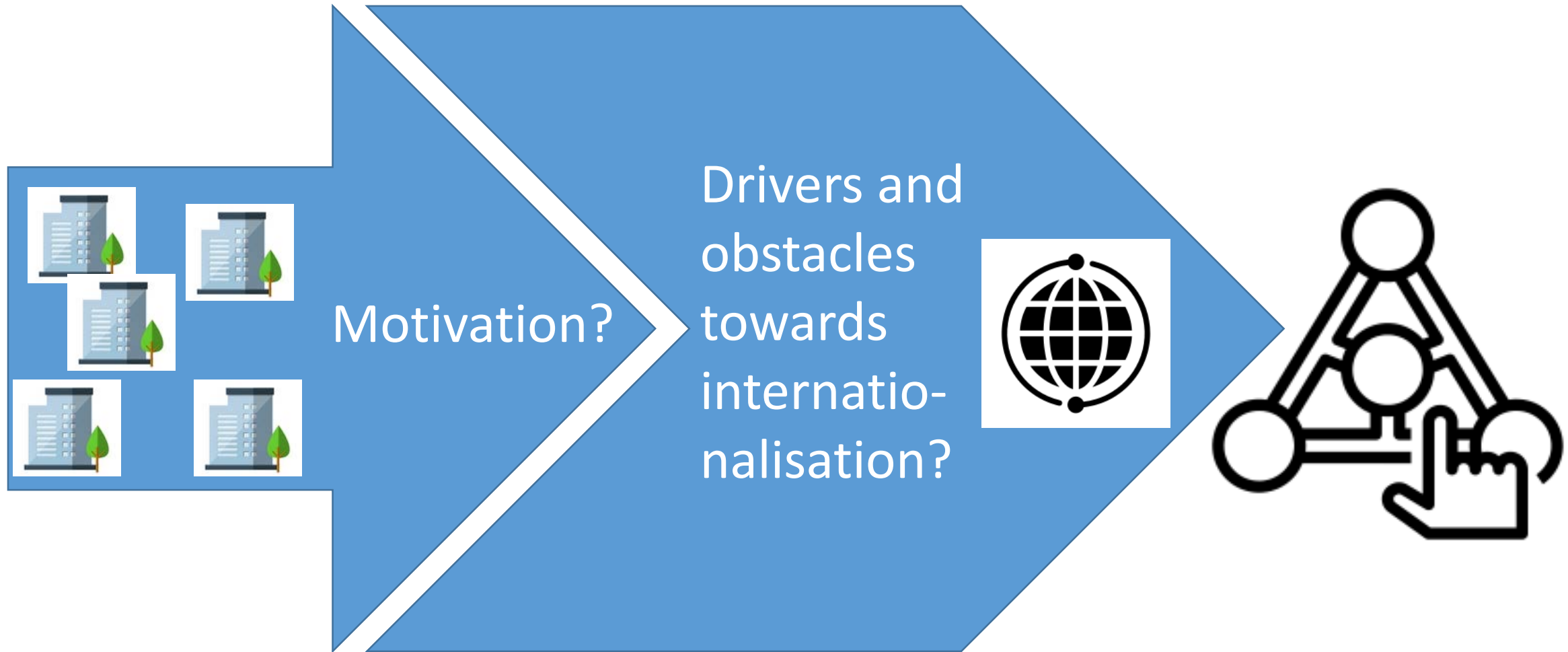
Dr. Larissa Holle, Institute Technology and Education ITB, University of Bremen

Table of Content

1. Our starting point
2. Selected statements and studies
3. Research questions
4. Research approach
5. Findings
6. Discussion

1. Starting point: why considering internationalisation strategies of German VET providers?





2. A selection of relevant statements and studies

1. Direct transfer of VET services or systems is difficult, if not impossible (Wolf, 2017; Wiemann et al., 2019).
2. Export of VET is influenced by certain factors, so-called drivers and obstacles (MOEZ study, 2012) and can be seen as one expression of market entry strategies (Kutschker & Schmid, 2011; Gessler & Kühn, 2019; Hilbig, 2019a).
3. Internationalisation strategies are dynamic to enable adaptations of the strategy itself or its innovation element (Kutschker & Schmid, 2011).
4. A VET provider's business model as well as market entry strategy can be seen as the sum of all made transfer considerations (Hilbig, 2019a; b).

3. Research Questions

1. Which drivers and obstacles are most relevant for German VET providers in the context of internationalisation?
2. What motivates German VET service providers to enter new markets?
3. What can we learn in terms of business models of German VET service providers in international markets?

4. Research approach

Research question 1:

New survey based on the MOEZ (2012) categories and Re-arrangement by market criteria (Saleh & Saleh, 2020)

Online-survey (n= 37) aiming validation of MOEZ findings



Research question 2:

Re-arrangement by different groups of motives (Saleh & Saleh, 2020)

Online-survey (n= 37) aiming validation of MOEZ findings



Research question 3:

Findings of RQ1 and RQ2

Integrated analysis of RQ1 and RQ2

5. Findings for research question 1

Most relevant drivers (n=31)

<https://zenodo.org/record/4006667#.YG1dNugzY2w>

Dimension	Item-Scale (example)	Mean	α
<i>Political dimension</i>	Flanking by political actors	2,55	.692
<i>Socio-cultural dimension</i>	Design of relationships in the project country	5,77	.597
<i>Economic dimension</i>	Worldwide presence of German industry	5,17	-
<i>Technological dimension</i>	Linking of technology and education	5,62	-

Most relevant obstacles (n=31)

Dimension	Item-Scale (example)	Mean	α
<i>Political dimension</i>	Incompatibility at systemic level	4,10	.743
<i>Socio-cultural dimension</i>	Little/no acceptance of VET in the target country	4,37	.641
<i>Economic dimension</i>	Limited scope for pricing	3,39	.774
<i>Technological dimension</i>	Lack of technical infrastructure (teaching & demonstration)	5,56	-

5. Findings for research question 2

Most relevant motives to go international with a VET business model

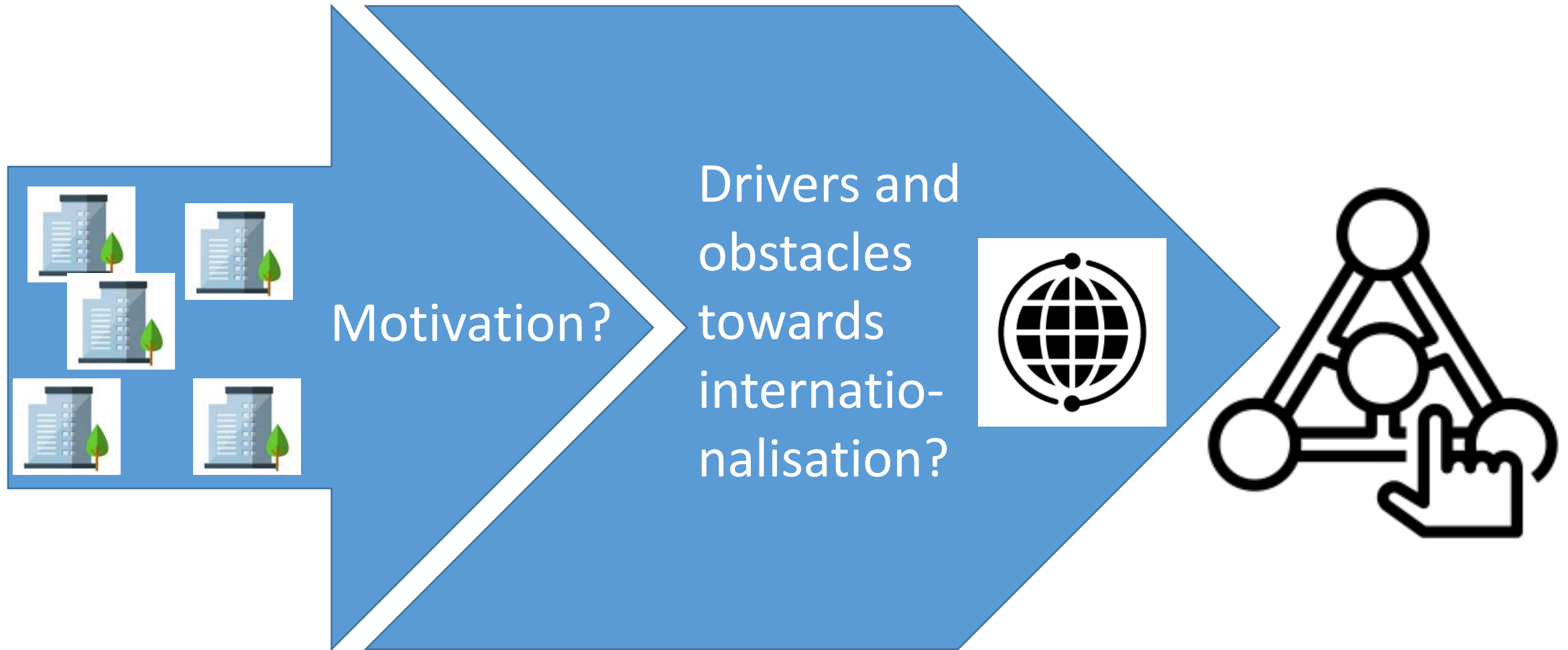
No.	Item (n=31)	Group(s) of motives	%
1	Reaction on identified demand in the target country	3	80,6
2	Received direct request	3	61,3
3	Existing networks in the target country	3; 1	58,1
4	Strong VET demand from German enterprises in the target country	3; 1	58,1
5	Current shortage of skilled workers in the target country	3	51,6

1 = growth-oriented

3 = customer-oriented

2 = competition-oriented

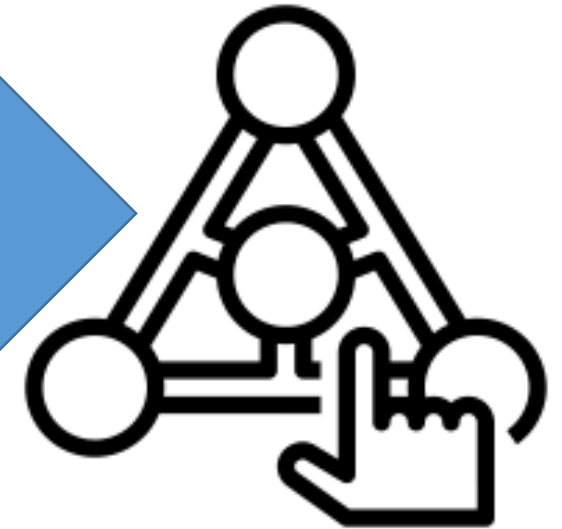
4 = other (mainly personal reasons)



Market entry
decisions mainly
based on
potential:

Growth
Customers

- Relationships
- German industry abroad
- technology & education linkage



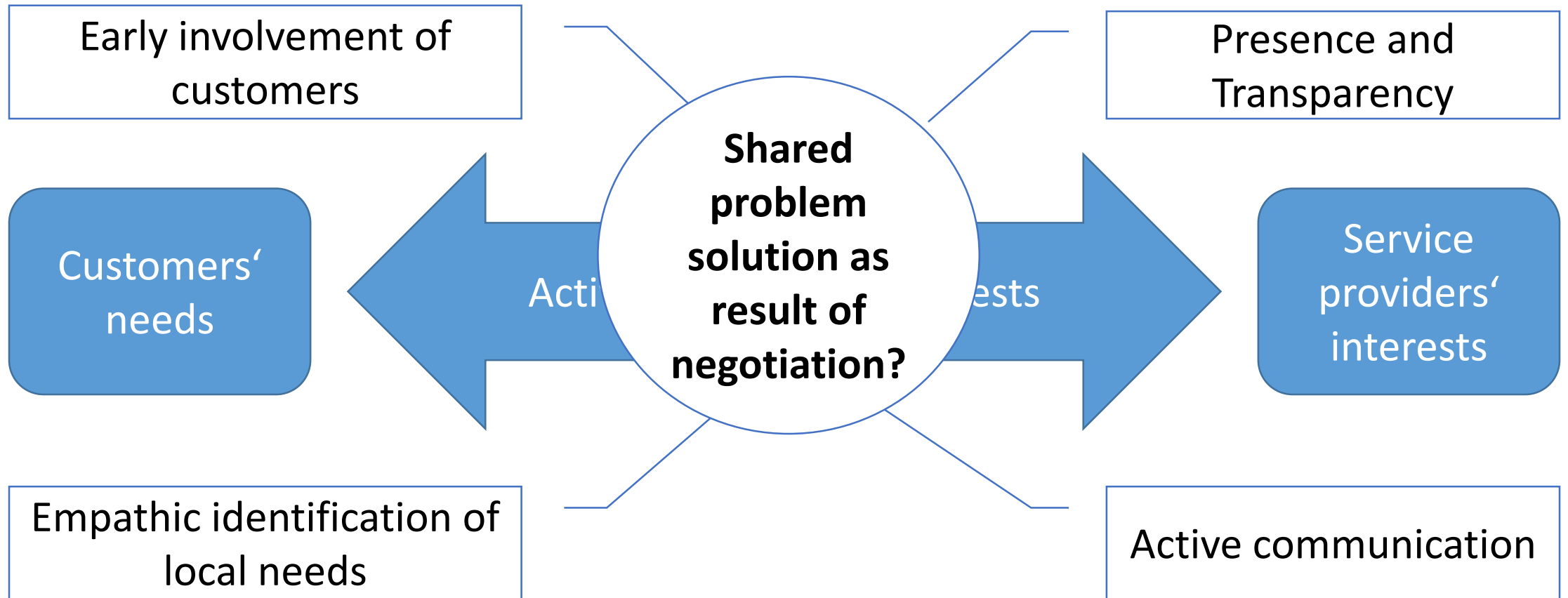
5. Findings for research question 3

What do we learn about business models of German VET providers?

- They follow customer- and growth-oriented motives
- They orient the market entry in socio-cultural and economic potential



6. Discussion



References

- Fraunhofer-Zentrum für Mittel- und Osteuropa. (2012). *Treibende und hemmende Faktoren im Berufsbildungsexport aus Sicht deutscher Anbieter* [Driving and inhibiting factors of vocational and educational training export perceived by German providers]. Fraunhofer MOEZ. <https://docplayer.org/28162853-Treibende-und-hemmende-faktoren-im-berufsbildungsexport-aus-sicht-deutscher-anbieter.html>
- Gessler, M., & Kühn, K. (2019). Geschäftsmodellentwicklung und/oder Berufsbildungszusammenarbeit? [Business model development and/or VET cooperation?] In DLR, Projektträger (Ed.), *Geschäftsmodellentwicklung in der internationalen Berufsbildungszusammenarbeit* (pp. 35–37), DLR Projektträger.
- Hilbig, R. (2019a). *Internationale Geschäftsmodelle von Berufsbildungsdienstleistern. Geschäftsmodellinnovationen unter Berücksichtigung der Dynamic Capabilities* [International business models of vocational training service providers. Business model innovations taking into account dynamic capabilities]. Springer Gabler.
- Hilbig, R. (2019b). Geschäftsmodellinnovationsprozess – Vom nationalen zum internationalen Geschäftsmodell [Business model innovation process – From a national to an international business model]. In DLR Projektträger (Ed.), *Berufsbildung International. Geschäftsmodellentwicklung* (pp. 28–31). AZ Druck.
- Kutschker, M., & Schmid, S. (2011). *Internationales Management* [International Management] (7th ed.). Oldenbourg Wissenschaftsverlag GmbH.
- Kühn, I. K., Peters, S., & Holle, L. (2020). Internationalisation strategies of German VET providers. What is important for business models in new markets? In C. Nägele, B. E. Stalder & N. Kersh (Eds.), *Trends in vocational education and training research, Vol. III. Proceedings of the European Conference on Educational Research (ECER), Vocational Education and Training Network (VETNET)* (pp. 168–177). <https://doi.org/10.5281/zenodo.4006667>
- Pilz, M., & Wiemann, K. (2020). Does dual training make the world go round? Training models in German companies in China, India and Mexico. *Vocations and Learning*. <https://doi.org/10.1007/s12186-020-09255-z>
- Posselt, T., Abdelkafi, N., Radić, M., & Preissler, A. (2019). Berufsbildungsexport. Zentrale Bausteine der Geschäftsmodellentwicklung [Export of vocational training. Central building blocks of business model development]. In M. Gessler, M. Fuchs & M. Pilz (Eds.), *Konzepte und Wirkungen des Transfers Dualer Berufsausbildung* (pp. 163–196). Springer Fachmedien VS.
- Saleh, S. & Saleh, M. (2020). *Internationales Management für Dienstleistungsbetriebe* [International management for service providers]. Wiesbaden, Springer GmbH. <https://doi.org/10.1007/978-3-658-30814-8>
- Wolf, S. (2017). International TVET transfer project - Theoretical-practical experiences of workplace training with the workforce in the Egyptian construction industry. In M. Pilz (Ed.), *Vocational Education and Training in Times of Economic Crisis* (pp. 439–459). Springer International Publishing.

Thank you for your attention!

The authors and presenters



Dr. Ida Kristina Kühn

kristina.kuehn@uni-bremen.de



Dr. Larissa Holle

lholle@uni-bremen.de



University of Bremen
Institute Technology and Education ITB
Am Fallturm 1
28359 Bremen
Germany