

## **Masterarbeit**

### **Abstract**

#### **The Performance Impact of Planning in the Development Phase of Small Firms**

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The aim of this work is to examine the impact of planning on the performance of small firms in the development phase. By investigating the usage of planning and control instruments in firms of the craft workers sector as well as other businesses, this study contributes to the ongoing research on the planning-performance relationship. It focuses on two different types of instruments used for operational planning namely planning and control instruments and thus provides new findings for the roles of those instruments. For the investigation, data from a start-up panel in North Rhine-Westphalia was examined. The results support the assumption that firms engaging in planning behavior have a higher performance than non-planners. This study shows further that the planning effect depends on the instruments used. Planning activities can have a different impact on performance compared to control activities. The results state that the scope and the type of planning have to be considered. Further research is recommended to obtain more insights into the impact of single instruments.