

## **Abstract (English)**

The innovative Co-entrepreneur concept of Peneder was the initiation and starting point of this diploma thesis. The target of this thesis is to cover the relevant scientific theory and to discuss it in relation to its deployment in the managerial planning as well as in reality.

A lot of theories about leadership, organization and management accounting deal with parts of the Co-entrepreneur concept. Especially the accounting and bonus system, but also the team organization and profit based compensation are issue of famous theories. They are the backbone of the concept and are called Market-Oriented Management Accounting.

The theory part of the thesis discusses in this matter the basics like the strategy schools of Mintzberg, the Agencytheorie and the Market-Orientation. Also models of leadership and human behavior provide deep insights into the way of thinking that distinguishes Peneder's Co-entrepreneurs.

In the practical part the Co-entrepreneur concept is outlined by presenting the mission statement and the company's documents extensively. The Co-entrepreneurs at Peneder are organized in autonomic Teams/Profit Centers and get a share of the earnings based on their profit. The profit centers don't charge costs to each other by prices. They agree on time standards with the chiefs of their units, which are in combination with the agreements for the interfaces a very effective way to manage this difficult issue.

Upon all these detailed instruments in accounting and organization there is a very positive corporate culture, an encouraging learning culture and an effective entrepreneurial approach. The interviews with the Co-entrepreneurs discovered, that a number of details are in reality quite different from theory. Despite there were some differences to the theoretical scientific basics, the success and effectiveness of the system-architects' intentions is cardinally confirmed.