

Table of Contents

List of Figures	XIII
List of Tables	XVII
List of Abbreviations	XXI
1 Introduction	1
1.1 Background and Problem Definition	1
1.2 Research Gaps and Objectives.....	4
1.3 Structure	8
2 Basics on Strategy, Structure and Environment.....	12
2.1 Strategy and Strategic Management.....	13
2.1.1 Concept of the Term Strategy	14
2.1.1.1 Origin and Evolution.....	14
2.1.1.2 Definition	15
2.1.1.3 Levels of Strategy	21
2.1.2 Strategic Management.....	25
2.1.2.1 Origin and Evolution.....	25
2.1.2.2 Definition	27
2.1.2.3 Schools of Strategic Management.....	29
2.1.3 The Configurational School	36
2.1.3.1 Origin and Evolution.....	36
2.1.3.2 Theoretical Basics	38
2.1.3.3 The Miles and Snow Typology	45
2.2 Business Networks and Inter-organizational Structures.....	51

2.2.1	Concept of the Term Business Networks.....	51
2.2.1.1	Evolution and Definition.....	52
2.2.1.2	Business Network Elements.....	57
2.2.1.3	Business Network Relationships.....	60
2.2.2	Inter-Organizational Structures.....	69
2.2.3	The Social-Embeddedness View.....	73
2.2.3.1	Origin and Evolution.....	74
2.2.3.2	Theoretical Basics	76
2.3	Institutional Environment.....	84
2.3.1	The Influence of Environment on Strategy and Structure	85
2.3.1.1	The Environment-Strategy-Structure-Performance Paradigm	86
2.3.1.2	The Industrial Organization Paradigm.....	88
2.3.2	Dimensions of a Country's Institutional Context	91
2.3.3	The Institution-Based View	95
2.3.3.1	Origin and Evolution.....	95
2.3.3.2	Theoretical Basics	97
2.4	Summary.....	101
3	Russia as a Major Transition Economy	105
3.1	Economies in Transition and Transition Phases	105
3.1.1	Overview of Transition Economies	105
3.1.2	State Socialism and its Consequences.....	107
3.1.2.1	Major Characteristics of State Socialism.....	108
3.1.2.2	Problems, Obstacles and Their Consequences.....	111
3.1.3	Reforms and Transitions	113
3.1.3.1	Triggering Events and Reforms	114
3.1.3.2	Two Paths and Their Outcomes	115
3.1.4	Transition Phases	119
3.2	Russia's Transition to a Market Economy	124

3.2.1	Historical Background and Collapse of the Soviet Union	124
3.2.2	Transition Processes in Russia	128
3.2.3	Russian Business Networks in Transition.....	131
3.2.3.1	Russian Business Networks During the Soviet Time	132
3.2.3.2	Russian Business Networks During the Transition Processes	133
3.3	Russia in the 21st Century.....	136
3.3.1	Political System.....	136
3.3.2	Social System.....	138
3.3.3	Openness	139
3.3.4	Product Markets	140
3.3.5	Labor Markets	141
3.3.6	Capital Markets	142
3.3.7	Overview of Russia's Institutional Context.....	144
3.4	Summary.....	146
4	Theoretical Framework and Hypotheses	150
4.1	Model 1: Strategy-Structure Configurations and Their Relationship With Performance.....	151
4.2	Model 2: The Environment-Strategy-Structure-Performance Model	162
4.2.1	Model Overview	162
4.2.2	Sub-Model 2a: The Environment-Strategy-Performance Fit	165
4.2.3	Sub-Model 2b: The Environment-Structure-Performance Fit	170
4.3	Model Summary	176
5	Empirical Data.....	177
5.1	Data Gathering	177
5.2	Sample Description	180
5.3	Status Quo and Trends in Russia's Business Environment	187

5.4 Operationalization of the Constructs	200
5.4.1 Overview of the Operationalization Approach	200
5.4.2 Institutional Context.....	208
5.4.3 Strategy Type	211
5.4.4 Inter-Organizational Structures.....	215
5.4.5 Company Performance.....	220
6 Empirical Analysis of the Theoretical Model	222
6.1 Configurations and Their Impact on Performance	222
6.1.1 Introduction to the Process of Data Analysis.....	222
6.1.2 Classification of all Respondents.....	224
6.1.3 Computation of Fit Between Strategy Type and Inter-Organizational Structures	226
6.1.4 Testing of the Research Hypotheses	234
6.2 Interplay Between Institutions and Firms' Strategy, Structures, and Performance.....	251
6.2.1 Environment-Strategy Fit and its Impact on Performance.....	252
6.2.1.1 Assessing the Predictability of Sub-Model 2a	252
6.2.1.2 Testing of the Research Hypotheses of Sub-Model 2a	255
6.2.2 Environment-Structure Fit and its Impact on Performance	260
6.2.2.1 Assessing the Predictability of Sub-Model 2b.....	260
6.2.2.2 Testing of the Research Hypotheses of Sub-Model 2b.....	262
6.3 Summary.....	272
7 Conclusion	275
7.1 Final Comments and Recommendations	275
7.2 Implications for Future Research.....	282
Bibliography	285
List of Appendixes.....	337

List of Figures

Figure 1:	Structure of the Dissertation.....	11
Figure 2:	Strategies as Hierarchical Constructs.....	17
Figure 3:	Intended Versus Realized Strategies.....	18
Figure 4:	Overview of the Different Levels of Strategy	22
Figure 5:	The Strategic Management Process	28
Figure 6:	Overview of the Various Fit Methodologies.....	40
Figure 7:	Overview of the Relationship Between the Three Business Network Elements	59
Figure 8:	Business Network and its Three Elements.....	60
Figure 9:	The Costs and Benefits of Relational Contracting	63
Figure 10:	The Costs and Benefits of Arm's Length Contracting	64
Figure 11:	Overview of the Dimensions of Inter-Organizational Structures.....	70
Figure 12:	The ESSP Paradigm	86
Figure 13:	Modern Structure-Conduct-Performance Paradigm.....	89
Figure 14:	Overview of the Dimensions of a Country's Institutional Context	94
Figure 15:	The Two-Phase Model of Transition Processes.....	122
Figure 16:	Russia's Transition Process.....	129
Figure 17:	Inter-organizational Structure Fit With Strategy Type and its Relationship With Performance	151
Figure 18:	Overview of the Relationships Between Strategy Type and Inter-Organizational Structures.....	155
Figure 19:	Interplay Between Institutions, Firms' Strategy Type, Structures and Their Impact on Performance.....	163
Figure 20:	The Environment-Strategy-Performance PLS Model	169
Figure 21:	The Environment-Structure-Performance PLS Model.....	174
Figure 22:	Theoretical Overall Model of This Dissertation	176
Figure 23:	Industry Representation of the Sample	181
Figure 24:	Industry Representation Distinguishing the Two Sub-Groups	183
Figure 25:	'Nationality' of the Firms Within the Sample.....	184

Figure 26: ‘Regional Origin’ of the Firms Within the Sample.....	185
Figure 27: Distribution of Firms’ Revenue.....	185
Figure 28: Distribution of Firms’ Workforce	186
Figure 29: Statement: It is Difficult to Predict how the Market Will Develop	188
Figure 30: Statement: In Your Industry, Everything is Still in the Stage of Infancy and Early Growth.....	189
Figure 31: Statement: In Your Industry, the Demand for the Products of Your Industry is Growing Rapidly	190
Figure 32: Statement: Your Industry is Dominated by a few Large Competitors.....	191
Figure 33: Statement: It is Difficult to Predict how Your Competitors’ Strategies Will Develop	192
Figure 34: Statement: Suppliers are Very Loyal – They Rarely Switch to Competitors	192
Figure 35: Statement: In the Future, you Will Purchase From Fewer Suppliers Than now.....	193
Figure 36: Statement: Your Company Will Increase its Purchase From Russia Over the Next Three Years.....	194
Figure 37: Statement: Customers are Very Loyal – They Rarely Switch to Competitors	195
Figure 38: Statement: In the Future, you Will Cater to Fewer Customers Than now	196
Figure 39: Statement: Many new Opportunities are Available to Your Company in the Form of Existing Products.....	197
Figure 40: Statement: Many new Opportunities are Available to Your Company in the Form of new Products	198
Figure 41: Statement: It is Difficult to Forecast Where the Technology in Your Industry Will be in Two to Three Years	199
Figure 42: Scree Plot of the Performance Distribution of Prospective-Oriented Firms.....	227
Figure 43: Scree Plot of the Performance Distribution of Defensive-Oriented Firms.....	227
Figure 44: PLS Model for Calculating the β -Values	229
Figure 45: Comparison of the Outcomes of B2G and B2B Relationships	246

Figure 46: Structural Model With Respective Path Coefficients: Sub-Model 2a.....	256
Figure 47: Structural Model With Respective Path Coefficients: Sub-Model 2b	263
Figure 48: Institutions, Strategy, Structure and Performance in Russia	274

List of Tables

Table 1:	Examples of Classical Definitions of the Term Strategy	16
Table 2:	From Financial Planning to Strategic Management.....	27
Table 3:	Overview of the Ten Schools of Strategic Management.....	34
Table 4:	Overview of Types and Procedures for Developing Configurations	42
Table 5:	Overview of the Theoretical Basics of the Configurational School.....	44
Table 6:	The Adaptive Cycle Including its Three Strategic Problems and Corresponding Solution Sets.....	48
Table 7:	Summary of the Characteristics as Well as Advantages and Disadvantages of Strong and Weak Ties.....	81
Table 8:	Overview of the Theoretical Basics of the Social-Embeddedness View	84
Table 9:	Overview of the Theoretical Basics of the Institution-Based View.....	100
Table 10:	Overview of the 30 Transition Economies and Their GDP Over the Last Years.....	106
Table 11:	The Share of the Public Sector in Gross Domestic Product of Socialist Versus Capitalist Countries.....	110
Table 12:	Overview of Major Events and Reforms Within the Socialist Countries	115
Table 13:	Overview of Different Outcomes in Terms of Economic Growth and Inflation Rate.....	118
Table 14:	Overview of the Russian Institutional Context Within the 21st Century..	145
Table 15:	Summary of the Hypotheses for the Configurational Model	161
Table 16:	Summary of the Hypotheses for the Environment-Strategy-Performance Model	170
Table 17:	Summary of the Hypotheses for the Environment-Structure-Performance Model	175
Table 18:	Overview of the Various Measures to Evaluate the Two Types of Measurement Models	207
Table 19:	Operationalization of the Institutional Context.....	209
Table 20:	Overview of Results for Multi-Collinearity Tests for Institutional Context Constructs	210

Table 21:	Operationalization of the Strategy Type	213
Table 22:	Overview of Results for Multi-Collinearity Tests for Strategy Type Constructs.....	214
Table 23:	Operationalization of the Inter-Organizational Structures, Part 1.....	216
Table 24:	Operationalization of the Inter-Organizational Structures, Part 2.....	218
Table 25:	Overview of Results for Multi-Collinearity Tests for Inter-Organizational Structures Constructs.....	219
Table 26:	Operationalization of the Overall Company Performance	221
Table 27:	Strategy Type Classification of the Sample	225
Table 28:	Strategy Type and the Impact on Performance	226
Table 29:	Overview of β -Values	231
Table 30:	Regression Models Using Ideal Profiles Within and Across Strategy Type.....	234
Table 31:	Degree of Inter-Organizational Formalization of Highest-Performing Firms by Strategy Type.....	236
Table 32:	Degree of Inter-Organizational Standardization of Highest-Performing Firms by Strategy Type	238
Table 33:	Degree of Inter-organizational Frequency of Highest-Performing Firms by Strategy Type	240
Table 34:	Degree of Inter-Organizational Intensity of Highest-Performing Firms by Strategy Type	242
Table 35:	Degree of Inter-Organizational Reciprocity of Highest-Performing Firms by Strategy Type	244
Table 36:	B2B Versus B2G Relationships Within Each Complete Sub-Sample.....	245
Table 37:	Inter-Organizational Fit With Strategy Type and Performance Regression Models of the Prospective-Oriented Sub-Sample	248
Table 38:	Inter-Organizational Fit With Strategy Type and Performance Regression Models of the Defensive-Oriented Sub-Sample	248
Table 39:	Summary of the Hypothesis Test for the Configurational Model.....	249
Table 40:	Overview of the β , T-Statistics and f^2 Values in the Environment-Strategy-Performance Model	254
Table 41:	Overview of the R^2 and Q^2 Values in the Environment-Strategy-Performance Model	255

Table 42:	Summary of Hypotheses Test for the Environment-Strategy-Performance Model	258
Table 43:	Overview of the β , T-Statistics and f^2 Values in the Environment-Strategy-Performance Model	261
Table 44:	Overview of the R^2 and Q^2 Values in the Environment-Strategy-Performance Model	262
Table 45:	Summary of Hypothesis Test for the Environment-Structure-Performance Model	270