Milena Ratajczak-Mrozek

Network Embeddedness
Examining the Effect on Business Performance and Internationalization
Contents

1 Introduction 1
References 20

2 The Essence of the Network Approach 27
2.1 The Concept of a Business Network and the IMP Network Approach 28
2.2 The Concept of a Strategic Network 37
2.3 The IMP Approach and the Strategic Approach to Networks—Differences Between Strategy Development and Relationship Management 43
References 53

3 Relationships and Interactions as the Basis of Companies' Activities 61
3.1 Relationships and Interactions—Definitions and Differences 61
3.2 Main Determinants of Relationship Quality 68
3.3 Typology of Companies' Relationships 73
References 78
# Contents

4 **Three Perspectives of Companies' Embeddedness**  
4.1 Social Embeddedness  
4.2 Interorganizational Network Embeddedness  
4.3 The Territorial Approach to Embeddedness  
4.4 Systematization and Typology of Embeddedness  
References  

5 **The Importance of Embeddedness for Companies’ Activities—Perspective of Relationships and Interactions**  
5.1 The Role of Social Embeddedness and Personal Relationships  
5.2 The Role of Interorganizational Network Embeddedness and Interorganizational Relationships  
5.3 The Role of Territorial Embeddedness and Location  
References  

6 **The Network Theory of Companies’ Internationalization—the Importance of Relationships for International Expansion**  
6.1 The Network Model of Internationalization and the Revisited Uppsala Model 2009  
6.2 Inward Internationalization and Inward Relationships in the Internationalization Process  
6.3 Main Areas of Research in the Network Theory of Internationalization  
References  

7 **The Importance of Embeddedness for Companies’ International Activities**  
7.1 Network Embeddedness of Multinational Enterprises  

References
7.2 The Outcomes of Internal and External Embeddedness—the Context of Multinational Enterprises 201
7.3 Companies’ Embeddedness, Its Outcomes and Effect on Business Performance 211
References 227

8 Methodology of the Empirical Studies 237
8.1 Methodology of the Qualitative Study 238
8.2 Methodology of the Quantitative Study and Characteristics of the Sample 249
References 264

9 Positive and Negative Outcomes of Embeddedness for the Domestic and International Activity—Case Studies Analysis 269
9.1 IKEA Industry Zbąszynek 269
9.2 Flow Company 293
9.3 Gridia—nSense Poland 305
9.4 Main Conclusions and Managerial Implications 316
References 335

10 The Importance of Relationships and Embeddedness for Companies’ Internationalization and Performance—Results of Quantitative Study 339
10.1 Characteristics of Companies’ Embeddedness in Domestic and International Relationships 339
10.2 The Role of Embeddedness for Companies’ Internationalization 349
10.3 The Importance of Embeddedness in Domestic and International Relationships for Business Performance 358
References 375
xii    Contents

11   Conclusions  
     References  

Index