

Table of Contents

| | |
|---|-------------|
| FOREWORD..... | V |
| ACKNOWLEDGEMENTS..... | VII |
| TABLE OF CONTENTS..... | IX |
| LIST OF FIGURES, TABLES AND ABBREVIATIONS..... | XIII |
| ABSTRACT..... | XV |
| ZUSAMMENFASSUNG..... | XVI |
| 1. INTRODUCTION..... | 1 |
| 1.1 PURPOSE AND RELEVANCE OF THE RESEARCH PROJECT..... | 5 |
| 1.2 RESEARCH STRATEGY AND METHOD | 7 |
| 1.3 STRUCTURE OF THIS STUDY | 8 |
| 2. THEORETICAL PERSPECTIVES AND LITERATURE REVIEW | 9 |
| 2.1 SOCIAL ISSUES IN BUSINESS ACTIVITIES | 10 |
| 2.1.1 <i>Corporate Social Responsibility and Corporate Social Responsiveness.....</i> | <i>11</i> |
| 2.1.2 <i>Corporate Social Performance.....</i> | <i>12</i> |
| 2.1.3 <i>Stakeholder Theory.....</i> | <i>14</i> |
| 2.2 THEORIES IN STRATEGY RESEARCH ON DEVELOPING COUNTRIES | 15 |
| 2.2.1 <i>Transaction Cost Theory.....</i> | <i>16</i> |
| 2.2.2 <i>Resource-Based Theory</i> | <i>17</i> |
| 2.2.3 <i>Institutional Theory</i> | <i>18</i> |
| 2.2.4 <i>Social Network Theory.....</i> | <i>19</i> |
| 3. SPECIFICITIES OF LOW-INCOME MARKETS IN SOUTHEAST ASIA..... | 21 |
| 3.1 DEFINITION AND CHARACTERISTICS OF LOW-INCOME MARKETS IN SOUTHEAST ASIA | 22 |
| 3.1.1 <i>Defining Low-Income Markets for this Study</i> | <i>22</i> |
| 3.1.2 <i>Characteristic: Low Income and Poverty.....</i> | <i>25</i> |
| 3.1.3 <i>Characteristic: Informal Economy.....</i> | <i>27</i> |
| 3.1.4 <i>Characteristic: Deficient Infrastructure</i> | <i>28</i> |

| | |
|--|-----------|
| 3.1.5 <i>Specific aspects of Asia</i> | 30 |
| 3.2 CONCLUSION: IMPORTANCE OF SOCIAL RELATIONS | 33 |
| 4. THEORETICAL MODEL AND HYPOTHESES | 39 |
| 4.1 SOCIAL EMBEDDEDNESS | 39 |
| 4.1.1 <i>Defining Social Embeddedness</i> | 39 |
| 4.1.2 <i>Typology of potential Network Partners</i> | 42 |
| 4.1.2.1 Commercial Stakeholder Partners..... | 43 |
| 4.1.2.2 Non-commercial Stakeholder Partners | 44 |
| 4.1.2.3 Distinctiveness of Non-commercial stakeholder Partners..... | 48 |
| 4.1.3 <i>Dimensions of embeddedness</i> | 49 |
| 4.2 CONTINGENCY OF SOCIAL EMBEDDEDNESS IN LOW-INCOME MARKETS | 53 |
| 4.2.1 <i>Exploration-Exploitation as a Contingency Framework</i> | 54 |
| 4.2.2 <i>Contingent Effects of Relational Embeddedness</i> | 56 |
| 4.2.2.1 Effects in Stakeholder Partnerships | 56 |
| 4.2.2.2 Effects in Non-Commercial Stakeholder Partnerships | 58 |
| 4.2.3 <i>Contingent Effects of Structural Embeddedness</i> | 61 |
| 4.2.4 <i>Interdependence of Structural and Relational Embeddedness</i> | 64 |
| 4.2.5 <i>Relative Importance of Structural and Relational Embeddedness</i> | 66 |
| 5. METHODOLOGY..... | 67 |
| 5.1 DATA COLLECTION AND SAMPLE | 67 |
| 5.1.1 <i>MNC in Focus: Tetra Pak</i> | 68 |
| 5.1.2 <i>Sampling Issues in Studies on Social Embeddedness</i> | 71 |
| 5.1.3 <i>Sampling and Data Collection in this Study</i> | 72 |
| 5.1.4 <i>Examination of Potential Biases</i> | 78 |
| 5.2 MEASURES | 82 |
| 5.2.1 <i>Validity and Reliability Issues</i> | 82 |
| 5.2.2 <i>Dependent Variable</i> | 83 |
| 5.2.3 <i>Independent Variables</i> | 85 |
| 5.2.4 <i>Control Variables</i> | 92 |
| 5.3 ANALYSIS | 93 |
| 5.3.1 <i>Multiple Hierarchical Regression Analysis</i> | 93 |
| 5.3.2 <i>Required Sample Size</i> | 94 |
| 5.3.3 <i>Preconditions for Multiple Regression</i> | 95 |
| 5.4 RESULTS OF THE REGRESSION | 99 |

6. DISCUSSION.....102

 6.1 DISCUSSION OF FINDINGS..... 102

 6.2 CONTRIBUTIONS TO THEORY AND PRACTICE..... 105

 6.3 LIMITATIONS..... 109

7. CONCLUSION.....111

8. REFERENCES.....112

9. APPENDIX.....140

 9.1 APPENDIX 1: LIST OF BOP MARKETS 140

 9.2 APPENDIX 2: QUESTIONNAIRE..... 142