

Influence of the crises on the mobilisation in business networks

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Abstract

What is the influence of the crisis on the business relationships? The paper investigates this question by analysing a recent empirical database. The role of the crises is studied in the context of Hungarian companies in the period between 2009 and 2012. Data collection has been done in 2013 and there are 300 companies in the analysed sample.

Based on the rapport between business relationship value and performance a Valuable relationship – Relationship strategy – Performance model has been developed. This model applies the interaction theory at a focal company level.

Business relationship value is regarded at the focal company level about its supplier and customer relationships. Performance is measured by operational and strategic elements. Crises are considered as a moderating variable of the inter-organisational Valuable relationship – Relationship strategy – Performance model. In fact the effect of the crisis's intensity on the model is also investigated. The differences between high and low intensity of the variables as crisis, relationship value and performance are measured. The link among these three variables is also studied.

Our results indicate when the crisis is perceived as important, the importance of the network is more significant and especially for the customer side. The nature of the relationship has a negative impact on partnership but it is lower context in supplier relationship and in a higher one in customer relationship.

Introduction

Crisis... In some countries it is always an issue. Searching in the IMP database there are five papers in which titles contain the word of crisis can be found. These papers are focusing on dyadic crisis or on crisis management. The crisis in these papers is not due to unfavourable or external context for the firm embedded in a relationship.

This paper has another approach. Based on the IMP literature it tries to present the effect of the crisis on the network mobilisation from the focal companies' point of view. More precisely how the perception of the crisis does influence the network behaviour of the companies? The empirical research is built on the results of a survey study has been done in 2013 in Hungary with a sample of 300 companies. The first results of this survey (Chikán et al. 2014) indicate that the crisis is still a hot issue for Hungarian firms: only less than third of executives feel that the crisis is over but 40% of them presume that more than one year is need to turn trends in positive. Most of them perceived the crisis mainly in customer side (lost of customer and solvency problems of customers) and in the uncertainty of environment.

Effect of crisis is analysed as a moderating variable of the focal firms' Valuable relationship-Relationship strategy-Performance model. To obtain a deeper understanding the crisis' effect structural modelling methodology has been applied for data analysis. Results confirm interesting but different effects on companies' network behaviour in function of the perception of the crisis intensity.

The paper is structured as follows: It begins a short presentation of the Valuable relationship-Relationship strategy-Performance model. The paper proceeds to the research design and data collection. Results are presented in the third part of the paper and it finishes by conclusions.

Valuable relationship-Relationship strategy-Performance model

The ARA model (Håkansson and Snehota 1995) describes the three layers of business interactions such as activity links, resource ties and actor bonds. An important idea of the model "is that a single resource is combined with others on three levels: in a *collection* with others in a company; with others in the interaction with a specific counterpart in a *business relationship* and with a set of resources in a larger *resource constellation* of the network" (italics in original Håkansson et al. 2009:67). It means that resources within and across organizations are combined, and "it is in the combination of resources that value is located. ... any one resource does not have value in itself. Instead, value comes from productive use when combined with other resources (Harrison and Håkansson 2006:232).

In this context value creation can be described as tied resources in linked activities perceived by bonded actors. However, these connected, combined resources create at the same time different types of value for the companies (customer value, exchange value), for the buyer-seller dyad (business relationship) and for the other actors of the network. "Without relationships, business would be impossible and ... relationships are themselves interrelated within a network that forms the arena for managerial action and the basis for company

activity” (Ford et al. 2011:182). Business relationships are value drivers (Wimmer and Mandják 2002) and relationship management became a strategic issue for each company (Ford et al. 2011).

Business relationship management difficulties are mainly rooted on the one hand in its interactive nature and its network embeddedness on the other hand. Further problem is that companies typically always have many, so many business relationships. Thus they are obliged to simultaneously manage their customer and supplier business relationship portfolios (Turnbull et al. 1996).

To cope with the complexity of the business relationship Ford et al. (2011) propose a Managing in Networks model. The model “describes interactions in the business network” (Ford et al. 2011:193). Network pictures, networking, and network outcomes are the three mutually interrelated dimensions of the management of business relationships in networks. Network pictures describe the pictures of the surrounding network perceived by the managers. Networking is the ensemble of the different actions by which managers try to influence the content and direction of their interactions and network outcomes are the multiple and sequential outcomes of these interactions (Ford et al. 2011). As the authors present this model of business relationship management is yet so complex but it concerns only one relationship.

However a company has several business relationships with its customers and its suppliers. It has at least two relationship portfolios to manage in different networks. From a company’s viewpoint this portfolio management is a certain type of aggregation (Axelsson and Easton 1992) of the management of each unique business relationship. At a (focal) company this aggregation means that the business relationship management has two levels, one at each business relationship (customer and supplier) level, and one at each relationship portfolio (customer and supplier) level. Ford et al. (2011) consider the first as a tactical and the second as a strategic relationship management.

Each business relationship has always a certain value for both involved parties (see above). This relationship value always has economic and non-economic elements (Mandják and Durrieu 2000). The relationship value at all times constitutes different elements at exchange episode, at relational and at network level (Mandják and Simon 2004). Business relationships are not only valuables but they are at the same time important value drivers. As value drivers they have significant contribution to the company’s performance (Wimmer and Mandják 2002). Latest performance management models, e.g. performance prism (Neely et al. 2002) report an increasing demand for the mutual value creation between firms and their stakeholders, among them the customers and the suppliers (Wimmer et al. 2010).

As business is no island (Håkansson and Snehota 1989), companies are never isolated from the network their performance is realised in and depends on the business networks. It is happening by and through their different business relationships. Consequently business relationship management is one of the core competencies (Webster 1992, Håkansson et al. 2009) of the companies. At each relationship level this competence means the capability of the management in networks (Ford et al. 2011). So look at a more aggregate level we could find similar dimensions. From a (focal) company point of view this aggregation could be the

followings: that networking means all the different actions in its valuable customer and supplier relationships; network pictures may correspond to the ensemble of the pictures which creates the basis of its relationship management strategy; and network outcomes could correspond to company's performance. Accordingly, building on the Management in Network Model (Ford et al. 2011) which cope with the fundamental interactive nature of business we can construct an aggregated model which try to deal with the same problem but now from the point of view of a (focal) company. This model also has three dimensions: valuable relationships, relationship strategy and performance.

In the management literature there is not theoretical discussion about the influence of crises on business relationships (Grewal et al. 2007). In a very general way crisis is a difficult or dangerous situation that needs serious attention by someone. The important issue here is that this difficult or dangerous situation is always perceived, consequently the same situation could be considered as a crisis by an actor and at the same time an other actor can see it maybe as a possibility. Otherwise the intensity, low or high level, of the crisis could be also different up to the actors' perceptions. Grewal et al. (2007) emphasise another important role of the perception of the crises. "The notion of perception is critical here, because it suggests that crises are socially constructed (Abolafia and Kilduff 1988). Thus, if a firm perceives that it is facing a crisis, it is facing a crisis" (Grewal et al. 2007:399). Following the definition of Grewal and Tansuhaj (2001) from the business relationship point of view we can consider crises as an abnormal event that modifies patterns of demand, perhaps drastically and catastrophically and menaces an organisation's ability to interface in its business relationships with customers or suppliers. It could be caused not only natural catastrophe but also institutional insecurities, any "failure of the past led to the so-called imbalance of the present" (Ciobanu and Bejou 2009:281) as it is the case of the global financial crises.

In a network context crisis could be considered as discontinuous change (Lundgren 1992) in the network. Lundgren (1992) presents discontinuous change provokes a resource mobilisation process in the network. Resource mobilisation means a process of braking old activities and forming new ones. On the other hand "mobilisation of resources and actors is a prerequisite for the emergence of new networks or rapid re-direction of established networks" (Lundgren 1992:131). Figure 1 is a schema of this short theoretical part and at the same time it is the basis of our analysis.

Figure 1 Effect of crisis on the Valuable relationship-Relationship strategy-Performance model

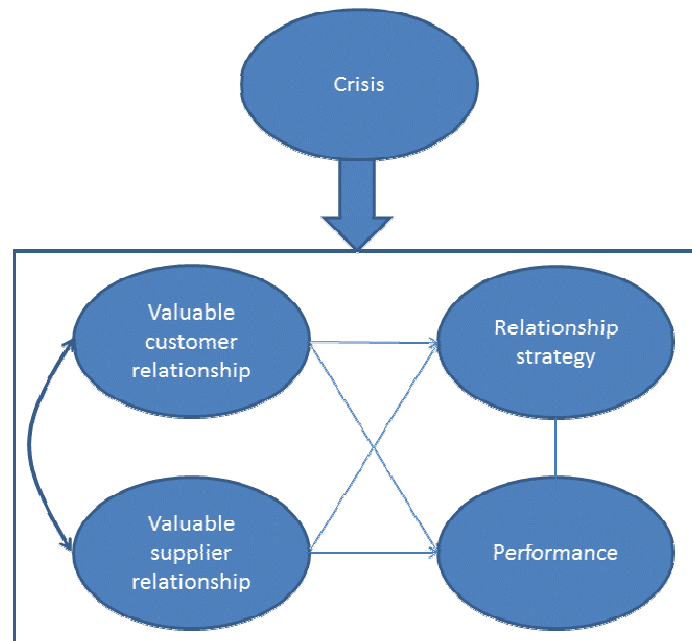


Figure 1.

Source: authors

Research design, data collection

Our analysis is based on a survey in the frame of the “In Global Competition” research program carried out in 2013 by the Competitiveness Research Centre at the Corvinus University of Budapest. The main goal of the survey was to describe the competitiveness of the Hungarian micro sphere. Four executives (chief executive, financial manager, manufacturing manager, and commercial/marketing manager) of each firm gave answers in four comprehensive questionnaires. A similarly structured survey was performed four times (first in 1996), thus the results of the previous surveys justify the validity of the research methodology. However, we would like to emphasize that the survey and its results reflect the opinion of the executives, not some objective truth (Chikán et al., 2002). The fifth survey in 2013 was completed with a special focus on the impacts of and perceptions about economic crises, and changes of companies’ attitudes and performance between in 2008 and 2012. Our current analysis is aimed to investigate the impact of the perception of the crises to the business relationships. (Results of earlier surveys concerning business relationship issues are presented in Wimmer et al. 2002, 2004, 2010; Szántó and Wimmer, 2007.) The investigation of the perception of the economic crisis was a new issue in the survey in 2013. Thus this is the first possibility to analyse the business relationships from the point of view of crisis.

The sample of 300 companies consists of primarily medium sized manufacturing companies with mostly Hungarian domestic ownership. 73% of the respondents are medium sized companies (number of employees between 50 and 250, and sales revenue not exceeds 50 million EUR and/or assets value not exceeds 43 million EUR). 16% of the firms are large (with more than 250 employees and sales revenue more than 50 M Euros, assets value more than 43 M Euros) , and 11% of the sample (less than 50 employees and less than 10 M Euros sales revenues and/or assets value) are small enterprises. Almost 78% of the companies in the sample have dominant Hungarian ownership (including a relatively low ratio of the state-

owned companies that it is around 6%). 22% of the sample has dominant foreign ownership. Proportion of firms in processing industries is fairly high (approximately 45%), and commercial companies and firms operating in other service sectors are also have a great share in our sample (about 35% all together). More than half of the firms in the sample (53%) has some export activities, among them 14% of the sample has less than 10% export rate, while 21% of the firms dominantly realise their sales in export markets with an export rate more than 70%.

In our current analyses we focused on the influence of the crisis on the business relationships. We have investigated executives' perception concerning the economic crises and managerial perceptions about value creating factors of business relationships, attitudes to the different types of relationships and company performance elements (among them business relationship connected elements). Most of responses were given on a five-point Likert-scale (5 – totally agree and 1 – totally disagree).

The **perception of the crises** was analysed by the executives' opinion about the most typical forms of the manifestation of the economic crises (e.g. decline in demand, lost of certain former customers or suppliers, solvency problems, shortage of raw materials, shortage of financial resources etc.) for their companies (1 – not at all typical 3 – typical 5 – most / very typical).

In order to explore the firms' **approaches to business relationships**, we asked managers to evaluate statements concerning characteristics of valuable customer relationships and valuable supplier relationships (e.g. customers'/suppliers' reputation, reliability, keeping promises, expertises, attitudes to developments, sharing information or best practices etc.).

The **relationship strategy** was investigated based on the responses to the question concerning importance (1 – not at all important, 3 – moderate importance, 5 – very important) of different relationships in companies network (e. g. long term relationships or strategic alliances with customers/suppliers/logistics service suppliers, licence or outsourcing contracts, joint ventures, relationships with local or state institutions) from the point of view of strategy implementation.

Evaluation of the company **performance** is based on a self-evaluation of executives about different elements of performance (e.g. price level, quality, delivery time, punctuality, innovation issues etc.) comparing their most important competitor (domestic or international), in a five point scale (1 – much weaker, 3 – similar, 5 – much better) during the period 2008-2012.

Results

In order to define the one-dimensional character of the different constructs used in this article we performed an Exploratory Factor Analysis (principal components analysis) with promax rotation. We have tested convergent, discriminate validity, and reliability of the constructs. Convergent validity of each parameter is verified if the average of all the λ^2 (ρ_{vc}) are more

than 0.5. Convergent validity is also confirmed if each item shares more variance with its construct than with the error. Discriminate validity is established if the shared variance between the theoretical variables is less than that shared variance between theoretical variables and their items: $R^2 \leq 0.5$. Reliability is assumed when all indicators measure the same construct and not in too unequal a manner (i.e. loadings must be at a comparative level). The ρ indicator is used to measure the construct internal coherence. To measure the reliability of the constructs, we then used ρ rather than α of Cronbach, the former being a more powerful test with small samples, scales with limited items (less than four items) and a composite reliability for a same construct (Peterson 1994).

For valuable customer, two dimensions are identified representing 78.3% of the variance: three items ("developments could use in other relations", "valuable customer relationships shares best industry practices" and "processes could use in other relations") define networking; two items ("valuable customer relationships is reliable" and "valuable customer relationships keep promises" define the nature of the relationship.

Table 2 Matrix structure customer relationship

developments could use in other relations	0.96		custdev
valuable customer relationships shares best industry practices	0.85		custbest
processes could use in other relations	0.82		custproc
valuable customer relationships is reliable		0.91	custreliab
valuable customer relationships keep promises		0.88	custprom

The convergent and discriminate validities and reliability for all international strategies are shown in table. They are verified by using Fornell and Larcker (1981) procedure.

Table 3: Validity of the customer relationship measures

Composante	reliability	Convergent validity	1	2
1	0.90	0.78	1.00	0.35
2	0.89	0.80	0.35	1.00

For valuable supplier, two dimensions are identified representing 78.3% of the variance: four items ("developments could use in other relations", "valuable supplier relationships contribute

to the good reputation of our firm", "it is easier to manage contact than with other potential suppliers" and "valuable supplier relationships share best industry practices") define networking; two items ("valuable customer relationships is reliable" and "valuable customer relationships keep promises" define the nature of the relationship.

Table 4 Matrix structure supplier relationship

developments could use in other relations	0.89		supdev
valuable supplier relationships contribute to the good reputation of our firm	0.85		suprep
it is easier to manage contact than with other potential suppliers	0.83		supcont
valuable supplier relationships share best industry practices	0.77		supbest
valuable supplier relationships keep promises		0.90	supreliab
valuable supplier relationships is reliable		0.89	supprom

Table 5 Validity of the supplier relationship measures

Composante	reliability	Convergent validity	1	2
1	0.90	0.71	1.00	0.23
2	0.89	0.80	0.23	1.00

For performance, two dimensions are identified representing 86.1% of the variance: two items ("delivery lead time" and "punctuality of delivery") define delivery performance; two items ("R & D expenditure" and "Number innovations (both product and process innovation)" define the innovation performance.

Table 6 Matrix structure performance

delivery lead time	0.94		delttime
punctuality of delivery	0.93		punctdel
R & D expenditure		0.92	rd
Number innovations (both product and process innovation)		0.91	nbinov

Table 7 Validity of the performance measures

Composante	reliability	Convergent validity	1	2
1	0.93	0.87	1.00	0.14
2	0.92	0.84	0.14	1.00

For relationship strategy, three dimensions are identified representing 78.8% of the variance: three items ("outsourcing contracts", "make a joint venture" and "licence contracts") define partnership; two items ("relationships with local institutions" and "relationships with state institutions" define institution. Two items ("long term customer relationships" and "long term supplier relationships" define long term.

Table 8 Matrix relationship strategy

outsourcing contracts	0.86			outsou
make a joint venture	0.84			jv
licence contracts	0.81			licence
relationships with local institutions		0.91		localinst
relationships with state institutions		0.89		statinst
long term customer relationships			0.89	custlong
long term supplier relationships			0.85	suplong

Table 9 Validity of the relationship strategy measures

Composante	reliability	Convergent validity	1	2	3
1	0.88	0.70	1.00	0.43	0.16
2	0.90	0.81	0.43	1.00	0.08
3	0.86	0.76	0.16	0.08	1.00

For crisis, one dimension is identified representing 60.7% of the variance: three items ("lost of certain former customers" "cessation, exit from the market", "the deterioration of the solvency of customers" and "decline in demand") define crisis.

Table 10 Matrix structure crisis perception

lost of certain former customers (cessation, exit from the market).	0.79	lostcust
the deterioration of the solvency of customers.	0.78	solvcust
decline in demand.	0.77	decdem

Convergent validity (0.61) and reliability (0.82) verify construct validity. The hierarchical method is used to construct a typology of firms. Concerning the globalization we define two groups as presented in next table.

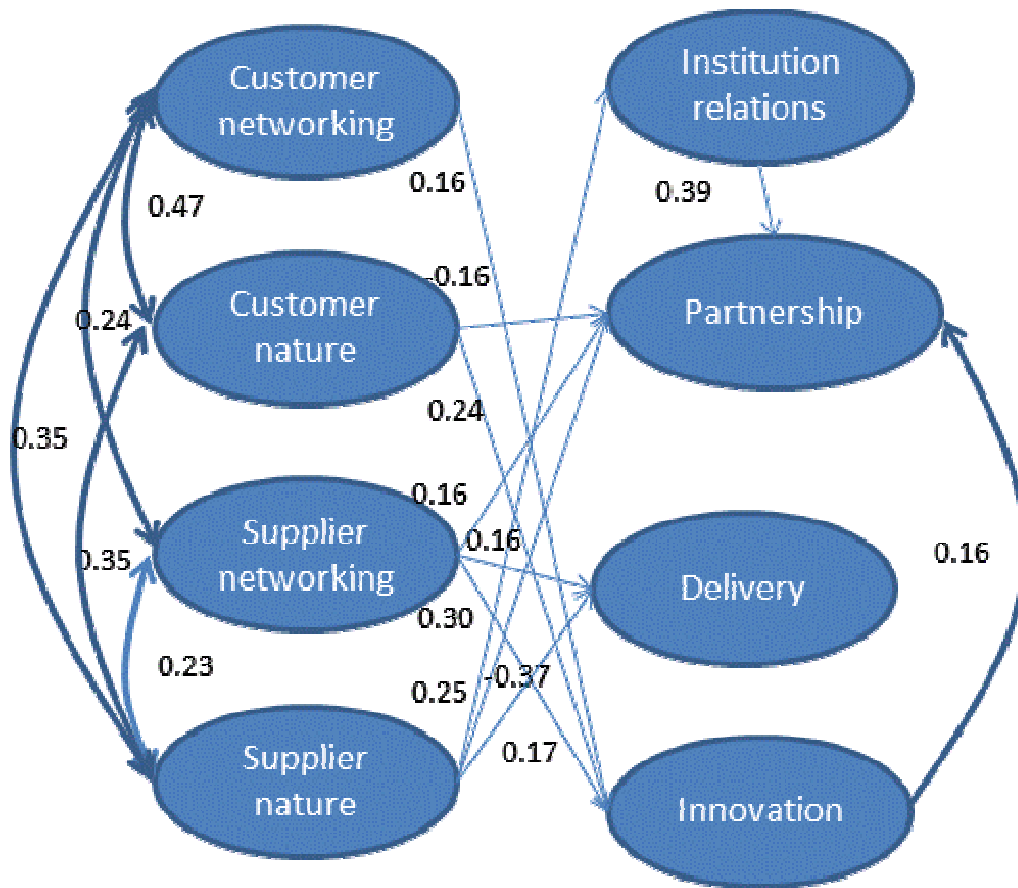
Table 11 Hiérarchical classification results

	group	
	Low crisis	High crisis
Demand crisis	-0.71	0.89
Size	54%	46%

The impact of valuable relationship on strategy relationship and performance was tested using EQS model (Bentler and Wu 2002). With the aim of avoiding problems with multivariate normality, we applied robust corrected method (Bentler and Wu 2002) that corrected the fit index and the corrected coefficients of the model. We also validated the goodness of fit¹. The model is well adjusted from empirical data (Chi² 163.46 df 134, p=0.04, GFI 0.90, AGFI 0.85, NFI 0.87, CFI 0.97, SRMR 0.07 RMSEA 0.04). The third factor of relationship strategy is not confirmed by SEM analysis. We present the structural coefficients in the figure below. We notice that partnership is explained by supplier nature (-0.37) and institution relation (0.39) whereas institution relations is explained by also supply nature (0.25). The negative impact of supply nature on partnership could be explained by the fact that relationship is more based on cost effectiveness: Supply networking (0.30) and customer nature (0,24) have direct effect on innovation. We have strong link between customer relations and supplier relations in terms of nature or networking ability.

Figure 1: A model of impact of customer and supplier relationship on relationship strategy performance

¹ Some are founded on the adjustment function (Chi², GFI, AGFI and RMSEA). Others are calculated by comparison to a null model (NFI and CFI). With reference to the adjustment indices GFI, AGFI, NFI and CFI) their value should be near to 0.9 and, if possible, greater than 0.9. It is recommended to obtain a RMSEA and SRMR of less than 0.05 in order to be acceptable.



In order to test the moderating effect of crisis on the model we have carried out a multi-group analysis. To test measurement invariance (Steenkamp and Baumgartner 1998), we analyse configural invariance, metric invariance, structural invariance, variance factor invariance and error variance invariance² – see Table below. We use Chi-square difference between the model with equal parameters in each group and the model with unequal parameters in each group.

Table 12: Measurement invariance

	chi2	df	Δchi ²	Δdf	sign	RMSEA	CFI
Model with unequal parameters	294.53	280				0.02	0.99
configural invariance	434.93	330	140.40	50	0.00	0.04	0.91
Error measurement invariance	385.95	291	91.41	11	0.00	0.04	0.93
Metric invariance	341.41	291	46.88	11	0.00	0.03	0.95
Structural invariance	354.64	292	60.11	12	0.00	0.04	0.94

² All parameters of the model are equal for each group (configural invariance). All measurement errors are equal for each group (error measurement invariance). All measurement parameters are equal for each group (metric invariance). All structural parameters are equal for each group (structural invariance). All variance factors are equal for each group (variance factor invariance).

Variance factor invariance	337.00	284	42.47	4	0.00	0.03	0.95
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The configural invariance being verified, we decided to analyse the other invariance to better understand the sources of variance. The metric, error, structural, metric and variance factor invariance are significant, thus validating the moderating effect for p equal to 0.05. All the indicators (Chi² 294.53 df 280, p=0.00, CFI 0.99, RMSEA 0.02) respect their criteria of validity. We then present for each level of crisis each measurement coefficient for valuable relationship, relationship strategy and the performance measures.

Table 13: Measurement coefficients – strategies and performance

	Low	High	
Supplier networking			
developments could use in other relations	0.83	0.91	↗
valuable supplier relationships contribute to the good reputation of our firm	0.77	0.84	↗
it is easier to manage contact than with other potential suppliers	0.74	0.73	=
valuable supplier relationships share best industry practices	0.75	0.59	↘
Supplier Nature			
valuable supplier relationships keep promises	0.89		↘
valuable supplier relationships is reliable	0.63		↘
Customer networking			
developments could use in other relations		0.92	↗
processes could use in other relations		0.88	↗
Customer Nature			
valuable supplier relationships keep promises	0.82	0.91	↗
valuable supplier relationships is reliable	0.67	0.87	↗
Partnership			

outsourcing contracts	0.54	0.79	↗
make a joint venture	0.75	0.89	↗
license contracts	0.96	0.94	=
Institution relations			
relationships with local institutions	0.89	0.86	=
relationships with state institutions	0.68	0.90	↗
Delivery			
delivery lead time	0.90	0.97	↗
punctuality of delivery	0.80	0.83	=
Innovation			
R & D expenditure	0.88	0.86	=
Number innovations (both product and process innovation)	0.72	0.78	↗

This analysis gives rise to the following observations. First, the measures for customer nature or networking differ in the two cases. In low crisis perception as compared with high crisis perceptions, firms are more inclined to use customer relationship. On the other hand, supply relationship appear less important in high crisis perception than in low crisis perception except if firm gain in terms of reputation and the development with the supplier are used by others relations. Also the strategy relationship and performance measures warrant some comments: In low perception crisis strategy relationship (institutionalisation and partnership) are less important than in high perception crisis and it is the same for performance (delivery lead time and number of innovation).

Figure 2: Crisis perceptions' effects on supplier and customer relations – relations' strategy and performance relationships.

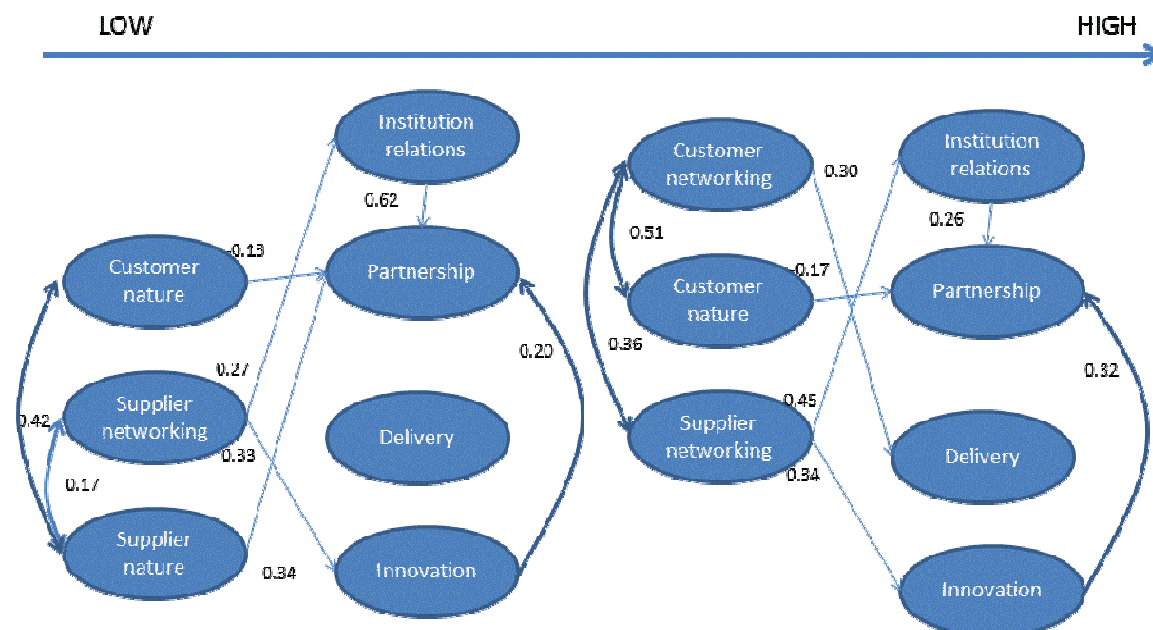


Table 14: Structural parameters differences

	Low	High	
Customer nature ⇒ Partnership	-0.13	-0.17	↘
Customer networking ⇒ Delivery	NS	0.30	↗
Supplier Nature ⇒ Partnership	-0.37	NS	↗
Supplier Networking ⇒ Institution relations	0.27	0.45	↗
Supplier Networking ⇒ Innovation	0.33	0.34	=
Institution relations ⇒ Partnership	0.62	0.26	↘
Innovation ⇒ Partnership	0.20	0.32	↗

We find that Supplier Networking indeed seems to pay off directly in a better way in high crisis perception (0.45) than in low crisis perception (0.27) and it is the same with the link between customer networking and delivery. For the nature of the relationship if it is higher from the supplier side, it is lowest from the customer side. We can conclude that the crisis has a positive effect when the firm considers the network level for both sides of the relationship but it is not the case when you consider the nature of the relationship.

In high crisis perception, Innovation is more effective (0.32) with respect to partnership than in low perception crisis (0.20). On the other hand, institution relations is less effective with respect to partnership in high crisis perception (0.26) than in low crisis perception (0.62).

Conclusions

The paper presents some empirical results about a question which is still now relatively less researched by IMP people. What is the influence of the crises on the business relationships? It was investigated from a focal company's point of view using some results of a huge multi-respondents study administrated in Hungary in 2013.

Based on a focused literature review two models have been constructed. Firstly to grasp the companies' behaviour in the business network a Valuable relationship-Relationship strategy-Performance model has been constructed. This model is inspired by and rooted in the Management in Network Model (Ford et al. 2011). The influence of the crises was later studied as an exogenous pattern (Grewal et al. 2007) of the companies' network behaviour model that is the valuable relationship-relationship strategy-performance model.

Applying structural modelling methods two types of results have been achieved. The Valuable relationship-Relationship strategy-Performance model has been validated. Valuable relationship has for dimensions as customer networking, customer nature, supplier networking and supplier nature. It means that the valuable relationship construct joins with both type of interdependency of the company. Partnership and institution relations are the dimensions of the relationship strategy construct. Performance also has two dimensions: delivery and innovation.

In order to test the influence of the crises this valuable relationship-relationship strategy-performance model a multi-group analysis has been carried out. It gives the second type of results.

Crises have a moderating influence on business relationships. This moderating influence appears through the changing all of the dimensions of the companies' network behaviour (supplier side versus customer side). Crises provoke a resource mobilisation or remobilisation process which is expressed by the partly reconfiguration of the focal company's business relationships with both partners the suppliers and the customers. This reconfiguration is encouraged by the relationship strategy and affects two elements of the performance, namely the delivery lead time and the frequency of product and/or process innovation.

However this moderating effect is depending on the perception of the crises. The intensity of the crises could be perceived as a high or a low one. In the first case companies consider the exogenous situation as a deep crisis which has a menace for the company. In the later case the situation is perceived less alarming. In a high crises perception valuable customer relationships considered more important then the valuable supplier relationships; partnership strategy became more intensive and performance is more concerned by the operations. Further

interesting result is that the high crisis perception could have a positive effect at the network level and a negative one on the relationship level.

Our results are in alignment with Hale (2012). Analysing the consequences of different financial crisis during 1980 – 2009 in an enormous data base of 7938 banks she resumed: “I find that recessions and banking crises tend to have negative effects on the formation of new connections and that these effects are not the same for all countries or all banks. I also find that the global financial crisis of 2008-09 had large negative impact on the formation of new relationships in the global banking network, especially by large banks, which were previously immune to effects of banking crises and recessions” (Hale 2012:312).

Although analysed empirical data are coming from a relatively large multiple-responder survey the sample is not representative. It obviously means the limitation of the generalisation of the results. However they present a possible starting point to some further researches.

An interesting result is the negative impact of the supplier nature on the partnership what needs some further deeper investigation. Other future research question could be about the nature and characteristics of a network which allows of the resistance of the crisis.

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