Strategic Configurations and International Performance of Emerging Market Multinationals

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ABSTRACT

This study examines the international performance of emerging economy multinational enterprises (EMNEs) from a strategic configurations perspective. We propose that the strategic patterns of EMNEs that deliver growth and profitability outcomes are characterized by different configurations of environment, strategy, and managerial resource factors. Therefore, identifying and assessing strategic configurations is key to understanding of EMNEs' international performance. Employing fuzzy-set qualitative comparative analysis (fsQCA), we analyze a multi-sourced dataset of Chinese firms' outward investment and identify multiple equifinal strategic configurations that are associated with superior international performance in terms of sales growth and/or profitability. These findings inform the development of a taxonomy of EMNEs' strategic configurations corresponding with three performance groups, namely profitable growth, profitable niche, and poor performers.

Keywords: International growth, profitability, strategic configuration, fuzzy-set qualitative comparative analysis (fsQCA), Chinese outward FDI.

INTRODUCTION

Emerging economy multinational (EMNEs) have recently triggered extensive scholarly debates calling for new theoretical insights or extensions to the boundaries of existing theories of MNEs (Buckley et al., 2018b; Luo & Tung, 2018; Xu & Meyer, 2013). Studies suggest that the strategic objectives as well as external and internal strategic contexts for EMNEs' internationalization differ substantially from their advanced economy counterparts (Cuervo-Cazurra & Erdem, 2011; Cui, Meyer, & Hu, 2014; Luo & Tung, 2018). It is unclear whether the conventional wisdom that focuses on the path-dependent process of cultivating networks and knowledge for international success equally applies to EMNEs' foreign direct investment (FDI). For instance, evidence of EMNEs risk tolerance and strategic aggressiveness in FDI, despite their relative lack of ownership advantages, seem to contradict the conventional thinking (Buckley, Chen, Clegg, & Voss, 2018a; Luo & Tung, 2018).

In particular, recent studies of EMNEs identify multiple types or patterns of EMNEs' international strategies, which appear to deviate from classic typologies such as Dunning (1993) classification of market, resource, efficiency and strategic asset seeking. For example, by linking business ownership and international diversification, Luo and Tung (2007) classify emerging market firms in four types of internationalization, such as, world stage aspirant, transnational agent, niche entrepreneur and commissioned specialist. Focusing on competitive dynamics, Cui, Fan, Liu and Li (2017) differentiate EMNE's strategic asset seeking investments in four types (casual updating, specialty developing, proactive experimenting and aggressive overtaking). These research efforts highlight the heterogeneity of EMNEs strategies. Yet, the appropriate classification of strategies and their performance implications remain poorly understood. Thus, a pressing question is *how can EMNEs achieve high international performance using a variety of different internationalization patterns?*

To address this research question, we further develop the strategic configuration view as a useful overarching theoretical framework to analyze EMNEs, especially their internationalization performance. Following the development of the configurational theory by organization theorists (e.g. Fiss, 2007; Miller 1987, 2018; Misangyi et al, 2017) and recent applications in management research (Fainschmidt et al., 2019; Haxhi & Aguilera, 2017; Kor & Mesko, 2013; Verbeke et al., 2019), we further crystalize the strategic configuration view by highlighting the interdependence and interaction among three key elements of firm operation, namely environment, leadership, and strategy, to study the international performance of EMNEs. Our objectives differ from those of existing studies of EMNE's FDI performance in two aspects. First, following the call by Richard, Devinney, Yip and Johnson (2009), we dissect the dimensions of corporate performance by separating growth and profitability. This allows us to examine strategies and conditions associated with different performance objectives of investing firms. Second, instead of assuming a singular performance-maximizing solution for all firms, we follow the strategic configuration view (Short, Payne, & Ketchen, 2008) that allows for the existence of multiple equifinal strategic solutions (Fiss, 2007, 2011; Short et al., 2008). In other words, instead of a universal formula for international success, multiple strategic configurations may co-exist and be equally effective in delivering desirable performance outcomes.

This question is semi-exploratory in nature. Instead of hypothesizing potential configurations ex-ante, we follow an abductive approach of mid-range theory development (Crilly, 2011; Cui, Fan, Liu, & Li, 2017) to reveal patterns of association as basis for taxonomy development (Hotho, 2014; Driffield and Love, 2007). We apply the fuzzy-set qualitative comparative analysis (fsQCA) technique in the context of Chinese manufacturing firms' internationalization, using multi-sourced (combining survey and archival) data for a sample of publicly listed Chinese manufacturing firms that conducted FDI during 2007-2012.

Our fsQCA procedure reveals seven strategic configurations associated with three performance groups of EMNEs' FDI.

This study contributes new insights to the research on EMNEs' performance. Prior studies have highlighted the unconventional strategic focus of EMNEs (Luo & Tung, 2018; Ramamurti & Hilleman, 2018). However, whether EMNEs' aggressive and exploratory strategies can deliver the desired performance outcomes remains an open question (Aybar & Ficici, 2009; Guo, Clougherty & Duso, 2016), especially given the resource bottlenecks that these late-comer firms often face (Meyer & Xin, 2017). We develop a taxonomy that identifies three strategic configurations that deliver simultaneously high FDI performance in growth and profitability, which we name 'global producer', 'local producer' and 'global seller'. In addition we identify one configuration, 'transnational manufacturer' that results in profitable low-growth, and three configurations with poor performance outcomes on both dimensions.

STRATEGIC CONFIGURATION OF EMNES

The Strategic Configuration View

The notion of configuration refers to "any multidimensional constellation of conceptually distinct characteristics that commonly occur together" (Meyer et al., 1993: 1175). The initial development of the notion can be traced back to the early stage of organization studies, such as in Max Weber's work (1922), but it has remained "one of the field's least understood aspects" (Fiss, Marx, & Cambré, 2013). The contemporary 'strategic configuration view' extends the notion of configuration to strategy formation, implementation, and performance at the different levels of an organization (Short et al., 2008). It emerged in 1970s (Fiss, 2007; Fiss et al., 2013), and has since integrated various theoretical arguments, such as, combining entrepreneurial, adoptive, and planning modes (Mintzberg 1973), archetypes of strategy formulation (Miller & Friesen 1978),

generic strategies and strategic group (Porter, 1985), organizational gestalts (Miller, 1981), typologies of organizational forms (Miles & Snow, 1978), strategic alignment (Luo & Park, 2001), strategic orchestration (Sull & Ruelas-Gossi, 2013), and among others. Miller (1996) argues that configurations are central orchestrating themes which organize and connect an organization's elements, therefore the strategic configuration view, as an umbrella term, adopts a holistic view of an organization and embraces causal complexities of achieving an organizational outcome (cf., Miller, 1987; Misangyi et al, 2017).

Conventionally, Ghoshal and Nohria (1993) denote that MNE's international performance is affected by the choice of strategic configurations that aligns internal operations with uncertain and complex environmental components. In this study, we adapt the strategic configuration view to study EMNEs. Compared with other perspectives prevalent in management research, the strategic configuration view offers two distinct theoretical properties. First, multi-element alignment recognizes that all elements relevant to a firm's strategy are mutually inter-dependent, and therefore cannot be assessed in pairs. Embracing causal complexities, the strategic configuration view takes a holistic understanding of organizations, where constellation patterns of conceptually distinct strategy elements, rather than individual factors, are associated with a firm's strategic outcomes (Delery & Doty, 1996; Fiss, 2007, 2011). This multi-element alignment reflects the essence of strategy, which concerns how firms can simultaneously align their structures, activities, and the environments (Miller, 1996).

The second distinct theoretical property of the strategic configuration view is equifinality, which refers to the possibility of multiple configurations of strategy elements leading to the same (desired) level of strategic outcome (Payne, 2006; Short et al., 2008). Equifinality defies the assumption of a singular optimal configuration of causal conditions for a given outcome. Rather, multiple configurations of strategy elements can be equally effective in achieving high performance (Fiss et al., 2013; Short et al., 2008). An important implication of this theoretical

property is that competitive advantage (reflected in superior performance) is not tied to a singular success formula. Firms that lack certain favorable conditions may still achieve success by exploring alternative configurations of resource, strategy, environment alignment.

Strategic Configuration as an Analytical Lens for EMNEs' FDI

During their phenomenal growth in recent years, EMNEs have demonstrated considerable strategic diversity both in comparison with the conventional strategies of more established multinational firms (Cuervo-Cazurra & Erdem, 2011; Cui et al., 2017; Luo & Tung, 2018), and among each other with major variations in strategic goals and competitive pressures they face (Luo & Rui, 2009). Such strategic diversity offers an ideal context to develop and test the notion of strategic configuration, and allows us to contribute novel empirical insights into the performance of EMNEs' FDI which is currently inconclusive (Aybar & Ficici, 2009; Buckley, Elia, & Kafouros, 2014; Guo et al., 2016; McCarthy, Dolfsma & Weitzel, 2016). To explore the theoretical properties of strategic configuration of EMNEs' FDI, we construct an analytical framework to guide our data exploration through fsQCA (see Figure 1).

[Insert Figure 1 about here]

Environmental Factors. The external environment has long been recognized by both industrial economics and institutional theory as presenting opportunities and constraints for business strategies (Aldrich, 1979; Scherer, 1980). For EMNEs in particular, recent studies highlight (1) the trend of *industry globalization* that increases competitive exposure to foreign competition and thus motivates firms to respond proactively through FDI (Chitoor, et al., 2009; Pangarkar & Wu, 2012), and (2) the significance of *home government support* for EMNEs' strategic decisions and objectives regarding FDI (Buckley et al., 2007, 2018b; Li, Meyer, Zhang & Ding, 2018; Yamakawa, Peng, & Deeds, 2008).

Industry globalization can be broadly defined as a process characterized by growing linkages among national markets in terms of customers, production activities of firms, and the

extent of the relevant market in which firms compete (Ghemawat, 2007; Guillén, 2001). A central tenet of international business research is that globalization varies across industries because of underlying industry structure or conditions. Firms competing in globalized industries can exploit similarities across international locations to accomplish global economies of scale and develop global integration by building efficient supply networks and coordinating value chain operations worldwide (Kobrin, 1991; Wiersema & Bowen, 2008; Yang, Lu & Jiang, 2016). As industry globalization rises, firms can gain competitive advantages on a global level by adopting strategies that exploit location differences in national resource endowments and/or exploring strategic resources (Bartlett & Ghoshal, 1989; Tsai, Huang, & Ma, 2009; Wiersema & Bowen, 2008).

While globalization increases global interdependence, the ability of EMNEs to compete on the global stage depends to some degree on their home environment (Buckley et al., 2018b). In particular, *home government support* is important to many firms from countries that are relative latecomers to global competition. In particular, home governments support can create value for domestic firm through preferential treatment for government-owned enterprises (such as banks or raw material producers), lighter taxation, relaxed regulatory oversight, or stiffer regulatory oversight of a firm's rivals (Buckley et al., 2007; Luo & Tung, 2007; Yan, Zhu, Fan, & Kalfadellis, 2018). Moreover, governments control critical resources in the competitive environment of many emerging economies, which they may employ to selectively encourage their favored businesses to go global (Hoskisson, Wright, Filatotchev & Peng, 2013; Xu & Meyer, 2013). Although home government may support all firms from a country, they often show preferences in terms of industries or types of firms they wish to support (Yan et al., 2010). EMNEs can then leverage such home country support to enhance their FDI performance by matching it with appropriate FDI strategies.

Strategy Factors. Strategy concerns the allocation of resources to different activities in pursuit of competitive advantages. The strategy literature has developed various typologies regarding overall business posture (e.g., Miles & Snow, 1978) and generic competition strategy (e.g., Porter, 1985), among others, that can be applied to EMNEs' FDI (Awate, et al., 2015; Buckley et al., 2007; Luo & Rui, 2009). Instead of picking a particular strategy taxonomy to evaluate EMNEs' FDI, we focus on the specific value-adding activities EMNEs perform in their FDIs, which vary in intensity across firms, reflecting their heterogeneous strategic intents, competitive positioning, and learning orientations (Barkema & Drogendijk, 2007).

Firms can perform four main value-adding activities in FDI operations: sales, research and development (R&D), manufacturing, and finance (Kim, Park & Prescott, 2003; Takeuchi & Porter, 1986). Through FDI, firms establish subsidiaries in other countries that trade in local and international markets. These subsidiaries normally have their own *Sales* activities, though the relative importance of sales varies across FDIs as the investing firm engages in other value-adding activities. *R&D* involves activities aiming to enhance products and processes of the firm through experiments, design, prototype development and testing, and technical support. *Manufacturing* involves activities related to converting material inputs into the final products, which include fabrication, assembly, quality control, testing, machining, and equipment maintenance. Some EMNEs use FDI mainly for *finance* purposes (Buckley, Sutherland, Voss, & el-Gohari, 2015; Luo & Tung, 2007), such as corporate holdings and tax arbitrage, including reverse investment aimed at obtaining foreign investors status in the home country or tax saving through tax-heaven investment. Overall, by evaluating the intensity and therefore importance of R&D, manufacturing, and finance activities across their FDI units, we can differentiate EMNEs in terms of the strategic posture of their FDI operations.

Managerial Resource Factors. The FDI literature suggests that a firm's success in international production is supported by its firm-specific advantages (FSAs), particularly in the forms of technology, brand, and managerial resources (Rugman & Nguyen, 2014; Verbeke & Kano, 2016). For EMNEs, while their FDIs are not necessarily driven by the exploitation of their ownership advantages (i.e., FSAs) in technology or brand assets (Buckley et al., 2007; Luo & Tung, 2007), they do need to overcome managerial challenges and cognitive barriers in overseas operations (Cui, Li, Meyer, & Li, 2015; Li & Cui, 2018). Recent studies of EMNEs have pointed to gaps in managerial human resources as critical obstacles to strategy implementation in many but not all internationalizing EMNEs (Meyer & Xin, 2017). Accordingly, we highlight two managerial resource factors, *TMT international experience* and *TMT functional diversity*, as crucial conditions for successful FDIs by EMNEs.

A firm's *TMT international experience* represent important managerial resources for its internationalization decision-making and corresponding performance (e.g., Carpenter & Frederickson, 2001). Knowledge on how to do business internationally enhances the understanding of opportunities and constraints, and thereby enhances the design and implementation of strategies (Bird & Mendenhall, 2016) and their ability to cross boundaries between business units in different countries and companies (Birkinshaw et al., 2017; Schotter et al. 2017). However, such knowledge is often tacit and hard to transfer across organizational boundaries, but may best be acquired through personal experience (Brewster, Bonache, Cerdin, & Suutari, 2014). Therefore, it is available to some firms but not to others and can become a critical differentiator for firms aiming to internationalize.

Especially EMNEs face considerable obstacles in their overseas operations when their TMTs struggle to appreciate institutions they counter (Meyer & Xin, 2017; Meyer, Ding, Li, & Zhang, 2014). As "latecomers" in global markets, EMNEs typically do not yet have built

international management capabilities through conventional experiential learning. With know-how from international work experience, TMTs in EMNEs can enhance their general managerial capabilities, while building specific capabilities to support international activities (Filatotchev, Liu, Buck, & Wright, 2009; Cui et al., 2015). Managers with international working experience are thus particularly sought by EMNEs that aim to catch up with global leaders. Thus, as organizational resource, *TMT international experience* plays important role related to EMNEs' FDI strategic configuration.

While TMT international experience helps EMNEs making international strategic decisions, functional knowledge of TMT members is critical for flexible and effective strategy implementation (Li & Cui, 2018). Managers are likely to encounter new challenges in foreign operations which they have not experienced in domestic operations. New problems require novel solutions. Functionally diverse teams are better at resolving such challenges by stimulating task-related constructive debate and criticism among TMT members (Simons, Pelled, & Smith, 1999). *TMT functional diversity* thus enables generation of a wide range of solutions and strategic options, and thus to design novel solutions to unfamiliar operational issues, which is turn is an important dynamic capability (Boeker, 1997; Helfat & Martin, 2014; Wiersema & Bantel, 1992). Specifically, task-related debate is stimulated when group members disagree about the content of the tasks, including differences in viewpoints and ideas (Lovelace, Shapiro, & Weingart, 2001). Through task-related debate, functionally diverse TMTs can thus combine a variety of perspectives, knowledge, and skill-sets to enable sound decisions when faced with unfamiliar circumstances. Therefore, *TMT functional diversity* is highly relevant for EMNEs to achieve desired strategic objectives of FDI.

METHODOLOGY

Research Design

As China is the largest emerging economy and an important source of outward FDI (UNCTAD, 2015), our sampling frame consists of all Chinese listed manufacturing firms during 2007 and 2012, on which we applied two sampling criteria. First, following the practice of prior studies (e.g., Hitt, Hoskisson, & Kim, 1997), we used a size criterion of 50 million US dollars in market capitalization (based on 2012 financial reports). Second, to examine EMNEs' strategic configuration through FDI, a sample firm is required to have FDI operation between 2007 and 2011. A total of 426 firms with full contact details were identified to fulfill these criteria.

To obtain data for our outcome variable, we then designed and targeted our questionnaire to the top decision-makers in Chinese outward-investing firms. Our survey finally yielded 162 usable responses, which achieved an effective survey response rate of 38.0%. For strategic configuration factors except home government support, we averaged their values between 2007 and 2011. Firms' FDI data were collected from the Orbis and Wind databases. We identified TMT members of a firm, and collected their demographic data from the annual reports. Environmental indicators were sourced from our questionnaire and UNIDO database. After taking one-year lag and deleting cases with missing data, we obtained a dataset of 128 firms in 27 manufacturing industries (For our sample distribution by industry and ownership type, please refer to Appendix A).

Analytical Approach

We explore our research question following a set-theoretic approach utilizing fuzzy-set qualitative comparative analysis (fsQCA). To perform a fuzzy-set analysis, we employ 2 as the frequency cutoff. This means that a causal combination is considered "relevant" only when it is exhibited across two or more cases. Then we use 0.97 for high international performance because of consistency distribution in truth tables, and to be consistent with prior studies (Crilly, 2011; Judge et al., 2014; Pajunen, 2008).

Outcomes

Critical recent reviews of the strategy literature have highlighted that organizations typically perform multiple objectives (Hamann, Schiemann, Bellora, & Guenther, 2013; Hennart, 2011; Richard et al., 2009), yet empirical strategy research normally focuses on singular dimensions of performance. To overcome this limitation and to enhance the external validity of our study, we analyze two distinct outcome variables relevant to firm internationalization.

Specifically, we use *international sales growth* and *FDI profitability* as the outcome variables associated with the two performance dimensions (Roth & Morrison, 1990; Birkinshaw & Morrison, 1995; Johansson & Yip, 1994). Adapted from Lu, Zhou, Bruton, and Li (2010), our measurements of international performance was operationalized through survey questions "How satisfactory do you evaluate your firm's growth rate in international markets?" and "How satisfactory do you evaluate your firm's profitability from overseas expansion?". The answer to these questions was rated on a scale anchored by 1, "Very Unsatisfied"; 4, "Neutral"; 7, "Very Satisfied". In our study, the fuzzy-set measurement of high international performance was based on this scale and coded as 'fully in' with the set of the values of 6 and 7. Because the minimum observed value was 3 for both indicators, we coded this value as 'fully out' of the set of high international performance and used the observed scale midpoint of 4.5 as the crossover point, which followed Fiss's (2011) calibration rules.

As mentioned earlier, fuzzy set analysis further allows for the determination of asymmetric causality, which entails examining the causal connections in the opposite direction, or separately analyzing what leads to the negation of the outcome of interest (Campbell et al., 2016). Thus, when analyzing low international performance of international sales growth and FDI profitability, we treat them as negation of high performance indicators,

and use an inverse of the measure described above (i.e., reverse "fully in" and "fully out" thresholds).

Configurational Factors

Table 1 summarizes measurements and calibration of outcomes and configurational factors.

[Insert Table 1 about here]

Industry Globalization. We capture the extent of an industry's globalization by the volume of world trade relative to world sales, which we adapted from Wiersema and Bowen's (2008) measurement. The data about world trade and world sales in each industry are from the UNIDO database. With external industry knowledge and information of sample distribution, we calibrate industries with ratios above 0.28, such as communications equipment manufacturing and semiconductor manufacturing, as full members (i.e., a score of 1) in the set of industry globalization. Ratios between 0.05 and 0.28, including synthetic fibers manufacturing and motor vehicle body manufacturing, are considered have a high degree of membership at the 0.67 level. Ratios between 0.03 and 0.05 receive low degree of membership at the 0.33 level, which includes industries like beverages manufacturing, food manufacturing, textile, paper and allied products. Industries with rates below 0.03, such as furs and leather products manufacturing and furniture manufacturing, are coded as full non-membership (i.e., a score of 0) of the set.

Home Government Support. We operationalize home government support through multi-item survey scales adapted from Lu, Liu, Wright and Filatotchev (2010) and CCPIT Report (2011). Executives were asked to describe their views on home government support for their firms' FDI on six items. They rated these statements on a scale anchored by 1, "Strongly Disagree"; 4, "Neutral"; 7, "Strongly Agree". These items/statements include: (1) our firm was supported by Chinese government to participate in international investment fairs across domestic regions or in overseas markets; (2) our firm received fiscal policy support

from Chinese government; (3) our firm received exchange policy support from Chinese government; (4) our firm received investment information policy support (such as the government issued investment guide) from Chinese government; (5) our firm received industry-oriented policy by countries (foreign investment industrial guidance catalogue by countries) support from Chinese government. (6) Chinese government protects rights and interests of our foreign subsidiaries (such as Foreign Service personnel, security measures, etc.). As Cronbach's alpha for these six items equals 0.75, we averaged their values and used distribution-adjusted anchor points of 3, 4.5, and 6 to calibrate the fuzzy-set membership of this factor.

Activities for FDI Strategy. EMNEs' *FDI strategies* are captured by distinguishing four value adding activities of foreign subsidiaries: R&D, manufacturing, and finance, with sales as a base activity for every foreign subsidiary. Thus, we treat subsidiaries without any of the three other activities as firms with sales-focused. For R&D, manufacturing, or finance, we used intensity of this activity overseas respectively to capture EMNEs' strategic focus on it. To operationalize this intensity measure, we used formula $I=N_i/N_t$ in calculation, where N_i is the number of foreign subsidiaries with *i*th type of strategic activity (such as R&D) and N_t is the total number of foreign subsidiaries of this EMNE. Activities have been coded based on the descriptions in annual reports of the firms. For the calibration of EMNEs with emphasis on certain activity (R&D, manufacturing, or finance), firms with a ratio of 0 are fully out of the set. Those between 0 and 0.5 were coded as 0.33, and ratios between 0.5 and 1 were scored as 0.67. EMNEs with ratio of 1 are fully in the set. Through this operation process, we obtained three calibrated strategy factors to represent EMNEs' FDI strategies: *R&D intensity*, *manufacturing intensity*, and *finance intensity*.

TMT International Experience. Following Sambharya (1996) and Cui et al. (2015), we used the ratio of TMT members with international working experience to measure this

factor. All TMTs' working experience information was collected from annual reports of the

company they worked with. For the calibration of this factor, EMNEs with ratio of 0 are fully

out of the set. Those between 0 and 0.5 were coded as 0.33, and ratios between 0.5 and 1

were scored as 0.67. Firms with ratio of 1 are fully in the set.

TMT Functional Diversity. Following previous studies (e.g., Qian, Cao, & Takeuchi,

2013), we calculated TMT functional diversity with a Blau index using the formula $B = [1 -$

$\sum(p_i)^2]$, where p is the percentage of TMT members in the ith functional expertise group. To

calibrate TMT functional diversity, we assign the score of 0 to firms with Blau index in the

25th percentile, which means they are out of the set. Meanwhile, firms in the 75th percentile

are fully in the set, and are assigned the score of 1 for the membership. As a crossover point,

we chose the 50th percentile of EMNEs' TMT functional diversity, which is consistent with

prior studies' calibration approach (Fiss, 2011; Judge et al., 2014).

RESULTS

We tested whether any of the configurational factors could be considered as a necessary

condition for the outcomes. In line with recommendations (Ragin, 2006; Rihoux & Ragin,

2009), the minimum consistency threshold is set at 0.90. As shown in Table 2, none of

individual factors exceeded the consistency threshold of 0.90. Descriptive statistics and

correlation matrix for the outcomes and configurational factors are reported in Appendix B.

International sales growth and FDI profitability are related at medium level (correlation ratio:

0.51), confirming that they ought to be treated as distinct dimensions of EMNE's

international performance.

[Insert Table 2 about here]

Table 3 presents the outcomes of the fuzzy-set analysis of EMNEs' strategic

configuration leading to high levels of sales growth and profitability, while Table 4 shows the

configurations leading to low levels of sales growth and profitability. The results are

presented following the widely adopted fsQCA presentation style introduced by Ragin and

Fiss (2008; also see Crilly, 2011; Fiss, 2011). The columns represent the configurations of

factors that are associated with EMNEs' high or low international performance, and that

exceed the consistency threshold of 0.97 for high performance and of 0.88 for low

performance. These configurations consistently display high correspondence with the

outcomes. Under the notation, black circles (●) indicate the presence of a factor, and circles

with "X" (⊗) indicate its absence. Blank spaces indicate 'don't care' situations in which the

configurational factor may be either present or absent. Following Ragin's (2008) suggestion,

we focus on intermediate solutions to generate our findings.

[Insert Table 3 and 4 about here]

We re-organize the results based on both performance outcomes by aggregating the

findings of Tables 3 and 4, which leads us to a taxonomy of seven strategic configurations

(Table 5). Specifically, Strategic Configurations A to C lead to high or moderate performance

in both international sales growth and FDI profitability; Strategic Configuration D leads to

mixed performance with high FDI profitability but low international sales growth; and

Strategic Configurations E to G lead to low performance in both indicators. These results

demonstrate configurational equifinality for multiple pathways leading to the same level of

desired outcome and asymmetric causality for high performance and low performance

configurations.

[Insert Table 5 about here]

DISCUSSION

Putting the Pieces Together

In this section, we interpret the different strategic configurations and their performance

outcomes, and propose a taxonomy of strategic configurations of EMNEs' FDI, which lead to

our propositions. Table 6 summarizes our taxonomy, outlining seven strategic configuration types. Figure 2 provides an overview by mapping the seven configurations on the two dimensions of performance.

[Insert Table 6 and Figure 2 about here]

Profitable Growth. Our results suggest that two strategic configurations have potential to achieve high performance in both international sales growth and FDI profitability, thus realizing "profitable growth" (Park et al., 2013). Configuration A reflects the strategic configuration of a *Local Producer*, which entails foreign production in localized (as opposed to globalized) industries. This configuration resembles a localization strategy which is suitable to fulfill customers' preferences in non-globalized industries. As latecomers in international markets, many EMNEs lack world-leading technologies and brands (e.g. Ramamurti, 2012), which makes exploitation of ownership advantage through standardization unattainable. To compensate EMNEs' latecomer disadvantage, home government support plays an important role to access information on target countries, and to generate financial resources to establish manufacturing sites abroad (Buckley et al., 2007; Morck et al., 2008). Regarding to the execution of localization strategy, managers in foreign subsidiaries typically require more autonomy to enhance their local responsiveness in the host market (Birkinshaw, 1997). In non-globalized industry, less interference from TMTs of the headquarters would be preferred by foreign subsidiaries when pursuing local production strategy. For Chinese MNEs, recent studies also suggest that localization strategy works best with high levels of autonomy for the foreign subsidiaries (Meyer & Xin, 2017; Wang, Luo, Lu, Sun, & Maksimov, 2014). Meanwhile, compared with functionally diversified TMTs with international experiences, internationally inexperienced and functionally homogeneous TMTs are more likely to delegate their decision power to foreign subsidiary managers, which compensates their limited ability to evaluate the risks and benefits of international activities in

complex foreign environments (e.g., non-globalized industry) (Li, 2018; Tihanyi & Thomas, 2005). With sufficient autonomy, subsidiary managers can provide managerial resources for information search, interpretation and verification, which helps TMTs to overcome the constraints of accessing and digesting complex information associated with foreign markets (Birkinshaw, 1997, Wang et al., 2014). Since localized production strategy requires substantial power delegation to foreign subsidiary managers, it is a feasible strategy for internationally inexperienced and functionally homogeneous TMTs to pursue desirable international performance. We capture this configuration in proposition 1:

Proposition 1: *With home government support, localized production strategy is viable for EMNEs with functionally homogeneous and internationally inexperienced TMTs to achieve profitable international growth in non-globalized industries.*

A second equifinal path of dual high performance, Configuration B, represents the strategic configuration of a *Global Seller*. In globalized industries, pressure for local adaptation is lower (Bartlett & Ghoshal, 1989). EMNEs with standardized products can thus integrate most value-added activities in their home country to exploit economies of scale in production and lower labor costs. They then use FDI to access foreign markets for their standardized and price-competitive products. Meanwhile, home government support can help EMNEs to leverage domestic financial resources for FDI activities and to mitigate entry barriers in foreign countries friendly to the home government, which enhance EMNEs foreign market expansion and improve their FDI profitability. In terms of execution of this strategy, internationally experienced managers can better coordinate sales activities worldwide and transfer successful business operations from headquarter to foreign subsidiaries in globalized industries. Therefore,

Proposition 2: *Through home government support, EMNEs with internationally experienced TMTs can adopt global selling strategy to achieve profitable international growth in globalized foreign industry.*

Configuration C achieves a high sales growth in globalized industry, which we label as *Global Producer*. In globalized industries with extensive cross-border exchanges of goods and services, MNEs can pursue standardized production and exploit location advantages overseas to enhance the efficiency of their global value chain (Kogut, 1985). Instead of basing production activities solely in the home country (as in Configuration B), a global producer (Configuration C) optimizes production locations by following resource availabilities and costs globally; that is, locating each activity in a foreign location well suited for that activity. This optimization requires managerial expertise in evaluating locations for a diverse range of value-adding activities of the firm. As such, this strategy is enabled by functionally diversified TMTs, and can deliver growth without support of the home government. Thus, Configuration C enables EMNEs to grow international market rapidly, presumably due to the opportunities created for mobilizing resources from the global operational network. However, this configuration delivers only moderate level of profitability, which is likely to be a result of lack of government support, and of internationally experienced TMT who can effectively manage global integration across foreign locations. Thus:

Proposition 3: *Without home government support, EMNEs with functionally diversified TMTs can adopt global production strategy to achieve high international sales growth with moderate profit in globalized foreign industry.*

Profitable Niche. Configuration D achieves high FDI profitability but only low international sales growth, thus capturing a "profitable niche". We label this configuration *Transnational Manufacturer* as R&D units in multiple foreign countries support global

knowledge creation and sharing along the idea promoted by Bartlett and Ghoshal (1989).

Specifically, overseas R&D units help EMNEs to cross-fertilize product improvements across

countries to increase FDI profitability for the whole company. Our results suggest that a

transnational strategy can generate high FDI profitability if it is implemented by an

internationally experienced TMT with home government support. However, a transnational

organization is very complex to create and requires a collaborative organizational culture

along with carefully designed internal incentive scheme (e.g. Meyer & Estrin, 2014). The

creation of such an organization takes time. Although Bartlett and Ghoshal (1989) advocate

their transnational strategy as the ultimate international strategy for MNEs, our results in

Configuration D indicate that only with a gradual development this strategy will also be

profitable, especially for a firm from a relative latecomer country.

Proposition 4: *Through home government support and strategic operation of internationally*

experienced TMT, EMNEs can adopt transnational manufacturing strategy with

international R&D units to capture profitable niche markets with limited sales growth

in non-globalized foreign industry.

***Poor Performers**.* Our analysis uncovers three configurations (summarized on the

right hand side of Table 5) that fail to achieve high performance in either international growth

or FDI profitability. We can identify two different reasons for poor performance.

Configurations E and F both point to managerial hubris leading to overambitious expansion.

Both types have TMTs that are strong in terms of diversity and international experience, and

their strategies appear theoretically correct for advanced MNEs: in a globalized industry, the

optimal strategy should integrate most value chain activities in one location while selling

products worldwide (Configuration E, *Hubristic Seller*), while in a non-globalized industry,

local manufacturing close to customers would make more sense (Configuration F, *Hubristic*

Producer). However, both configurations lack support from the home government. These

diversified and internationally experienced TMTs appear to underestimate their resource needs, or overestimate their ability to access resources without government support. Therefore, even with resourceful TMTs, EMNEs without home government support achieve only moderate to low sales growth and low profitability. This finding provides important insights and empirical supports to the big debate how and why government support matters for EMNEs (Buckley et al., 2018b; Meyer et al., 2014; Morck et al., 2008; Luo et al., 2010; Luo & Tung, 2018). Thus, we suggest:

Proposition 5: *Without home government support, EMNEs with well functionally diversified and internationally experienced TMTs may engage in hubristic FDI strategies,, which can lead to poor international performance in terms of both sales growth and profitability.*

Finally, Configuration G points to a poor alignment path that we label *Reverse Investor*. In globalized industries, these firms have home government support but choose finance-focused FDI. Reverse investment occurs when an EMNE invests abroad to create a financial subsidiary in a foreign country (especially in tax heaven countries), and then uses this subunit as the 'foreign' entity to invest back home to receive financial and non-financial privileges (such as tax break and cheaper land leasing fees) offered by home government (Buckley et al., 2015; Luo & Tung, 2007). Because attracting foreign investments is a national policy for emerging economy governments, this type of strategy may be a convenient means to take advantage of these preferential treatments. With functionally homogeneous and internationally inexperienced TMTs, these firms focus on domestic benefits, while their financial FDIs are largely used to generate profit from home government privileges for foreign investors and governmental subsidies for "internationalization". Since most of their foreign operations do not focus on foreign markets, it is not surprising that their international

performance is poor – the benefits of this strategy should be reaped in the domestic accounts. Thus,

Proposition 6: *Even with home government support, EMNEs conducting FDI as a financing maneuver tend to focus on domestic market opportunities but have poor international performance in both sales growth and profitability dimensions.*

Theoretical Contributions

In this study, we endeavor to make three theoretical contributions. First, we crystalize a strategic configuration view as an overarching theoretical lens to study the international performance of EMNEs. A central debate in EMNEs' internationalization research concerns whether existing theoretical frameworks and models are able to explain the unconventional internationalization behaviors of EMNEs (Buckley et al., 2018b; Chitoor et al., 2009; Luo & Tung, 2018; Ramamurti, 2012), and what new theoretical insights can this phenomenon contribute to the existing theories. Our study demonstrates that the context of EMNEs' internationalization does not fundamentally reject existing theoretical work, but requires further development of existing theory to accommodate greater complexities and varieties. In particular, the contextualization of strategic configuration is particularly important for the understanding of EMNEs' internationalization performance, because such firms are relatively inexperienced (Xu & Meyer, 2013; Zhou & Guillén, 2015), from a variety of institutional origins, have diverse strategic intents (Cui et al. 2014; Luo & Rui, 2009). By integrating these contextual constraints, we identify equifinal ways for EMNEs to succeed or fail in international markets, thus responding to the call of Van de Ven, Ganco and Hinings (2013) for more research on equifinality of business performance.

Second, we enrich our understanding on an important knowledge gap of the performance consequences of EMNEs' internationalization, which have been remarkably

under-investigated in the literature (Buckley et al., 2014; Buckley et al., 2018b; McCarthy et al., 2014). Our configurational analyses support the development of a taxonomy of EMNEs, where the patterns of the association among the firms' multi-conditional alignments and their international performance in profitability and sales growth outcomes represent strategically distinct types of internationalizing EMNEs. Interestingly, most EMNEs in our sample (except firms in Configuration D) adopt strategic configurations either to achieve or fail the two international performance objectives simultaneously. While growth and profitability are distinct objectives (at least in the short to medium run), Chinese MNEs appear to either attain both objectives to at least moderate degree, or fail on both dimensions. Contrary to case evidence, such as presented by Park et al. (2013) and by Rugman, Nguyen, and Wei (2016), we do not find evidence of strategies that pursue growth at the expense of profitability, which would be in the top left quadrant of Figure 2.

For poor performance configurations, we find that even well diversified and experienced TMTs cannot secure desired outcomes without home governmental support, which appears to differentiate Chinese MNEs from MNEs from advanced economies. The taxonomy developed in this study thus helps explaining how performance outcomes are rooted in Chinese MNEs' context, thus partially answering the question, "*what is Chinese about Chinese MNEs?*" (Ramamurti & Hillemann, 2018). For future research, these findings suggests that no single condition or strategic choice has a definitive impact on EMNEs' international performance. Rather, our taxonomy suggests that future research should look into the diverse success pathways to examine the heterogeneities among EMNEs.

Third, we also contribute to the literature on strategic configuration by integrating external and internal configuration elements. In particular, we model the relationship between the environment and the organization influenced by managers and by managerial practice. Prior empirical studies examine external environment-strategy alignment and internal

strategy-resource alignment separately, without considering the simultaneous alignment of these elements that in reality affect strategic decisions and outcomes interactively rather than independently. However, separating external and internal alignments does not reflect the reality of strategizing, as the environmental and organizational conditions may present tensions between the separate goals of achieving external and internal trade-offs (Zajac, Kraatz, & Bresser, 2000). Our study extends the concept of strategic configuration, which highlights the importance of multiple alignments in international strategy.

Managerial Implications

Our findings offer practical implications, especially for internationalizing EMNEs. Firstly, EMNEs need to consider environmental, strategic, and managerial resource factors simultaneously when pursuing high international performance through FDI. Since FDI is a high resource-commitment and high risk strategy, EMNEs should care about its performance implications rather than strategic motivations only. When actively engaging with environmental, strategic and managerial resource factors, EMNEs may pursue multidimensional alignment for international growth or FDI profitability, or even both. Secondly, while environment, strategy, and managerial resource play important roles in firm's alignment, there is no single best pathway to high performance. Rather, multiple equifinal configurations exist for international performance. Thus, it is unnecessary for EMNEs to change all their configurational factors to aim for a unique high-performance achieving pathway. Rather, they should analyze their existing configuration and aim to move it towards one of the configurations identified as high performance configuration.

Limitation and Future Research

Empirical limitations of this study suggest several future research directions. First, our measures of managerial resources are based on the analysis of TMT biographical records. This provides a fine-grained measure at the level of each TMT member. Future research may

further improve on this by triangulating such data with surveys directly addressed to these individuals. Second, the strategic configuration may change over time, especially given the on-going institutional transition in emerging economies that influence not only resource availability but also the impact of resources. Future studies may incorporate institutional change into their theoretical framework and empirical design to examine the dynamic multi-element alignment for EMNEs' high international performance achieving with dual-outcome consideration. Finally, we empirically investigated manufacturing industry firms in our study. This raises the question to what extend our findings are generalizable to service industries. Our selected manufacturing industry is highly competitive and subject to few barriers to international trade and investment, and hence offers amble opportunities for internationalization. The impact of strategic configuration on international performance thus is likely to be stronger in this industry than in service industries that are more domestic in nature.

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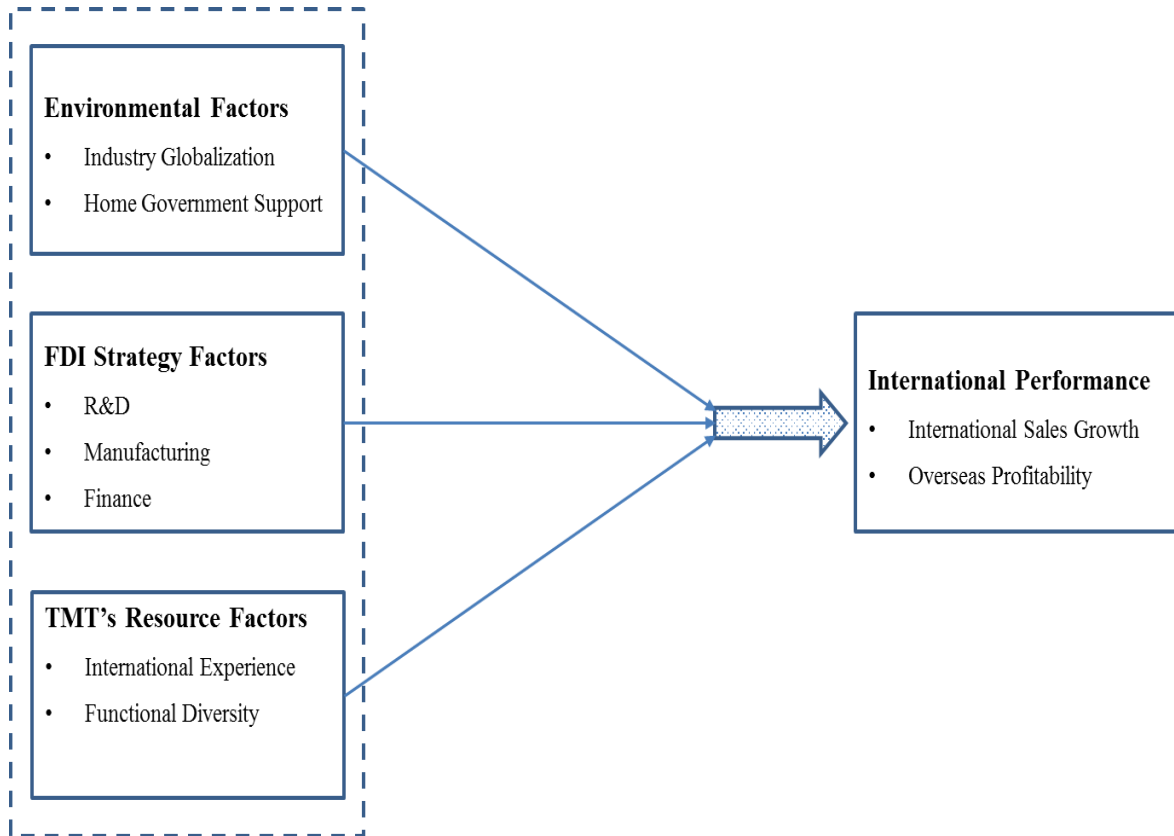
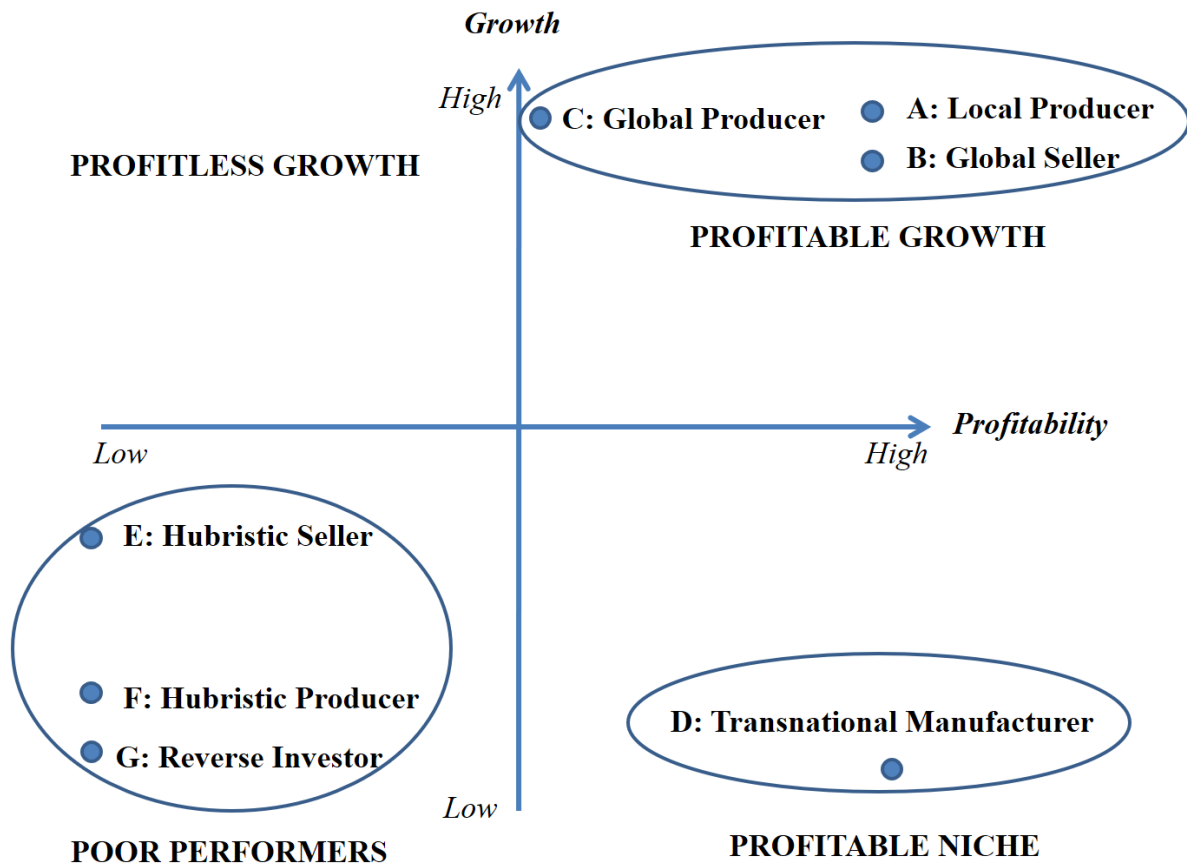**Figure 1: Theoretical Framework of Strategic Configuration of EMNEs' FDI**

Figure 2: Dual Performance Implications of Seven Strategic Configurations

Table 1: Measurement and Calibration of Outcomes and Configurational Factors

Type	Name	Measurement Data Source	Calibration Method	Fuzzy Sets	Note
Outcome	International Sales Growth	A single item scale adapted from Lu, Zhou, Bruton, and Li (2010)	3, 4.5, 6	3	Distribution-adjusted calibration anchor points following Fiss (2011)
Outcome	FDI Profitability	A single item scale adapted from Lu, Zhou, Bruton, and Li (2010)	3, 4.5, 6	3	Distribution-adjusted calibration anchor points following Fiss (2011)
Environmental Factors	Industry Globalization	The volume of world trade relative to world sales; Sourced from UNIDO database	0,0.03, 0.05, 0.28	4	Qualitative judgment for anchor points following the calibration of *collectivism* by Crilly (2011)
	Home Government Support	Six-item scales adapted from Lu, Zhou, Bruton, and Li (2010) and CCPIT Report (2011)	3, 4.5, 6	3	Distribution-adjusted calibration anchor points following Fiss (2011)
Strategy Factors	R&D Intensity	Ratio of subsidiary number with R&D to total foreign subsidiary number; Sourced from annual reports	0, 0.5, 1	4	Standard calibration method developed by Ragin (2008)
	Manufacturing Intensity	Ratio of subsidiary number with manufacturing to total foreign subsidiary number; Sourced from annual reports	0, 0.5, 1	4	Standard calibration method developed by Ragin (2008)
	Finance Intensity	Ratio of subsidiary number with finance to total foreign subsidiary number; Sourced from annual reports	0, 0.5, 1	4	Standard calibration method developed by Ragin (2008)
Managerial Resource Factors	International Experience	Ratio of TMT members with international working experience; Sourced from annual reports	0, 0.5, 1	4	Standard calibration method developed by Ragin (2008)
	Functional Diversity	Blau index of TMT's functional backgrounds; Sourced from annual reports	0th, 25th, 50th, 75th Percentiles	4	Distribution-based calibration method by Judge et al. (2014)

Table 2. Necessary Conditions [a]

Causal Configurational Solutions	International Sales Growth		FDI Profitability	
	Consistency	Coverage	Consistency	Coverage
Environment				
Industry Globalization	0.72	0.80	0.78	0.78
Home Government Support	0.76	0.74	0.84	0.74
Strategy				
R&D Intensity	0.22	0.79	0.25	0.79
Manufacturing Intensity	0.49	0.80	0.50	0.73
Finance Intensity	0.18	0.82	0.17	0.69
Managerial Resource				
TMT International Experience	0.36	0.78	0.37	0.73
TMT Functional Diversity	0.55	0.77	0.55	0.69

[a]Note: Necessary conditions are calculated with the fsQCA 3.0 software.

Table 3: Configurations for High International Performance [b]

Configuration	High International Sales Growth					High FDI Profitability		
	1	2	3	4	5	6	7	8
Environment								
Industry Globalization	⊗	⊗	⊗	●	●	●	⊗	⊗
Home Government Support		●	●	⊗	●	●	●	●
Strategy								
R&D Intensity	⊗	⊗	⊗	⊗	⊗	⊗	⊗	●
Manufacturing Intensity	●		●	●	⊗	⊗	●	●
Finance Intensity	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
Managerial Resource								
TMT International Experience	⊗	⊗	⊗	⊗	●		⊗	●
TMT Functional Diversity	⊗	⊗		●	⊗	⊗	⊗	⊗
Consistency	0.98	0.98	0.97	1.00	0.97	0.97	0.97	1.00
Raw coverage	0.18	0.21	0.19	0.08	0.13	0.28	0.16	0.09
Unique coverage	0.02	0.05	0.04	0.02	0.06	0.19	0.07	0.02
Overall solution consistency			0.97				0.97	
Overall solution coverage			0.37				0.37	

[b] Black circles indicate the presence of a condition, and circles with "X" indicate its absence. Blank spaces indicate "don't care".

Table 4: Configurations for Low International Performance

Configuration	Low International Sales Growth			Low FDI Profitability		
	1	2	3	4	5	6
Environment						
Industry Globalization	⊗	●	⊗	⊗	●	●
Home Government Support	⊗	●	●	⊗	●	⊗
Strategy						
R&D Intensity	⊗	⊗	●	⊗	⊗	⊗
Manufacturing Intensity	●	⊗	●	●	⊗	⊗
Finance Intensity	⊗	●	⊗	⊗	●	⊗
Managerial Resource						
TMT International Experience	●	⊗	●	●	⊗	●
TMT Functional Diversity	●	⊗	⊗	●	⊗	●
Consistency	0.91	0.96	0.90	0.98	0.95	0.96
Raw coverage	0.12	0.19	0.16	0.11	0.15	0.16
Unique coverage	0.05	0.07	0.03	0.03	0.10	0.08
Overall solution consistency		0.88			0.95	
Overall solution coverage		0.29			0.29	

Table 5: EMNEs' Strategic Configuration and Dual Performance Implications

Configuration	High performance			Mixed performance	Low performance		
	A	B	C	D	E	F	G
International Performance							
International Sales Growth	High	High	High	Low	Moderate	Low	Low
FDI Profitability	High	High	Moderate	High	Low	Low	Low
Environment							
Industry Globalization	⊗	●	●	⊗	●	⊗	●
Home Government Support	●	●	⊗	●	⊗	⊗	●
Strategy							
R&D Intensity	⊗	⊗	⊗	●	⊗	⊗	⊗
Manufacturing Intensity	●	⊗	●	●	⊗	●	⊗
Finance Intensity	⊗	⊗	⊗	⊗	⊗	⊗	●
Managerial Resource							
TMT International Experience	⊗	●	⊗	●	●	●	⊗
TMT Functional Diversity	⊗	⊗	●	⊗	●	●	⊗
Corresponding Configurations in Tables 3 and 4	1/2/3 7 in Table 3	5 6 in Table 3	4 in Table 3	8 in Table 3; 3 in Table 4	6 in Table 4	1 4 in Table 4	2 5 in Table 4

Table 6: Taxonomy of strategic configuration of EMNEs' FDI

Configuration Label	Definition	Underlying Driver
Profitable Growth		
Local Producer (Configuration A)	In non-globalized industry, manufacturing focused FDI strategy with home government support and homogeneous TMT	Effective local responsiveness through local manufacturing
Global Seller (Configuration B)	In globalized industry, sales focused FDI strategy with home government support and internationally experienced TMT	Effective serving of global markets using economies of scale and low labor costs at home
Global Producer (Configuration C)	In globalized industry, manufacturing focused FDI strategy with functionally diversified TMT but limited home government support	Multi-location manufacturing to access resources, especially technology in advanced economies
Profitable Niche		
Transnational Manufacturer (Configuration D)	In non-globalized industry, dual focused FDI strategy in R&D and manufacturing with home government support and internationally experienced TMT	Knowledge cross-fertilization among multiple foreign operations
Poor Performers		
Hubristic Seller (Configuration E)	Sales focused FDI strategy in globalized industry with functionally diversified and internationally experienced TMT but limited home government support	Managerial Hubris from TMTs without government support; lacking resources to implement global seller strategy.
Hubristic Producer (Configuration F)	Manufacturing focused FDI strategy in non-globalized industry functionally diversified and internationally experienced TMT but limited home government support	Managerial Hubris from TMTs without government support, lacking resources to implement local producer strategy
Reverse Investor (Configuration G)	In globalized industry, financial focused FDI strategy with home government support and homogeneous TMT	Domestic market orientation and home country preferential treatment to foreign investors

Appendix A: Sample Distribution by Industry and State Ownership Type

NAICS Code 2007	Industry Name	State Controlled Firm	Non-State Controlled Firm	Total
3331	Agricultural, Construction and Mining Machinery Manufacturing	5	9	14
3343	Audio and Video Equipment Manufacturing	1	0	1
3251	Basic Chemical Manufacturing	1	0	1
3333	Commercial and Service Industry Machinery Manufacturing	2	1	3
3342	Communications Equipment Manufacturing	1	3	4
3341	Computer and Peripheral Equipment Manufacturing	1	2	3
2211	Electric Power Generation, Transmission and Distribution	0	1	1
3353	Electrical Equipment Manufacturing	1	2	3
3352	Household Appliance Manufacturing	6	2	8
3332	Industrial Machinery Manufacturing	4	3	7
3335	Metalworking Machinery Manufacturing	1	1	2
3362	Motor Vehicle Body and Trailer Manufacturing	1	0	1
3361	Motor Vehicle Manufacturing	0	1	1
3363	Motor Vehicle Parts Manufacturing	5	2	7
3345	Navigational, Measuring, Medical and Control Instruments Manufacturing	2	0	2
3259	Other Chemical Product Manufacturing	1	3	4
3359	Other Electrical Equipment and Component Manufacturing	9	0	9
3329	Other Fabricated Metal Product Manufacturing	1	1	2
3339	Other General-Purpose Machinery Manufacturing	3	3	6
3399	Other Miscellaneous Manufacturing	1	0	1
5179	Other Telecommunications	0	1	1
3369	Other Transportation Equipment Manufacturing	4	2	6
3253	Pesticide, Fertilizer and Other Agricultural Chemical Manufacturing	1	1	2
3254	Pharmaceutical and Medicine Manufacturing	9	5	14
3252	Resin, Synthetic Rubber, and Artificial and Synthetic Fibres and Filaments Manufacturing	2	1	3
3344	Semiconductor and Other Electronic Component Manufacturing	12	5	17
3334	Ventilation, Heating, Air-Conditioning and Commercial Refrigeration Equipment Manufacturing	2	3	5
	Overall	76	52	128

Appendix B: Descriptive Statistics and Correlations of Variables before Calibration

Outcomes and Configurational Factors	1	2	3	4	5	6	7	8	9
1. International Sales Growth	1.00								
2. FDI Profitability	0.51	1.00							
3. Industry Globalization	-0.19	0.04	1.00						
4. Home Government Support	0.02	0.28	0.09	1.00					
5. R&D Intensity	-0.04	0.08	0.00	0.03	1.00				
6. Manufacturing Intensity	0.06	0.06	-0.21	0.07	0.37	1.00			
7. Finance Intensity	-0.08	-0.31	0.08	0.11	-0.17	-0.15	1.00		
8. TMT International Experience	-0.04	-0.09	0.17	0.13	-0.04	-0.09	-0.01	1.00	
9. TMT Functional Diversity	0.08	-0.03	0.03	-0.01	0.03	-0.02	-0.11	0.17	1.00
Mean	5.07	4.85	0.14	4.85	0.17	0.42	0.12	0.14	0.56
Standard Deviation	0.83	0.84	0.10	0.55	0.33	0.43	0.26	0.20	0.13

Note: N=128. |corr|≥0.18 significant at 0.05 level (2-tailed), |corr|≥0.31 significant at 0.001 level (2-tailed).