

## Table of Contents

Foreword.....	V
Acknowledgements.....	VII
Table of Contents .....	IX
List of Figures .....	XV
List of Tables .....	XVII
List of Abbreviations .....	XIX
<b>A. Introduction.....</b>	<b>1</b>
1. Relevance and Focus.....	1
2. Research Gaps and Questions .....	5
2.1. Main Decisions on Retail Internationalization.....	5
2.2. Literature Review.....	6
2.2.1 Retail Market Entry Mode Choice .....	6
2.2.2 Retail Format Transfer .....	12
2.2.2.1 Transfer of the External Retail Marketing Program.....	12
2.2.2.2 Transfer of Internal Retail Systems and Processes .....	21
2.2.3 Organization and Coordination of International Retail Activities .....	25
2.3. General Research Objectives .....	29
3. Structure of and Contributions by the Studies.....	31
3.1. Study 1 – Retail Market Entry Mode Choice .....	31
3.2. Study 2 – Retail Format Transfer .....	34
3.3. Study 3 – Organization and Coordination of International Retail Activities .....	36
4. Further Remarks .....	39
<b>B. Study 1 – Effects of Institutionalized Entry Modes on     Entry Mode Choices.....</b>	<b>41</b>

---

1. Introduction.....	41
2. Literature on Institutional Theory in Entry Mode Choice .....	44
3. Theoretical Foundation.....	46
4. Conceptual Framework and Hypotheses Development.....	48
4.1. Institutionalized Entry Mode and Subsequent Entry Mode Choice .....	49
4.2. Moderating Effects of the External Institutional Environment.....	50
4.2.1 Political Distance .....	51
4.2.2 Cultural Distance .....	52
4.3. Moderating Effects of Internal Capabilities.....	53
4.3.1 International Experience .....	53
4.3.2 Internationalization Speed.....	54
5. Empirical Study .....	55
5.1. Data Set.....	55
5.2. Measurement of Variables .....	57
5.2.1 Dependent Variable .....	57
5.2.2 Independent Variables .....	57
5.2.3 Control Variables.....	59
5.3. Method.....	60
5.4. Results.....	63
5.4.1 Model Fit.....	63
5.4.2 Main Effect .....	65
5.4.3 Moderating Effects .....	65
5.4.4 Control Variables.....	68
6. Discussion .....	68
6.1. Research Implications .....	69
6.2. Managerial Implications.....	71
6.3. Limitations and Further Research .....	73

<b>C. Study 2 – Transferring the Retail Format Successfully into Foreign Countries .....</b>	<b>75</b>
1. Introduction.....	75
2. Theoretical Foundation and Conceptual Framework .....	78
3. Literature Review and Hypotheses Development .....	82
3.1. Relationships between Processes and Marketing Program Elements.....	82
3.1.1 Core Processes and Core Marketing Programs .....	83
3.1.2 Core Processes and Peripheral Marketing Programs.....	84
3.1.3 Peripheral Processes and Peripheral Marketing Programs.....	86
3.2. Relationships between Processes, Marketing Program Elements and Performance .....	87
3.2.1 Marketing Programs and Performance .....	88
3.2.2 Processes and Performance.....	90
4. Empirical Study .....	91
4.1. Sample Design .....	91
4.2. Measurement of Variables .....	93
4.3. Methodological Approach.....	97
4.4. Results.....	98
5. Discussion .....	102
5.1. Core Results.....	102
5.2. Theoretical Implications.....	103
5.3. Managerial Implications.....	107
5.4. Limitations and Further Research .....	108
<b>D. Study 3 – Successful Organization and Coordination of International Retail Activities .....</b>	<b>111</b>
1. Introduction.....	111

---

2. Literature Review .....	113
2.1. Impact of the Degree of Marketing Program Standardization on Foreign Performance.....	114
2.2. Impact of the Organizational Structure employed on Foreign Performance .....	116
2.3. Impact of Both on Foreign Performance .....	118
3. Theoretical Foundation.....	119
4. Conceptual Framework and Hypotheses Development.....	120
4.1. The Degree of Marketing Program Standardization and Foreign Performance.....	122
4.2. The Degree of Centralization of Decision-making and Foreign Performance.....	124
4.3. The Degree of Formalization of Rules and Procedures and Foreign Performance.....	126
5. Empirical Study .....	128
5.1. Data Collection and Sample Characteristics .....	128
5.2. Measurement of Variables .....	130
5.3. Methodical Approach.....	136
5.4. Results.....	136
6. Discussion .....	140
6.1. Main Conclusions .....	140
6.2. Implications for Research and Practice.....	142
6.3. Limitations and Further Research .....	144
<b>E. Final Remarks .....</b>	<b>147</b>
1. Discussion and Conclusions .....	147
1.1. Core Results.....	147
1.2. Research Implications .....	150
1.3. Managerial Implications.....	153

---

2. Further Research .....	156
<b>References .....</b>	<b>159</b>
<b>Appendix .....</b>	<b>195</b>

Retail Internationalization

Analysis of Market Entry Modes, Format Transfer and  
Coordination of Retail Activities

Elsner, S.

2014, XXI, 199 p. 10 illus., Softcover

ISBN: 978-3-658-01095-9