

## 国際部第5回講演会

日時 2013年2月22日(金)午後4時～5時30分

場所 大学院国際文化学研究所 E棟4階 学术交流ルーム

# Understanding Growth Strategies in Retailing: From Internationalization to the Development of New Retail Formats

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The research presentation consisted in the presentation of an overview of my research topics. The common theme to my research works is the understanding of growth strategies in retailing. It is from the perspective of internationalization on the one hand, and the perspective of developing new formats on the other hand. The workshop was organized around three papers that illustrate these fields of research.

1. Picot-Coupey K. (2009), Determinants of a Retailer's Choice of International Expansion Mode: Conceptual Model and Empirical Validation, *Recherche et Applications en Marketing*, 24, 4, 23-55 (English edition)

Many retail companies are currently developing their store networks beyond their domestic market. Each operation abroad requires choosing an internationalization mode. The aim of this research consists in analyzing the determinants of retail store networks' choice of an international expansion mode. A conceptual model of the determinants suggested in the literature is developed on the basis of results of previous research and enhanced by the analysis of eleven interviews with top retail managers. Based upon the results of a study involving 43 top international managers of French fashion retail networks, the model is tested using the PLS approach. This research provides evidence which highlights the explanatory influence of the chain's international marketing policy, the strategic and capitalistic profile and the perceived attractiveness of the foreign market through the three dimensions of an international expansion mode: dissemination risk, control over decisions and resource commitment. The moderating influence of the international involvement of top managers and that of relationship networks are also highlighted.

2. Picot-Coupey K., The pop-up store as a foreign operation mode (FOM) for retailers, Under Evaluation in *International Journal of Retail and Distribution Management*

The objective of this research is (i) to describe the characteristics of a pop-up store in an international context, (ii) to investigate the motivating factors for its choice and (iii) to analyse the way in which it is managed. A multiple-case study was adopted. Research was carried out using secondary data sources, social media measurement and semi-structured interviews with senior managers in charge of the international development and management of pop-up stores. A conceptualizing content analysis was conducted both manually and with *NVivo* software. The main results cover the following aspects of an international pop-up store and highlight the differences between this choice of FOM and other store formats:

- key characteristics: location, design and architecture, merchandise mix, and in-store or store-related events;
- choice motivations: three motivations were found, which were (i) to test and adapt the concept with foreign consumers possibly unfamiliar with such a store concept, (ii) to raise and sustain the international profile of a retail brand, and (iii) to develop relationship networks with stakeholders in foreign markets;
- management: a dynamic approach is adopted as management style varies from mode switch at the entry stage to mode combination at the further expansion stage.

The results of this research suggest avenues for future research, particularly in relation to how the concept of the international pop-up store will evolve over time. This research provides guidelines for international retail managers wishing to choose a pop-up store as a foreign operation mode (FOM). This research provides a new insight into the characteristics, choice motivations, and management of a pop-up store in an international context.

3. Picot-Coupey, Karine, Huré, Elodie, Cliquet, Gérard and Petr, Christine(2009) 'Grocery shopping and the Internet: exploring French consumers' perceptions of the 'hypermarket' and 'cybermarket' formats', *The International Review of Retail, Distribution and Consumer Research*, 19: 4, 437 — 455

The growth of e-commerce calls into question the viability of traditional retail formats. Information and Communication Technologies (ICT), especially the Internet, now play a major role in retailing. With the stagnation of the hypermarket format in France, developing ICT could be a way for grocery retail companies to reinitiate growth. Some questions arise concerning the consumers' acceptance of these new technologies for food retailing. How does the consumer perceive the opportunities for the Internet and what associations do they hold for their favorite store? To what extent could consumers integrate ICT, especially the Internet, in their current or in future grocery shopping behaviours? Within this context, this paper focuses on the 'consumer-store' relationships. The research aims to explore consumers' perceptions of hypermarket and cybermarket formats for grocery shopping. The methodology is qualitative and based on 18 semi-structured interviews and on three focus groups of French consumers.

Results show that the hypermarket format continues to appeal to French consumers while the cybermarket format remains unclear. The two targets – 'the organised' and 'the grumblers' – are an exception to this trend.