

## PhD project: Cross-Continental Retailer Expansion

Name and contact information of the PI:

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**Priority Major:** 8. 国际商务 / International Business

### Description of the project

Retailing originally was a geographically local market activity. However, more and more retailers have expanded their businesses to foreign countries. Well documented is for example the geographic market expansion of Wal-Mart, a U.S. based retailer. Previous academic literature has focused on *why* a retailer would expand (motivation to go international), *how* to expand (selection of mode of entry), or *where* to expand to (selection of target countries). However, most of the insights are from expansion within a continent. Would existing findings generalize to more distant internationalizations? Cross-continental moves have not been extensively studied yet. For a long time, they were too rare or too recent. Nowadays, the examples are abundant; e.g. retailer Tesco in South Korea and Carrefour in Indonesia. Similarly, Asian brands have successfully entered the European market and continue to grow. Newcomer JD – the largest retailer in China - has penetrated the European retailer market as of 2021 and is working on brand building in Europe. Existing literature on expansion was also done in an era when online retail barely existed. Now, international presence can be established by simply offering worldwide shipping. This project will distinguish between online versus physical expansion by retailers.

Notwithstanding the expansion evolution, retailers are struggling to develop the competencies needed to survive in the global arena. The purpose of this project is to study (i) the drivers of cross-continental expansion as well as (ii) the performance consequences of such cross-continental expansion and to what extent this depends on the chosen channel (physical vs. online). Our findings would provide relevant insights to expanding European or Asian retailers, to incumbent European and Asian retailers who are likely to face a new competitor, and countries who want to make themselves more attractive to foreign businesses.

This PhD project will make use of secondary data to study *actual* decisions by top retailers in Asia and Europe to cross the continent.

**Setting & Methods:** A dataset has to be created using diverse data sources. Starting from a list of global retailers (cf. Retail-Index / Euromonitor), data on expansion decisions should be collected (i.e. from retailer's own websites or via LexisNexis), information on country characteristics should be collected, and data on retailer resources and financial information is available via ORBIS or WRDS (Compustat). Data can be analysed using the event-study methodology or alternatively using logistic or hazard regression models.

**Requirements candidate:** Marketing, strategy, retail, regression analysis, strong analytical skills and eye for detail.

### Top 5 selected publications by the PI

Lamey, L., Breugelmans, E., Vuegen, M., **ter Braak, A.** (2021). Retail service innovations and their impact on retailer value: Evidence from an event study. *Journal of the Academy of Marketing Science*, 49, 811-833. (AIS: 4.80; citations: 1; downloads: 86)

**ter Braak, A.**, Deleersnyder, B. (2018). Innovation cloning: The introduction and performance of private label innovation copycats. *Journal of Retailing*, 94(3), 312-327. (AIS: 2.73; citations: 10)

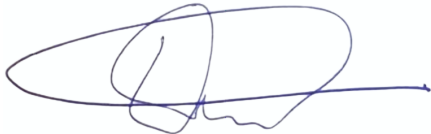
**ter Braak, A.**, Geyskens, I., Dekimpe, M. (2014). Taking private labels upmarket: Empirical generalizations on category drivers of premium private label introductions. *Journal of Retailing*, 90 (2), 125-140. (AIS: 2.73; citations: 124)

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**ter Braak, A.,** Dekimpe, M., Geyskens, I. (2013). Retailer private-label margins: The role of supplier and quality-tier differentiation. *Journal of Marketing*, 77 (4), 86-103. (AIS: 4.98; citations: 106)

**ter Braak, A.,** Deleersnyder, B., Geyskens, I., Dekimpe, M. (2013). Does private-label production by national-brand manufacturers create discounter goodwill? *International Journal of Research in Marketing*, 30 (4), 343-357. Winner of EMAC-IJRM Best Paper Award. (AIS: 2.03; citations: 57)

Approved by head of Marketing and Supply Chain Management department,

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Prof. Dr. Dominik Mahr