

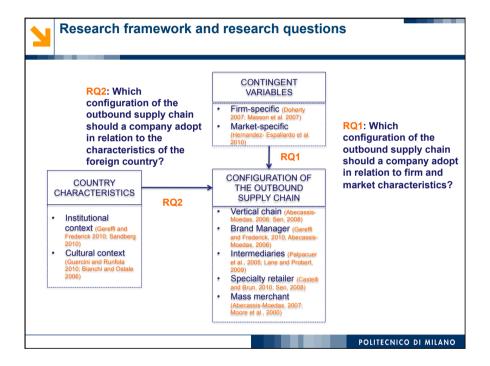




Introduction

- ➤ The fashion industry has attracted the attention of the researchers in the area of supply chain management (Christopher et al. 2004; Bruce et al., 2004)
- Internationalization of fashion supply chains:
 - Globalization of fashion industry (Ganesan et al. 2009; Sandhya and Giriia 2009; Goldman, 2001)
 - Stronger importance of emerging countries due to the current economic crisis (Gereffi and Frederick, 2010)
 - Consumers in emerging markets are becoming smarter and more aware of their needs (Schaefer and Van Tine, 2010)
- Growing importance of the outbound supply chain (Moore and Fernie 2004; Etgar and Rachman-Moore 2008; Dimitrakou 2007)
 - ➤ Highly variegated configuration (Moore et al., 2000)
 - Different configurations in different countries (Sen, 2008; Abecassis-Moedas, 2006)

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Research methodology Case studies

- Heterogeneous sample for size and product positioning
- Homogeneous sample for country of origin (Italy) and type of product (fashion)
- Retail managers and supply chain managers have been interviewed

	Company	Product	Employees	Turnover	Countries analyzed
Α		Handbags and accessories	290	55 million €	Japan; Russia; China; South America; Middle-East; India
В		Handbags and accessories	74	70 million €	Japan; Middle-East; China; South America
С		Clothes	220	17 million €	Japan; China; South America; East Europe
D		Clothes	12.000	939 million €	Russia; East Europe; China; South America; Middle East
E		Clothes	35	11 million €	East Europe; Russia; Middle-East; China
F		Clothes and accessories	3.828	1.266 million €	USA; Japan; Russia; China; South America; India
G		Clothes and accessories	5.208	2.228 million €	USA; Japan; China; Middle-East
Н		Clothes for children	70	31 million €	USA; Japan; Russia; South America; China; Middle-East
1		Sportswear	260	100 million €	USA; Japan; Russia
L		Sportswear	70	20 million €	Russia
М		Sportswear	50	17 million €	Russia; East Europe; Middle- East

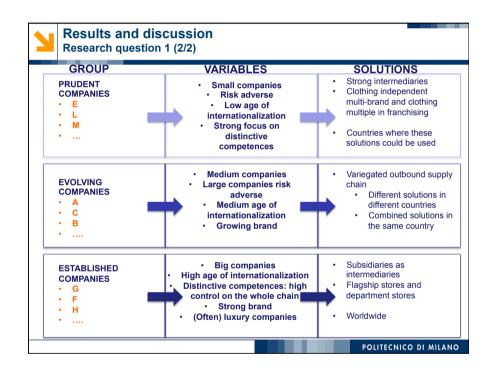


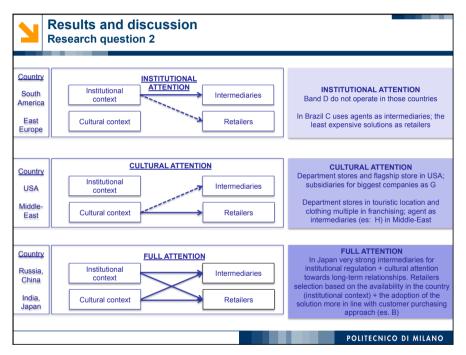
Results and discussion Research question 1 (1/2)

- Companies have an overall distribution strategy that try to follow in each country
 - > The distribution strategy determines the type of vertical chain or brand manager adopted
 - Distribution strategy used in the country of origin
- > Firm's characteristics influence:
 - Company's preferred choice on terms of intermediaries, specialty retailers, and mass merchant
 - > The countries where the company operates

Type of variable	Variable	Influenced element of the configuration
	Size	
Firm-specific	Age	Intermediaries Specialty retailers
,	Risk approach	Specialty retailers Mass merchant
Market-specific	Product positioning	mass mororiant
Firm-specific	Distinctive competences	Vertical chain Brand manager Intermediaries (mainly third-party logistics) Specialty retailers
Market-specific	Newness of the country for the company	Evolution of the model over the time

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Conclusions and future developments

- ➤ The paper has identified the configuration of the outbound supply chain to adopt in relation to:
 - Different characteristics of the firm and of the markets (three main behaviors determine configuration and country selection)
 - Different characteristics of the foreign country (prevalence of cultural or institutional constraints)
- Contributions and implications:
 - > Contribution for **managers**, being the adoption of wrong configuration one of the main causes of internationalization failures
 - Contribution for research, being the theme more studied about the enter market strategy, without analyzing the process inside the market
- > Future developments:
 - > Analyzing the **managerial practices** to manage each configuration
 - > Test the identified configuration through a **statistical sample** of analysis

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