

When Global Expansion Meets Local Realities in Retailing: Carrefour's Glocal Strategies in Taiwan

Richard Chinomona¹ & Dennis Sibanda²

¹ Department of Logistics, Vaal University of Technology, Vanderbijlpark, South Africa

² Department of Accountancy, Vaal University of Technology, Vanderbijlpark, South Africa

Correspondence: Richard Chinomona, Department of Logistics, Vaal University of Technology, Private Bag X021, Vanderbijlpark 1900, South Africa. Tel: 27-950-9046. E-mail: rchinos@hotmail.com

Received: June 13, 2012

Accepted: August 24, 2012

Online Published: December 20, 2012

doi:10.5539/ijbm.v8n1p44

URL: <http://dx.doi.org/10.5539/ijbm.v8n1p44>

Abstract

Prior studies suggest that the intersection of globalization and localization produces glocalization. Little research though has investigated the ways in which global retailers conduct this glocalization process from a strategy view point. To redress this gap, an investigation is made on how Carrefour as the research case study, has successfully glocalized its strategies in Taiwan. A triangulation approach consisting of interviews, document exploitation and observations were used to collect the data from multiple sources in this qualitative study. The study found that Carrefour glocalized their strategies to suit unique conditions in Taiwan such as Chinese culture, language, local competition and government policy. It is found that glocalization process can be traced in Carrefour's entry, expansion, position, sourcing, human resources development and promotion strategies. Based on the findings this study submits that Carrefour's glocal strategies in Taiwan might account for its success to some extent. Limitations of the study and suggestions for future research directions are provided.

Keywords: glocalization, retailing, Carrefour, Taiwan, case study

1. Introduction

The term "glocalization" is a fairly new phrase in academics coined to denote the fusion of globalization and localization tendencies or activities (Robertson, 1995; Svensson, 2001; Poe and Courter, 1997; Maynard, 2003). Notwithstanding, its utilization in disciplines such as sociology and recently in marketing, it has rarely been used to explain global retailing strategies in the Asian World. To the extent that maintaining reputable global standards is widely acknowledged to give global retailers an edge, they are expected to pursue global strategies across the whole world (Colla and Dupuis, 2002; Allio, 1989; Levitt, 1983; Yip, 1989; Burt, Dawson and Sparks, 2003). Yet still, the dictates of conditions on the ground in different nations they operate might call for adaptation, adjustment or tailoring approaches that befit local realities such as culture, language, local competition or the host government policies. Questions have therefore, been raised that, given the unique business terrain in Asia, particularly in the Chinese world, can Western global retailers survive and succeed? In order to succeed in the Asian World, do the Western global retailers need to pursue their global strategies, abandon their global strategies in preference of local strategies or adopt a mix – glocal strategies? The current received wisdom from the extant literature on international and multinational business strategies seem to indicate that, glocalization is no doubt inevitable and indispensable. Owing to this acutely felt importance of glocal strategies to multi-national companies and a paucity of research on this matter with regard to global retailing, indeed an academic inspection of this lacuna in the context of East Asia is now imperative and overdue.

There is a wide raging debate in academics on what "glocalization" entails. Different conceptualizations have been advanced and varying definitions submitted. Albeit, the numerous definitions, this study relies mostly on those that have been widely quoted in the management discipline. In the management literature, the bulk of the few scholars who have used this term, define and treat glocalization as a process depicted on a continuum between two extremes, that is, globalization and localization. Scholars such as the sociologist Roland Robertson, accredited to be the first to use this term, states that, glocalization describes the tempering effects of local conditions on global pressures (Robertson, 1995). It also means the simultaneity (co-presence) of both universalizing and particularizing tendencies (Champy, 1997; Poe and Courter, 1997). According to Svensson

(2001), glocalization means that the standardization versus the adaptation, and the homogenization versus the tailoring, of companies' business activities are optimized. Also buttressing the same notion as Svensson (2001), Shi (2007) asserts that glocalization describes the organization process and strategy in balancing between standardization from country to country and response to local differences. Maynard and Tian (2004), defined glocalization as the process whereby global corporations tailor products and marketing to suit particular local circumstances in order to meet variations in consumer demand.

As a strategy, glocal approach reflects the aspirations of a global strategy approach, while the necessity for local adaptations and tailoring of business activities is simultaneously acknowledged (Svensson, 2002). It differs from the global strategy approach, since it explicitly recognizes the importance of local adaptations and tailoring in the marketplace of business activities. It differs from local strategy since a local strategy approach only recognizes the necessity to consider locally related issues in the performance of business activities in the marketplace (Hall, 1991; Svensson, 2001). Therefore, a glocal strategy approach in business, as opposed to a global strategy approach or local strategy approach, is a combination of different levels, from local to global, of strategic approaches, with the awareness of the significance of adaptation to local markets, and it attempts to maintain an appropriate balance between global homogenization and local customization (Maynard and Tian, 2004). In other words, a glocal strategy seeks to strike a balance and harmony between the standardization versus the adaptation, and the homogenization versus the tailoring, of business activities (Svensson, 2001; Tian, 2006).

2. Purpose of the Study

Within the global retailing literature, there has been limited detailed empirical or conceptual research on glocal strategies adopted by global retailers, particularly in East Asia (Chung and Yahagi, 2002; Chang, and Tu, 2005). Thus, although glocal strategies have played an important role in determining the survival and success of global retailers in Asia (Courbon and Lasserre, 1999; Chung and Yahagi, 2002; Chang and Dawson, 2006), comparatively few studies actually address this matter and consequently little is known about their glocalization process. An absence of detailed empirical or conceptual research on glocal strategies adopted by global retailers is therefore, a major gap in our understanding of glocalization as a process of the interplay between global and local strategies in Asian retailing business. It is contended that important insights and valuable lessons have been learned by global retailers from their own successful international forays as well as the visible failures in East Asia and perhaps now warrant further academic scrutiny. For instance, as a cases in point, Wal-Mart the world number one global retailer failed in South Korea and withdrew in 2006 (Brennan and Lundsten, 2009), while Carrefour the world number two global retailer withdrew from Japan in 2005 (Ayoama, 2007) after failing dismally but remarkably succeeded in Taiwan. In this regard, an understanding of how Carrefour in particular succeeded in Taiwan from a strategy viewpoint might be beneficial to retailing practitioners, as well as contributing immensely to the existing academic literature on global retail business in East Asia, hence the need for this current study.

A number of researchers have called for research to re-examine the ways in which global retailers execute and adapt their global strategies (e.g. Palmer, 2000; Burt and Sparks, 2001; Fernie and Arnold, 2002). The recent critiques of global strategy by Svensson (2001) suggest that in practice, the existing conceptualizations of global strategy neither adequately capture the multiplicity and difficulties in the retail internationalization process, nor sufficiently explain the variety of adaptations, adjustments or tailoring of strategies done by global retailers. Also as Alexander and de Lira e Silva, (2002), argues, few global retailers lend themselves to "naive" global strategies, since all strategies require some degree of adaptation to regional and national conditions. In addition, Svensson (2001) argues that the popularity of the global strategy approach has caused the term to be overused and misused. Thus, scholars and practitioners refer to a global strategy approach when in essence they actually mean glocal strategy (Maynard, 2003; Svensson, 2002). Thus, in this respect, the global strategy approach to manage worldwide business activities appears to be a managerial utopia (Maynard and Tian, 2004; Svensson, 2001). The impetus behind the use of the concept of glocal strategy in the current study is therefore, the desire to provide an improved accuracy in order for academicians and practitioners alike to understand the actual nature of the practical strategies utilized by the global retailers.

Building on these observations, the present study seeks to advance the state of our theoretical as well as empirical understanding of the glocalization process and glocal strategies utilized by global retailers in order to survive and succeed in East Asia. For this purpose, a case study of Carrefour in Taiwan is used. In particular, this study attempts to answer the following questions - What are the components of Carrefour's glocal strategy? What factors motivated Carrefour's glocal strategies in Taiwan? To what extent can the glocal strategies explain Carrefour's success story in Taiwan? This paper therefore, aims to probe these issues by providing a more

extended debate and considered analysis of the concept of glocalization process and glocal strategies adopted by global retailers in East Asia – Carrefour of Taiwan in particular. By so doing, it is anticipated that new knowledge and literature on glocalization process/strategies that is noted to be scant, is generated and added to the existing global retailing literature.

The remainder of this article is divided into five parts. The first part briefly reviews Carrefour's global retailing business and then followed by the retailing business environment in Taiwan. The next section will provide the methodology used and a summary of data collection procedure. The collected data is then analyzed and the findings are reported. Next, evaluation of Carrefour's glocal strategies and a conclusion are delineated. In the last section, limitations of the current research and future research directions are highlighted.

3. Literature Review

3.1 Carrefour's Global Retailing Strategies

Over the past 40 years, the Carrefour group has grown to become one of the world's leading distribution groups. The world's second-largest retailer and the largest in Europe, the group currently operates four main grocery store formats: hypermarkets, supermarkets, hard discount and convenience stores. The Carrefour group currently has over 15,000 stores, either company-operated or franchises. Carrefour is one of the earliest retailing companies to globalize its business ventures into Asia in the 1990's, and with Carrefour first successfully investing and succeeding in Taiwan in 1989 (Kamath and Godin, 2001). Since 1989, Carrefour has opened more than 45 hypermarkets in Asia. Its motto has been "We are global, we act local", when adapting to different cultures and environments around the world. Perhaps key to Carrefour's global success has been its ability to adjust to situations in line with its business motto particularly, the flexibility and autonomy given to managers to adapt to the local business field. Below is a Table 1 showing some of Carrefour's global retailing outlets.

Table 1. International development of Carrefour up to 1999

Country	Date of Entry	Number of Store	Formats
Argentina	1982	300	22 (HM), 133 (HD), 145 (SM)
Belgium	1969	483	60 (HM), 423 (SM)
Brazil	1975	193	69 (HM), 124 (SM)
Chile	1998	2	HM
China	1995	23	HM
Colombia	1998	2	HM
Czech Republic	1995	5	HM
Greece (Marinopoulos)	1991	313	14 (HM), 133 (SM), 166(HD)
Indonesia	1998	7	HM
Italy	1993	912	38 (HM), 288 (SM), 532 (CS), 9 (C & C), 47 (FF)
Korea	1996	15	HM

Malaysia	1994	6	HM
Maxico	1994	17	HM
Poland	1997	16	7 (HM), 27 Global (SM)
Portugal (Sonae)	1981	366	17 (HM), 64 (SM), 283 (HD)
Singapore	1997	1	HM
Spain	1979	3098	117 (HM), 180 (SM), 2239 (HD), 532 (CS), 30 (CC),
Slovakia		1	HM
Taiwan	1989	23	HM
Thailand	1996	10	HM
Turkey	1993	32	7 (HM), 25 (HD)

Source: CIES (2000).

Note: HM= hypermarkets, SM=supermarkets, HD=hard discount, CS=convenient store, C&C=cash and carry.

Since 2000, Carrefour opened several retail outlets including Romania (2006), Algeria (2007), Saudi Arabia (2007), Egypt (2007), United Arab Emirates (2007), Jordan (2007), Kuwait (2007), Oman (2007), Qatar (2007), Dominican Republic (2007), Tunisia (2007) and continues to do so to date (Source: adapted from www.carrefour.com)

Carrefour is credited for originating and popularizing the hypermarket concept where customers have self service, all goods under one roof, discount prices for everything, and free parking for all consumers concept in Europe and around the globe (Kamath and Godin, 2001). Indeed, one-stop shop, low prices and large free parking space are the cornerstone of Carrefour global retailing strategy with each hypermarket offering a very broad range of food and non-food products (Chang and Tu 2005). Carrefour has sought to beat competition via a marketing strategy that combines the low prices of cash and carry store with the consumer convenience normally associated with supermarket. In France Carrefour introduced its private brands (PB) in 1985 and since then it strengthened its program with the aim of retaining loyal customers and improving gross margins (Aihara, 2000) across the globe. The development of PB products picked up in earnest in 1997. Currently, there are eight types of PB products covering three categories namely, clothing, food and home appliances. The procurement of PB products is accomplished through three methods, that is, consignment production by local manufacturers, merchandise developed at the Common Buying Centre of Carrefour (e.g. Hong Kong), and import of PB products developed in France, Spain e.t.c. (Courbon and Lasserre, 1999). Among some of the main reasons cited for the adoption by retailers of an "own brand" policy are a need for independence from national and international brands, a desire to increase profit and a need to be different to competitors and to inspire customer loyalty (Tordjman, 1994).

3.2 Local Retailing Environment in Taiwan

Unique circumstances and conditions found from country to country have often been cited as the chief reasons that necessitate globalization of retailing strategies by global retailers. According to the extant literature (Bartlett and Ghoshal, 1989; Grein and Ducoffe, 1998), cursory observations and interviews held in Taiwan, culture, language, competition and government policy are among the main factors that influence global retailers to globalize in order for them to survive and succeed. Therefore, the local retailing environment in Taiwan is evaluated based on these four factors.

National culture, broadly defined as the values, beliefs, norms, and behavioral patterns of a national group

(Leung et al., 2005) affects major business activities, from capital structure and group performance to marketing strategy (Boyacigiller and Adler, 1991; Earley and Gibson, 2002). In Taiwan the culture of traditional or wet markets dominate food retailing and a variety of sources attest to the strength of these wet markets in Taiwan and other Asian countries (Goldstein 1990). For instance, in a nationwide survey of food consumption conducted by The Food Industry Research and Development Institute in Taiwan in 1999, it was found out that nearly 84 percent of surveyed consumers frequently visit traditional markets mainly to buy fresh food. The continued strength of wet markets in Taiwan which are dominated by fresh and traditional food have raised interesting challenges about what global retailers ought to do in order to succeed.

Furthermore, in Taiwan the most commonly used language is Manderline, Chinese or Taiwanese. A random survey conducted by the researchers in Chungli and in Tainan indicated that most Taiwanese are intrigued and sensitive to the use of their local languages. Therefore, global retailers need to ‘speak to local voice’, in order to be readily accepted by the Taiwanese community (Harvey, 1993; Chang and Tu, 2005; Chung and Yahagi, 2002).

The increased level of regulation of global retailing by foreign governments directly impacts on the applicability of standardization. According to Harvey, (1993) and Chung and Yahagi, (2002) regulations vary on the basis of religion, nationalism, and changing economic conditions. In Taiwan the liberalization of capital investment in the service industries (retailing and wholesaling included) took place in 1986. According to the “Standard Industrial Classification System of the Republic of China (Rev.7, 2001)”, general merchandisers category were classified into department stores, supermarkets, convenience store chains, hypermarkets, and other general merchandisers. The Fair Trade Law that was enacted in February 1991 and first implemented in 1992 in Taiwan covered a wide range of antitrust as well as unfair competition concerns. The antitrust part of the Law regulated monopolies, mergers and concerted actions. The unfair competition part of the Law regulated unfair competition which included resale price maintenance, various other types of vertical restraints, acts which are likely to impede fair competition, false and deceptive advertising, commercial disparagement, multi-level sales and any other practices which were deceptive or grossly unfair.

The retailing industry in Taiwan is dominated by convenience stores, department stores, hypermarkets, drug stores, electrical appliances chains stores and supermarkets. Taiwan is regarded to have the highest density of convenience stores by population in the world. By end of 2005, Taiwan had 8 729 convenience stores, around fifty stores department stores, twelve hypermarket chains reached 111 shops, more than twenty department stores, around 1,200 supermarket stores, two chains in drugstores and about nine electrical appliance retailing chains. Table 2 below tabulates retailers in Taiwan, date of the first store opening, ownership, number of stores and retail rank.

Table 2. Major retailers in Taiwan

Type of Store	Top Ranking Retailers	Date of First Store Opening	Ownership	Number of Stores	2005 Sales (Billion NT dollars)	Retail Rank
Convenience Stores	7-ELEVEN Taiwan (President Chain Store)	1979.5	Uni-President Corp. group (processed food manufacturer) (Taiwan)	4037 (4331)	93.64	1
	Taiwan FamilyMart	1988.12	FamilyMart45%, ITOCHU Corporation4% (Japan), Taisun group17.5%, KuangChuan group10.25%, Sanyo Whisbi	1851 (1981)	29.68	6

Hypermarkets			group 10.25% (Taiwan)			
	Hi-Life Convenience Stores	1989.9	KuangChuan group (Milk, Drink) (Taiwan)	1143 (1245)	16.53	11
	Share of the number of stores			81%	-	-
			Carrefour (France) 60%,			
	Carrefour	1989.12	Uni-President Enterprises group (Taiwan) 31% (Sold 9% of theirs stock)	37 (46)	56.00	3
			holding to the Netherlands Bank in the end of 2001)			
			Auchan (France) 67%,			
	RT-MART	1996.9	Ruentex group (Taiwan) 32% (Sold 67% of theirs stock holding to the Auchan group in the February of 2001)	23 (23)	25.39	8
	Far Eastern Geant	1990.9	In July 2000, Far Eastern group (Taiwan) merged with Casino (France), but in September 2006, Casino decide to recede from the Taiwan market.	14 (14)	18.35	9
	Share of the number of stores			67%	-	-
Department Stores	Shin Kong Mitsukoshi Department Stores	1991.10	Shin Kong group (Taiwan) 55%, Mitsukoshi, Ltd. (Japan) 45%	13	61.13	2
	Pacific Sogo Department Stores	1987.11	Far Eastern group Pacific Sogo Department Store group (Taiwan)	7	30.50	4
	Far Eastern Department Stores	1967.10	Far Eastern group Pacific Sogo Department Store	9	18.21	10

		group (Taiwan)				
		Share of the number of stores		58%	-	-
Supermarkets	Pxmart (QuanLian welfare center)	1998.10	QuanLian group (Taiwan)	273 (311)	27.00	7
			Predecessor is a local company, DingHao.			
			Initiated in 1971. In 1987, it was sold to the Dairy Farm Holdings Ltd. (Hong Kong) and now it is operate by the Dairy Farm			
	DingHao Welcome	1987		166 (169)	-	-
Electrical Appliances Chains	Farmers' Association Supermarket	1990	Farmers' association (Taiwan)	91 (91)	-	-
			Share of the number of stores			
	TsannKuen	1990	TsannKuen Trans-Nation group (electrical appliances manufacturing) (Taiwan)	184 (197)	50.94	4
	E-life Mall(QuanGuo electrical appliances)	1975	QuanGuo electrical appliances, and in 2000, tie up with ACER group (30%) (Taiwan)	251 (251)	13.34	13
Drug Stores			Share of the number of stores			
	Watsons	1987	Hutchison Whampoa Limited. (Hong Kong)	397 (401)	-	-
	Cosmed	1995.9	Uni-President Enterprises group (Taiwan)	159 (195)	3.28	31
			Share of the number of stores (Note 2)			
				Above 90%	-	-

Source: "Business Weekly–Top 1000 service industries", 9 May 2005, Commonwealth Magazine–Top 1000 special issue, 3 May 2006, Distribution News Magazine, and the home pages of each company.

4. Methodology

A single case study approach is utilized in the current research to describe Carrefour's globalization process in Taiwan. A case study is an empirical enquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident and it relies on multiple sources of evidence (Yin, 1994). According to Cavaye (1996), a case study research investigates predefined phenomena and does not involve explicit control or manipulation of variables but rather the focus is on in-depth understanding of a phenomenon and its context. Typically, case studies combine data collection techniques such as interviews, observation, questionnaires, and document and text analysis (Darke, Shanks and Broadbent, 1998). Both qualitative data collection and analysis methods (which are concerned with words and meanings) and quantitative methods (concerned with numbers and measurement) may be used (Yin, 1994).

This study employed an interpretative, qualitative methodology to examine the globalization process and global strategies adopted by Carrefour in Taiwan. A single case study approach is adopted in this research. This is because a single case approach has been an increasingly popular methodology within the global retailing literature of late, and it has enabled various authors to provide some very important new insights into the subject area (Clarke and Rimmer, 1997; Wrigley, 2000). Furthermore, field researches that involve investigating the views and opinions of organizations directly and indirectly involved in the decision-making process by means of interviews, observations or otherwise are receiving increasing support within the literature (Palmer, 2002; Sparks, 1995; Shackleton, 1996; Palmer and Quinn, 2003). Owing to the limitations of relying on one source of information when collecting data on this case, the study adopted data triangulation approach. Data triangulation refers to the use of multiple sources of data. Multiple and independent sources of evidence, including observations, interviews and document exploitation such as use of market research reports, company profiles, financial statements (Yin, 1994). In this study observations and document exploitation were used to corroborate the interview data and, by so doing, developed convergent lines of inquiry.

The case of Carrefour was chosen for three reasons. First, Carrefour is the second largest global retailer after Wal-Mart and therefore, it is argued that the significance of Carrefour as a global retailer makes it an appropriate focus for case study analysis. Despite the scale and growth of Carrefour as an important global retailer, the focus of many researchers has been on the global strategies and activities of US retailer, Wal-Mart (for example, Colla and Dupuis, 2002; Arnold and Fernie, 2000; Hallsworth and Clarke, 2001; Fernie and Arnold, 2002; Goetz and Swaminathan, 2006) and mostly in Europe. Only modest attention has been attributed to Carrefour especially in East Asia, in the academic literature (see Chang and Dawson, 2006; Chung and Yahagi, 2002 for a recent example). Second, Carrefour has been chosen as the premise for this study because it is the leading hypermarket retailer in Taiwan. Moreover, Carrefour's success in Taiwan has remained an under-emphasized case within the contemporary academic literature. Lastly, Carrefour having been recorded as one of the early global retailers to penetrate the Asian market and succeeding in Taiwan (Chung and Yahagi, 2002), it is deemed to provide useful insights of practical strategies adopted by global retailers in the Chinese World of Asia. Perhaps, both practitioners and academics may benefit from a spotlight on this special case.

The researcher interviewed five Carrefour managers, five retail experts and five regular Carrefour customers who are Carrefour Loyalty Card holders. The five Carrefour managers were chosen for the purpose of providing inside information about Carrefour globalization process and strategies and the five Carrefour customers were to provide an independent view of their perception of Carrefour global strategies. In order to get a professional evaluation of Carrefour globalization process and strategies, five retailing experts from the South (1), Central (2) and North (2) of Taiwan were interviewed. The researcher managed to conduct the interviews while at the same time recording the interviews and taking short notes for future coding. The general observation was that each interview would trigger the necessity for another interview as the themes began to unfold. The convergent in-depth interviewing used in this study allowed the researcher to develop, clarify, verify and refine the core issues of the interview protocol. In this regard, both structured and unstructured questionnaires were used. During the early stages, the content of the interview was unstructured and flexible in order to allow the interviewees to communicate freely their experiences and considered views Carrefour's globalization process and global strategies. The process used in the interview became more structured as the interviewer converged in specific issues of the research problem and sought further clarifications on certain issues. Finally after conducting a total of fifteen interviews the researcher felt it was enough but needed to further corroborate the findings with the data from five more informal conversations. For the purpose of the informal conversations, shop attendants in Carrefour hypermarkets located in Taipei, Taoyuan, Chungli, Tainan and Kaoshiung were chosen in order to cover the northern, central and southern regions of Taiwan. During the informal conversations, field notes were also taken and memos developed thereafter.

Unlike in quantitative research, qualitative research views literature review as an ongoing process and serve as a source of data (Goldkuhl & Cronholm, 2003; Glaser & Strauss, 1967). As put forward by Turner (1983), literature from documented material should be viewed equally the same as field notes. The same point was buttressed by Glaser (1998, 1992) who referred to documented literature as “everything is data” and Strauss and Corbin (1990) who asserted that a “cache of archival material” is equivalent to a collection of interviews and field notes. In this article the researcher reviewed documents with literature on Carrefour global retailing, Carrefour retailing business in Taiwan, Taiwan government retailing regulations, retailing industry in Taiwan and Carrefour financial reports posted on official websites. These documents served two purposes. Firstly, they were treated as another source of data collection. Secondly, as noted by Goldkuhl and Cronholm (2003), prior reading provided models to help the researcher make sense of the data gathered on Carrefour’s glocalization strategies in the field and probe further the interviewees where necessary. Finally, the researcher had an opportunity to observe Carrefour promotions at targeted hypermarkets in Taipei, Taoyuan, Chungli, Kaoshiung and Tainan. Again memos were developed from the notes taken and used to augment the data collected by means of interviews, informal conversations and documented material.

Data collection and analysis were simultaneous. Analyzing data involved categorizing and triangulating the evidence from the multiple perspectives. Based on the field notes, Carrefour glocal strategies were identified and the narrative of the glocalization process deduced. The remainder of the paper now reports the findings from the in-depth interviews, document exploitation and observations made. For confidentiality reasons, the identities of respondents will not be disclosed in subsequent sections. The next section will provide an assessment of Carrefour’s glocal strategies in Taiwan and its performance. Conclusion, limitations of the study and suggestion of future research direction crown up the current study.

5. Discussion of Findings

5.1 Carrefour’s Glocal Strategies in Taiwan

The Carrefour adage that “we are global, we act local” dictates its strong willingness to adapt to the local market without losing its core global identity. In Taiwan, Carrefour’s glocal strategy pertained to the idea of approaching each market differently, understanding and responding to local needs, which include the needs of final and intermediate customers, competitors and the macro environment. Drawing from the research findings, Carrefour’s glocalization process in Taiwan will be discussed in terms of its entry strategy, expansion strategies, positioning strategies, sourcing strategies, promotion strategies, and human resource development strategies.

5.2 Entry Strategy

As noted earlier, in 1989 Carrefour chose Taiwan as its port of entry into the Asian world of retailing business, following the government policy on liberalisation of capital investment in the distribution/service industries that was availed that same year. Carrefour entered Taiwanese retail market in the form of a joint venture with a local company called Uni-President Enterprises and the formal joint venture company became PresiCarre Corp. Uni-President Enterprise is the largest food manufacturer also operating the largest chain of convenient stores in Taiwan called 7-Eleven. This joint venture entry strategy had the advantages that Carrefour could rely on Uni-President Enterprise as the largest local supplier of domestic products while at the same capitalising on its ground experience in retailing business in the Taiwanese market and knowledge of Taiwanese culture, customer preferences and buying habits. Also because of the unique circumstances in Taiwan by then, for instance space limitations available for hypermarkets business and government regulations, Carrefour started by operating small hypermarkets or large supermarkets that were limited in size to 4300-5600 square metres. This was in sharp contrast to its global retailing policy that had been strictly observed over 30 years in all countries, that is premised on providing hypermarkets measuring about 10000 square metres per store floor, with free vehicle parking space of about 1000 cars like in Europe and Latin America. Notwithstanding these limitations, Carrefour’s ability to adapt and adjust its global hypermarket retailing policy to meet the unique circumstances during the entry phase paid dividends. Also as admitted by Mr Gerard Clerc the founding Vice President of PresiCarre Corp in Taiwan and later Carrefour in China, the glocal strategy related to entry mode partly contributed to Carrefour’s success story in Taiwan.

5.3 Expansion Strategies

During the period 1993-1996 Carrefour adopted warehouse-style stores which occupied an increased area of up to 8590-12210 square metres. To expand its retailing business from 1997 onwards, Carrefour set out to adapt and develop membership warehouse-style stores on industrial land in order to remove the disadvantages brought to hypermarket development by land use regulations. As a result of the success of warehouse-style stores adaptation strategy, Carrefour realized an annual sales revenue of NT\$ 31 billion by 1997 and a further increase

to NT \$43 billion by 2000, making it the largest retailer in Taiwan. In addition to warehouse-style stores, Carrefour introduced new store concepts for which management know-how was transferred from France. This included shopping centre-oriented large stores with different speciality stores and food service businesses as tenants or joint-store developers, and the new store layout which introduced “shops-in-shop” sales areas in major areas like CDs and videos and health and beauty aids. This up-scaling of stores was intended to help differentiate Carrefour from its competitors as well as generating more consumer traffic. The “shops-in shop” concept also served to attract Taiwanese from all walks of life and enticing them to identify with Carrefour as the provider of international brands and as well as their local and traditional goods. For instance, restaurants in Carrefour sold local Taiwanese food while other shops-in-shops adopted fresh-market style that sold locally desired vegetables, fishes, fruits, meat and seafood that are popularly associated with the traditional Taiwanese “wet” market selling models and yet providing a better shopping environment for its customers. This meeting of Carrefour’s global new stores concept with a local identity resulted in high consumer traffic hence depicting the success of its glocal strategy.

5.4 Positioning Strategies

A firm’s positioning strategy is one of the most important criteria in determining a firm’s success. Carrefour adopted positioning strategies, which are drawn from its marketing slogan, that is, “Happy Shopping in Carrefour”- aimed at emphasizing its good shopping environment. The Chinese name of Carrefour in Taiwan is *Jia Le Fu*, in which *Jia* means family, *Le* means joy, and *Fu* means happiness. It expressed that the shopping environment in Carrefour will bring joy and happiness to families who shop there. As a global policy, Carrefour lowers the prices of basic necessities to attract customers. Flexible sourcing methods also give Carrefour a competitive advantage over its competitors in Taiwan. Indeed Carrefour’s ability to glocalize its positioning strategy made it gain more market shares than its local competitors.

5.5 Sourcing Strategies

Sourcing and logistics are important for retailers and the effective management of sourcing and logistics is always high on many global retailers’ lists of goals. Carrefour stores operated under a decentralized operating system. Operational authority was widely delegated to the stores managers and department managers such as fresh food, processed foods, apparel and appliances. Local managers made the final decisions on merchandise selection, plans for sales promotion, inventory control, and personnel management. More than 90% percent of Carrefour’s products were purchased from within Taiwan. Contracting local producers was meant to provide products that fit customers’ preferences or Taiwanese ethnocentric tendencies. This was meant to provide products considered to be of national identity but yet provided in Western style hypermarkets. Local sourcing also allowed Carrefour to offer a wide range of domestic products that fits the local demand and in the process cutting cost in order to provide lower prices to Carrefour shoppers.

5.6 Human Resource Development Strategies

To maintain global standards especially during the early periods in Taiwan all managers of Carrefour initially came from France. Furthermore, the French managers were mandated to train local employees as part of staff career development program and its thrust to maintain globally held and strict retailing standards, albeit the sending of good and potential management level employees to their head offices in France for further training and future career development. Such exchange and career development programs by Carrefour encouraged the cross fertilisation of ideas and experiences as prospective Taiwanese managers got exposed to global retailing management styles and strategies that were to be blended with their local experiences and understanding of the Taiwanese culture, consumer behavior, preferences and buying habits. In essence Carrefour glocalization approach to employee training and career development was targeted at retaining core Western standards of shopping while focusing on local customer needs and wants.

5.7 Promotion Strategies

Carrefour’s promotion strategies in Taiwan have been a mix of global standards and locally inspired innovative strategies. Based on the research findings, about seven Carrefour promotion strategies can be singled out. These are credit card strategy/loyalty or membership card, aggressive pricing strategy/everyday low cost (EDLC) for selected products, coupon system strategy, specific country/product promotion week strategy, special/seasonal, specific event promotion strategy and private brand promotion strategy (Carrefour own products).

Following its global strategy such as issuing “Pass on Card” in France, Carrefour introduced the credit cards and the house insurance cards in Taiwan in 1998. Card members were privileged with the use of an exclusive checkout counter and were able to do cashless shopping. In addition they got rebates point equal to 0.5% of the

payment amount. Also, when the purchase price of home electric appliances exceeded NT\$ 5000, an installment of 3-24 payment became available at a low 1% interest plus quality assurance. The loyalty/membership card became a powerful tool in Carrefour glocal strategy in Taiwan.

The concept of Everyday Low Cost is a Carrefour global strategy. However, the choice of a product to promote at discount price for a particular day is a local strategy. Moreover, the 90% localization strategy of supply chain reduced operational cost and therefore, the glocal strategy made it possible for Carrefour to offer the lowest possible price in Taiwan.

While the coupon system can be viewed as Carrefour's global promotion strategy, the form of couponing adopted was a preserve of the Carrefour subsidiaries across the world. For instance, in response to Government of Taiwan's call for people to conserve electricity by purchasing power saving electrical gadgets, Carrefour offered "special discount coupons" on home electronic gadgets nationwide. Such glocalization of the global couponing system in response to the local needs and circumstances boosted Carrefour's revenue performance in Taiwan.

Foreign products promotion strategy is done by Carrefour worldwide as a global strategy. However, the timing of which products and from which country for a specific week depended on the local Carrefour subsidiary's considerations of the situation obtaining on the ground. For instance, as a glocal strategy, Carrefour promoted American and European products during summer holidays in Taiwan and therefore, conducted American/European Fair Promotion which offered 10% special discounts on selected import products. It is reported that this glocal strategy worked for Carrefour in Taiwan.

As part of its globally driven seasonal sales promotion strategy Carrefour has stock promotion based upon country holidays. It records customer information in different countries in order to understand shopping patterns. For instance, Chinese holiday such as the "dragon festival" that are different from European festivals require different sales promotions and at different time periods. In Taiwan, Carrefour managers therefore, planned promotions based on stock, country holidays and customs. Indeed, such special discounts offered on special seasons and events unique to Taiwan were part of Carrefour's glocal strategy.

As part of its global strategy Carrefour sells its own branded products under the "own brand" policy. The procurement of private brands (PB) products is accomplished through three methods, that is, consignment production by local manufacturers, merchandise developed at the Common Buying Centre of Carrefour (Hong Kong), and imports of PB products developed worldwide. The manufacturing of PB products using local manufacturers in Taiwan was meant to provide a wide range of products that meet local preferences of the Taiwanese consumer, while imported PB products were supposed to give Taiwanese consumers a wide range of alternative choices from the global world. However, as part of their glocal strategy in Taiwan, Carrefour offered double credits to their loyal members who purchased locally made and branded Carrefour products.

5.8 Evaluation of the Success of Carrefour's Glocal Strategies

Deducing from management and consumer perceptions on Carrefour, review of prior empirical studies on Carrefour and the judgements made after personal observations by the researcher at visited Carrefour hypermarkets, the glocal strategies were largely a success. Perhaps four issues resulting from its glocal strategies can bear testimony to Carrefour's success in Taiwan. These are its rapid expansion, out competing of its rivalries, its local acceptability and increased revenue inflows and registered profits.

Following its adoption of glocal strategies Carrefour realized rapid expansion and has been the leading hypermarket since 1996 in Taiwan. Below is a table of hypermarkets Carrefour opened in Taiwan since 1989.

Table 3. List of stores of Carrefour in Taiwan during the expansion period (Up to May 2002)

No.	Location	Name of Store	Date of Establishment	Sales Area (sq.m)	Parking Lot	Type of Store
1	Kaosing City	Tu Shun	Dec. 1989	5610	400	GS
2	Taipei Cty	Nan Kang	Jan. 1991	10890	300	GS
3	Kaosing City	Shir Chuen	Feb. 1991	5280	300	GS
4	Taipei City	Tien Mou	Oct. 1991	4290	340	GS

5	Taipei City	Pan Chiao	Jul. 1992	5610	300	GS
6	Tainan County	San Chung	Nov. 1993	9570	720	WS
7	Tainan County	Chung Hua	Nov. 1993	7590	360	GS
8	Taoyuan City	Tao Yuan	Mar. 1994	12210	720	WS
9	Taichung City	Chung Ter	Jul. 1995	4290	360	GS
10	Tainan County	Chun Cheng	Oct. 1995	8580	720	WS
11	Kaosuing City	Lover River	Oct. 1996	10890	300	GS
12	Taichung City	Ta Tun	Oct. 1996	9900	680	GS
13	Taipei County	Tam Hsui	Dec. 1996	10890	650	WS
14	Ping Tung City	Ping Tung	Jun. 1997	11880	700	GS
15	Hsingchu County	Chupei	Sep. 1997	4950	620	GS
16	Chaiyi City	Chai Yi	Sep. 1997	14850	700	WS
17	Taipei County	His Chih Store	Sep. 1997	12540	800	WS
18	Tainan County	Hsin Ying	Mar. 1998	7590	520	GS
19	Chungli City	Chung Li	Jul. 1998	14520	1100	WS
20	Kausuing City	W Ghia	Nov. 1998	10890	1000	GS
21	Hualien County	Hua Lien	Dec. 1998	9240	600	GS
22	Taichung County	Chung Shing	Mar. 1999	13200	650	WS
23	Zhangwa City	Zhang Hwa	Jan. 2000	13200	800	GS
24	Nantao City	Nan Tao	Jul. 2000	9900	600	GS
25	Taoyuan County	Metro Walk	Jul. 2001	14850	1900	GS
26	Kaosiung	Chang Shan	Aug. 2001	7920	400	WS
27	Taipei County	Tu Chen	Mar. 2002	...	...	GS

Before Carrefour expanded, Makro was the top hypermarket at the beginning of the 1990s. However, it was out maneuvered by Carrefour and eventually pulled out of Taiwan in 2003. In 2006, Tesco could not also stand the competition with Carrefour and therefore, was acquired by Carrefour. Below is a Table 5 showing the top 20 retailers in Taiwan. Carrefour is top in the hypermarkets category and overall the third largest retailer in Taiwan.

Table 4. Major retailers financial performance

Rank	Fascias	Type	Sales (Billion NT dollars)	Annual Changes (%)
1	7-Eleven Taiwan (President Chain Stores)	CVS	93.67	15.70
2	Shin Kong Mitsukoshi Department Store	DS	61.13	12.00
3	Carrefour	HM	56.00	9.00
4	Pacific Sogo Department Stores	DS	30.50	6.00
5	TsannKuen	Electrical Appliances Chain	30.03	-1.30
6	Taiwan Family Mart	CVS	29.69	8.47
7	Pxmart (Quan Lian Welfare Centre)	SM	27.00	-
8	RT-Mart	HM	25.39	10.00
9	Far Eastern Giant	HM	18.35	6.11
10	Far Eastern Department Stores	DS	18.21	6.00
11	Hi-Life Convenience Stores	CVS	16.53	8.04
12	ET Mall (Dong-Sen)	Non-Store Retailing	15.55	11.41
13	E-Life Mall (Quan-Guo Electrical Appliances)	Electrical Appliances Chain	13.34	17.21
14	Circle K Convenience Stores	CVS	11.01	1.85
15	B & Q	Home Improvement Centre	10.08	11.30
16	IDEE Department Stores	DS	13.27	8.42
17	Hanshin Department Stores	DS	9.49	10.48
18	Mercuries Department Stores	DS	8.84	3.00
19	Eslitebooks	Speciality Stores	8.81	14.00
20	Chungyo Department Stores	DS	7.58	-3.00

Source: 2006 Taiwan Large Store Comprehensive Bibliographies, June 2006 and each company Websites.

Note: CVS=Convenience Store, DS=Department Store, SM=Supermarket, HM=Hypermarket

A cursory observation by the researcher and data collected from interviewed experts indicate that Taiwanese consumers visit Carrefour hypermarkets not only for shopping needs but also to experience the convenient shopping environment with families especially during weekends. The other reasons are that consumers are motivated by one-stop shopping, low prices, easy parking and greater selection of merchandise. This can also be an indication that Carrefour has earned acceptability among the emerging Taiwanese shoppers partly due to its glocal strategies.

Among hypermarket retailers in Taiwan, Carrefour has been viewed as a leading hypermarket retailer in terms of owned store number and corporate annual revenue. According to the February, 2006, Carrefour report, it owned 37 hypermarket stores hence making it the leading hypermarket retailer in Taiwan. In 2005, Carrefour's corporate annual revenue of about NT\$ 56 billion was twice larger than that of RT Mart - the second biggest hypermarket retailer in Taiwan. Perhaps, the financial performance of Carrefour in Taiwan cannot be divorced from the success of its glocal strategies.

6. Limitations and Suggestions for Future Research

The limitations of this study are those mainly associated with a case study approach. This study used a single case study of Carrefour in Taiwan. It might be difficult to generalize the research findings to contexts outside

Taiwan. Perhaps future studies might consider multiple case studies in order to increase the generalization of the findings in different research environments. Furthermore, the researcher initially sought to interview more than five Carrefour managers, especially those at their Headquarters in Taiwan. Unfortunately, because of the company restrictions, only Carrefour branch managers could be accessed. Future studies might seek to find ways to interview Carrefour's top management in order to get more valuable information on their glocal strategies in Taiwan. Perhaps also, a comparative study of Carrefour' glocal strategies in Taiwan and other East Asian countries could be a possible future research direction that can immensely add more knowledge to the existing global retailing literature on Asia.

7. Conclusions

The purpose of this study was to investigate Carrefour's glocalization strategy in Taiwan. Data exploitation, interviews and participatory observation were used to collect data for the research purpose. In this academic enquiry, the researcher managed to establish the glocalization process followed by Carrefour in Taiwan. By and large, the study found out that Carrefour of Taiwan glocalized its entry strategies, expansion strategies, positioning strategies, sourcing strategies, promotion strategies, and human resource development strategies in order to suit the Taiwanese culture, language, threats from local competition and the Government of Taiwan retailing policies. Thus, this study has some practical implications for managers of global retailing firms. Global retailers contemplating to penetrate the East Asian market that is largely dominated by the Chinese people, can learn a lot from the success story of Carrefour in Taiwan. In particular, how Carrefour managed to glocalize its entry strategies, expansion strategies, positioning strategies, sourcing strategies, promotion strategies, and human resource development strategies in light of the Taiwanese culture, language, threats from local competition and the Government of Taiwan retailing policies, can provide useful learning nodes to new global retailers seeking to penetrating the Asian market.

References

- Aihara, O. (2000). Business Format Reform in French Hypermarkets. In Yahagi, T. (ed), *European Retail Innovation*, Hakuto Shobo.
- Alexander, N., & de Lira e Silva, M. (2002). Emerging Markets and the Internationalisation of Retailing: The Brazilian experience. *International Journal of Retail & Distribution Management*, 30(6), 300-14. <http://dx.doi.org/10.1108/09590550210429513>
- Allio, R. J. (1989). Formulating Global Strategy. *Planning Review*, 7(4), 22-27. <http://dx.doi.org/10.1108/eb054250>
- Ayoama, Y. (2007). Oligopoly and the Structural Paradox of Retail TNCs: An Assessment of Carrefour and Wal-Mart in Japan. *Economic Geography*, 7, 471-490. <http://dx.doi.org/10.1093/jeg/lbm014>
- Arnold, S. J., & Fernie, J. (2000). Wal-Mart in Europe: Prospects for the UK. *International Marketing Review*, 17(4/5), 416-32. <http://dx.doi.org/10.1108/02651330010339932>
- Bartlett, C., & Ghoshal, S. (1989). *Managing Across Borders: The Transnational Solution*. Boston, Harvard Business School Press.
- Boyacigiller, N. A., & Adler, N. J. (1991). The Parochial Dinosaur: Organizational Science in a Global Context. *Academy of Management Review*, 16(2), 262-290.
- Brennan, D. P., & Lundsten, L. L. (2009). An Assessment of Wal-Mart's Global Expansion Strategy in the Light of its Domestic Strategy. *European Retail Research*, 23(1), 125-151. http://dx.doi.org/10.1007/978-3-8349-8203-2_7
- Burt, S., & Sparks, L. (2001). The Implications of Wal-Mart's Takeover of Asda. *Environment and Planning*, 33(8), 1463-87. <http://dx.doi.org/10.1068/a33219>
- Burt, S. L., Dawson, J., & Sparks, L. (2003). Failure in International Retailing. *International Review of Retail, Distribution and Consumer Research*, 13(4), 355-73. <http://dx.doi.org/10.1080/0959396032000129471>
- Cavaye, A. L. M. (1996). Case Study Research: A Multi-face-ted Research Approach for IS. *Information Systems Journal*, 6(2), 227-242. <http://dx.doi.org/10.1111/j.1365-2575.1996.tb00015.x>
- Clarke, I., & Rimmer, P. (1997). The Anatomy of Retail Internationalisation: Daimaru's Decision to Invest in Melbourne, Australia. *The Service Industries Journal*, 17(3), 361-82. <http://dx.doi.org/10.1080/02642069700000024>
- Champy, J. (1997). Think Globally, Sell Locally. *Sales & Marketing Management*, 7(1), 24-25.

- Chang, F. Y. H., & Dawson, J. (2006). The Acceptance and Adaptation of a Foreign Retail Format: the Case of the Convenience store in Taiwan in the 1980s and 1990s. *International Journal of Entrepreneurship and Small Business*, 4(2), 17-40.
- Chang, C. H., & Tu, C. Y. (2005). Exploring Store Image, Customer Satisfaction and Customer Loyalty Relationship: Evidence from Taiwanese Hypermarket Industry. *Journal of American Academy of Business*, 7(2), 197-202.
- Chung, C., & Yahagi, L. (2002). The Localization Process of Carrefour in Taiwan. *The Hosei Business Review*, 39(3), 23-40.
- Colla, E., & Dupuis, M. (2002). Research and Managerial Issues on Global Retail Competition: Carrefour/Wal-Mart. *International Journal of Retail & Distribution Management*, 30(2), 103-11. <http://dx.doi.org/10.1108/09590550210418128>
- Courbon, P., & Lasserre, P. (1999). Carrefourin Asia (A) Taiwan: A Bridgehead to Asia. In Capon and W.R. Vanhonacker (eds), *The Asian Marketing Casebook*, Prentice Hall.
- Darke, P., Shanks, G., & Broadbent, M. (1998). Successfully Completing Case Study Research: Combining Rigour, Relevance and Pragmatism. *Information Systems Journal*, 8(2), 273-289. <http://dx.doi.org/10.1046/j.1365-2575.1998.00040.x>
- Earley, P. C., & Gibson, C. B. (2002). *Multinational Teams: A New Perspective*. New Jersey, Lawrence Earlbaum and Associates-Mahwah.
- Fernie, J., & Arnold, S. J. (2002). Wal-Mart in Europe: Prospects for Germany, the UK and France. *International Journal of Retail & Distribution Management*, 30(2), 92-102. <http://dx.doi.org/10.1108/09590550210418119>
- Glaser, B., & Strauss, A. (1967). *The Discovery of Grounded Theory*. New York, Aldine.
- Glaser, B. (1992). *Basics of Grounded Theory Analysis*. California, Sociology Press, Mill Valley.
- Glaser, B. (1998). *Doing Grounded Theory: Issues and Discussions*. California, Sociology Press, Mill Valley.
- Goetz, S. J., & Swaminathan, H. (2006). Wal-Mart and County-wide Poverty. *Social Science Quarterly*, 87(1), 211-226. <http://dx.doi.org/10.1111/j.1540-6237.2006.00377.x>
- Goldstein, C. (1990). Regional Supermarket Groups Invade Taiwan: Counter Offensive. *Far Eastern Economic Review*, 14(14), 41-42.
- Goldkuhl, G., & Cronholm, S. (2003). *Multi-Grounded Theory-Adding Theoretical Grounding to Grounded Theory*. The 2nd European Conference on Research Methodology for Business and Management Studies (ECRM 2003) pp. 20-21. Reading University, Reading, UK.
- Grein, A., & Ducoffe, R. (1998). Strategic Responses to Market Globalization Among Advertising Agencies. *International Journal of Advertising*, 17(3), 301-19.
- Hall, S. (1991). The Local and Global: Globalization and Ethnicity. In King, A D. (Ed), *Cultural, Globalization and the World System: Contemporary Conditions for Representation of Identity*. Tate University of New York, Binghamton, New York.
- Hallsworth, A., & Clarke, I. (2001). Further Reflections on the Arrival of Wal-Mart in the UK. *Environment and Planning*, 33(2), 1709-898. <http://dx.doi.org/10.1068/a34175>
- Harvey, M. G. (1993). Point of View: A Model to Determine Standardisation of the Advertising Process in International Markets. *Journal of Advertising Research*, 7(2), 123-147.
- Kamath, P., & Godin, C. (2001). French Carrefour in South-East Asia. *British Food Journal*, 103(3), 479-494. <http://dx.doi.org/10.1108/EUM0000000005616>
- Levitt, T. (1983). *The Globalization of Markets*. Harvard Business Review, 61(3), 92-102.
- Leung, K., Bhagat, R. S., Buchan, N. R., Erez, M., & Gibson, C. B. (2005). Culture and International Business: Recent Advances and their Implications for Future Research. *Journal of International Business Studies*, 36(4), 357-378. <http://dx.doi.org/10.1057/palgrave.jibs.8400150>
- Maynard, M. (2003). From Global to Glocal: How Gillette's Sensor Excel Accommodates to Japan. *Keio Communication Review*, 25(2), 57-75.
- Maynard, M., & Tian, Y. (2004). Between Global and Glocal: Content Analysis of the Chinese Web sites of the

- 100 Top Global Brands. *Public Relations Review*, 30(3), 285-91. <http://dx.doi.org/10.1016/j.pubrev.2004.04.003>
- Palmer, M. (2000). *Don't Engage Wal-Mart, Engage Your Customer (Wal-Mart, You and the Future)*, George Spencer Trust Report in Association with the British Stores and Shops Association (BSSA), Banbury.
- Poe, R., & Courter, C. L. (1997). Glocalization. *Across the Board*, 34(2), 5-20
- Robertson, R. (1995). Glocalisation: Time-space and Homegeneity-Heterogeinity. in Featherstone, M., Lash, S. and Robertson R. (eds), *Global Modernities*, pp. 91-107, London: Sage.
- Shi, Y. (2007). The Organizational Factors Of Globalization And Localization: A Travel of Ideas Approach. *Globel Management Review*, 1(1), 16-25.
- Svensson, G. (2001). Glocalisation of Business Activities: A Glocal Strategy Approach. *Management Decision*, 39(1), 6-14. <http://dx.doi.org/10.1108/EUM0000000005403>
- Svensson, G. (2002). Beyond Global Marketing and the Globalization of Marketing Activities. *Management Decision*; 40(6), 574-583. <http://dx.doi.org/10.1108/00251740210433963>
- Strauss, A. L., & Corbin, J. (1990). *Basics of Qualitative Research: Grounded Theory Procedures and Techniques*. Newbury Park, CA: Sage.
- Tian, Y. (2006). Communicating with Local Publics: A Case Study of Coca-Cola's Chinese Web site: Corporate Communications. *An international Journal*, 11(1), 13-22.
- Tordjman, A. (1994). European Retailing: Convergences, Differences and Perspectives. *International Journal of Retail & Distribution Management*, 22(5), 3-19. <http://dx.doi.org/10.1108/09590559410067299>
- Turner, B. (1983). The Use of Grounded Theory for the Qualitative Analysis of Organisational Behaviour. *Journal of Management Studies*, 20(2), 333-348. <http://dx.doi.org/10.1111/j.1467-6486.1983.tb00211.x>
- Wrigley, N. (2000). The Globalization of Retail Capital: Themes From Economic Geography. In Clark, G., Gertler, M. and Feldman, M. (Eds.). *Handbook of Economic Geography*. London: Oxford University Press.
- Yin, R. K. (1994). *Case Study Research: Design and Methods* (2nd ed.). Thousand Oaks, CA: Sage.
- Yip, G. S. (1989). Global Strategy in a World of Nations. *Sloan Management Review*, 31(2), 29-41.