Integrating international fashion retail into new product development

Federico Caniato, Maria Caridi, Antonella Moretto*, Andrea Sianesi, Gianluca Spina

Department of Management, Economics and Industrial Engineering, Politecnico di Milano, Piazza Leonardo da Vinci, 32-20133 Milano, Italy

1. Introduction

New product development (NPD) is a process that facilitates the transformation of a market opportunity and a set of assumptions about a product's technology into a product that is available for sale (Krishnan and Ulrich, 2001). A substantial body of literature on the NPD process has examined the importance of involving external actors in this process, especially in the supply chain (SC) (e.g., Khan and Creazza, 2009; Pero et al., 2010). From this perspective, two main groups of approaches can be mentioned that are primarily focused on the early involvement of suppliers to reduce NPD costs through the creation of simpler products (Petersen et al., 2005):

- Some authors tend to focus on NPD, identifying the contribution of SC by anticipating SC constraints at the early stages of NPD (e.g., Krishnan and Ulrich, 2001);
- Other authors are more SC-oriented and investigate how supply chain design is impacted by product structure (e.g., Salvador et al., 2002).

From another perspective, some authors have noted the implementation of a market-oriented strategy that involves the final customer in the NPD process. For example, Anderson-Connell et al. (2002) presented four levels of involvement of the customer in NPD (i.e., clothes clones, totally custom, co-design, and design options).

Moreover, other authors have mentioned the importance of integrating retail into NPD (Abecassis-Moedas, 2006) despite its complexity (Khan and Creazza, 2009). This relevance is confirmed by evidence that several retailers are internalising the NPD process and using their customer knowledge as a key advantage (Abecassis-Moedas, 2006).

The fashion industry presents interesting elements in relation to the NPD process, such as the high frequency and speed of the process (Abecassis-Moedas, 2006). Moreover, managers operating in this field must address the internationalisation of the industry, including the need to compete at the global level and to penetrate new markets to remain competitive (Ganesan et al., 2009; MacCarthy and Jayarathne, 2009). To remain competitive in the international arena, companies must incorporate local styles through coherent management of the NPD process, making this process particularly challenging (Ganesan et al., 2009; Sandberg, 2010).

However, despite these considerations, an analysis of the integration of NPD and retail is still lacking. This paper aims to develop a comprehensive framework to investigate the integration of NPD and international retail to meet the requirements of international markets given the specific characteristics of different countries with a contingency approach. The paper is oriented towards managers who must cope with the new challenge of internationalisation and to academics interested in the research streams of internationalisation and the NPD process. The paper has, first, the purpose of describing the state of the art of the integration of NPD and international retail. Second, the paper has the explanatory purpose of highlighting existing relationships among different variables and identifying external variables that can discriminate between different behaviours. The results of the paper provide evidence of the main variables that must be considered when handling these problems and the relationships among these variables. Finally, the paper identifies three

* Corresponding author. Tel.: +39 223994083.
  E-mail addresses: federico.caniato@polimi.it (F. Caniato),
maria.caridi@polimi.it (M. Caridi), antonella.moretto@mail.polimi.it,
moretto.antonella@gmail.com (A. Moretto),
andrea.sianesi@polimi.it (A. Sianesi), gianluca.spina@polimi.it (G. Spina).

archetypes of behaviours in terms of the integration of international retail and the NPD process, which are characterised by different contingent settings as well as by different performances. The paper is organised as follows. In Section 2, the literature review is presented, and in Section 3, the research questions and the preliminary research framework are described. Section 4 addresses the research process and the methodology. Section 5 presents the variables related to the integration of the NPD process and international retail. Section 6 illustrates and discusses the results. Finally, Section 7 reports concluding remarks and suggests future research paths.

2. Literature review

In this section, the literature review is presented. In particular, the first paragraph discusses the phenomenon of retail internationalisation in the fashion industry. Then, the main features of the NPD process for the industry are illustrated. Finally, the contingency theory is briefly summarised.

2.1. Internationalisation of retail in the fashion industry

Since the 1990s, the fashion industry has become increasingly international due to important phenomena such as the removal of the multi-fibre agreement in 2005, the economic crisis of 2008, and the saturation of mature and traditional markets. These phenomena have disrupted the traditional models of the industry, leading to greater importance of the final customer due to lower demand (Abecassis-Moedas, 2006) and stronger competition at the international level against global competitors (MacCarthy and Jayarathne, 2009).

In spite of this growing importance, research about international retail is an emerging discipline compared with the manufacturing sector (Bianchi, 2009). However, the internationalisation of retail is especially critical from a twofold perspective: on the one hand, it assures contact with a large number of customers, thereby allowing increasing sales; on the other hand, it is a challenging approach because companies must be able to adapt to the characteristics of international consumers (Vida and Fairhurst, 1998). Indeed, competition in foreign markets has increased the relevance of retail because it is often a company's only contact point with the final market and is in a privileged position to understand the needs of international costumers (Brun and Castelli, 2008).

The literature about international retail takes various perspectives:

- Some researchers have followed the approach oriented towards analysing the scale and extent of international expansion (e.g., Courault, 2005), the motivations for internationalisation (e.g., Etgar and Rachman-Moore, 2008), and modes of entry in foreign markets (e.g., Doherty and Alexander, 2006; Quinn and Doherty, 2000).
- Other authors have analysed the characteristics of retail for entry in these markets, focusing primarily on the most suitable approach (Quinn and Doherty, 2000; Doherty and Alexander, 2006).
- Some authors have developed in-depth studies about single countries or areas, such as Turkey (Eren-Erdogmus et al., 2010), Chile (Bianchi, 2009), Europe (Dawson, 2001), Canada (Hernandez, 2003), and India (Halapete and Iyer, 2008). From this perspective, internationalisation in emerging markets has received considerable attention from researchers in recent years (Arnold and Fernie, 2000; Eren-Erdogmus et al., 2010).

However, although the literature about retail internationalisation is quite broad, few studies have analysed the management of processes to remain successful in the market (Ganesan et al., 2009; Sandberg, 2010). Moreover, most of these studies focus on a single country or area without comparing different countries, particularly mature and emerging countries.

2.2. New product development in the fashion industry

The output of the NPD process in the fashion industry is the collection, a seasonal set of products developed by a company that takes into consideration customers' needs, tastes, fashion, and usage (Aktuglu 2001). The NPD is a key process for the fashion industry because of the intrinsic features of the industry: final products are very volatile, so companies are required to perform the entire process at least twice per year with a high level of innovation (Redfern and Davey, 2003) to consider both technical (Garcia and Calantone, 2001) and creative features (Schweizer, 2002; Cappetta et al., 2006) and because the process is driven by external constraints (e.g., catwalks, textile exhibitions) (Tyler et al., 2006).

This process has been studied extensively in the literature from various perspectives:

- Some authors have addressed the phases of the NPD process for the fashion industry. For example, Kincade et al. (2007) described the NPD process as being composed of four main phases (i.e., idea and research, line conceptualisation, preparation for production, market preparation).
- Other studies have highlighted the factors influencing the NPD process in the fashion industry, such as internal factors, which are all of the factors the firm is able to directly modify (e.g., sales trends, business trends, target customers, employees' suggestions, market analysis), and external factors, which are all of the environmental factors that are not directly influenced by the company (e.g., global market trends, competitors' actions, governmental actions, supplier production capacity).
- Other authors have discussed the main order winners for this process in the fashion industry (Kotler and Rath, 1984), such as the optimisation of time-to-market to overwhelm product proliferation as well as the short life cycle of products, the minimisation of product inventories, and the importance of managing the NPD process but in collaboration with other internal processes rather than in a stand-alone way (Van Hoek and Chapman, 2006).

This literature stream confirms the importance of investigating this process for the fashion industry because this process continues to be perceived as the most critical and profitable one.

2.3. The contingency theory

The contingency theory has been applied on several occasions to study NPD problems (e.g., Kok and Biemans, 2009). According to the contingency theory, organisations adapt their structures to fit contextual factors in an attempt to attain high performance (Donaldson, 2001). In major details, contingency theory initially was used to understand the configuration of different organisations, thus suggesting that there is no single best organisational structure that is highly effective for all the organisations. The optimal structure is contingent upon several factors, in opposition to the classical management school, which held that there was a single organisational structure that could fit all types of organisations (Donaldson, 1996). As illustrated in the Fig. 1, the contingency theory analyses three groups of variables (Sousa and Voss, 2008):

- The context variables represent those elements that describe the situational characteristics either of the company or of the
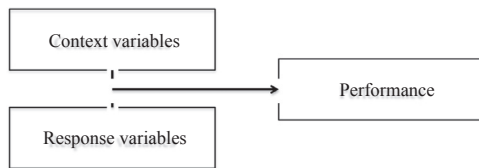
Fig. 1. Contingency theory approach (adapted from Drazin and Van de ven (1985)).

environment that are usually beyond the direct control of the company (e.g., national context and culture, strategic context).
- The response variables involve the managerial and organisational actions used to respond to the context variables.
- The performance variables are the specific measures of effectiveness that are appropriate to evaluate the fit between contextual variables and response variables for the situation under consideration.

3. Research questions and preliminary research framework

3.1. Research questions

Based on the literature review, two main gaps emerge in relation to the NPD process in the fashion industry. The first gap concerns the lack of studies about the integration between NPD and retail despite the relevance highlighted by some authors (e.g., Abecassis-Moedas, 2006). The first research question aims to bridge this gap with the descriptive purpose of illustrating the relationships that currently exist between NPD and retail.

3.1.1. How can companies integrate NPD and retail?
The second gap in the literature concerns the analysis of context variables, especially related to the internationalisation of the fashion industry. Competition in the international arena requires that the NPD process be adapted to the requirements of different markets, but contributions in this direction are very limited. The second research question aims to address this second limitation with the explanatory purpose of identifying and discussing the main drivers of various relationships and behaviours in the integration of NPD and retail.

3.1.2. How do country characteristics influence the integration of NPD and retail?
Based on these research questions, the aim of this paper is to develop a general framework for the integration of NPD and retail in an international context that can both describe and explain the main relationships between NPD and retail and can provide some hints about the performance that can be gained by companies through different behaviours. Based on these purposes, this paper aims to formulate some propositions about the relationships in this framework that can be validated in future studies.

3.2. Preliminary research framework

A preliminary research framework has been developed based on the literature review and according to the contingency theory:

- The research framework assumes integration between NPD and international retail (Abecassis-Moedas, 2006) as response variables. Integration means the involvement of international retail people during the NPD process.
- The research framework assumes that integration can be influenced by two groups of contingent variables:

  ○ Country variables, which are the characteristics of the foreign countries where the company operates (Leknes and Carr, 2004; Guercini and Runfola, 2010).
  ○ Firm variables, which describe the main features of the specific company (Doherty, 2007; Masson et al., 2007).
- The research framework includes performance variables consistent with both the contingency theory (Drazin and Van de Ven, 1985) and the literature on the collaboration of NPD with other processes (Pero et al., 2010).

The next figure illustrates the preliminary research framework.

4. Research process and research methodology

4.1. Research process

To answer to the research questions presented in the previous paragraph, a multi-step research process was followed:

- Phase 1—literature review: a thorough literature review about international retail for the fashion industry, NPD for the fashion industry, and the integration of NPD and other processes;
- Phase 2—conceptual: development of preliminary research framework based on the literature review;
- Phase 3—exploratory empirical work: case studies to detail the preliminary research framework by specifying the key variables to be considered;
- Phase 4—explanatory empirical work: use of the insights of the case studies to identify the relationships among the variables of the detailed research framework to formulate propositions. Three main archetypes of behaviours in terms of the integration of NPD and international retail were identified.

4.2. Research methodology

Given the nature of the research questions presented in the previous paragraph, case studies were selected as the empirical methodology.

The case study methodology was chosen because is an appropriate research method to describe and explore new phenomena or to develop new operations management theories (Voss et al., 2002). Furthermore, despite its limitations, case study research has substantial interpretative advantages for standardising and generalising findings beyond the boundaries of the considered empirical research (Larsson and Lubatkin, 2001). Only Italy-based international fashion companies were analysed. A single industry was selected to increase the internal validity of the results and to avoid industry influence, and a single country was selected to avoid the risk of country-culture influence on the final results. Finally, all of the companies were international (i.e., operating in at least one country other than Italy) to highlight the influence of foreign country characteristics on the integration of NPD and international retail. For the sample design, theoretical replication (Yin, 2003) was used through the selection of a heterogeneous sample for the following variables:

- Company size: small, medium, and large companies;
- Main product: clothes, accessories, and underwear;
- Positioning: luxury and mass market;
- Age of internationalisation: companies with long experience in international markets versus companies that have only recently become international.

The unit of analysis in the case studies is the single seasonal collection. The sample is composed of thirteen case studies

(Table 1). This is considered a good number (Yin, 2003) to ensure deep understanding of the specific situation and to allow a good level of generalisability. Table 1 illustrates the main characteristics of the sample.

Data were collected in 2011, and all the interviews were conducted in the headquarters of the company. At least two researchers were involved during the data collection and the data analysis, encouraging the development of different views that could be contrasted and maximising reliability (Eisenhardt, 1989). Different roles within the companies were involved in multiple interviews to obtain viewpoints from people in both retail and product development. In all of these companies, the operations in both the main emerging countries (i.e., China, India, the Middle East (UAE and Saudi Arabia), Brazil, and Russia) as well as in the most important mature countries outside Europe (i.e., USA and Japan) were analysed.

Data collection was based on semi-structured interviews, direct observation, and analysis of secondary sources (e.g., company websites, internal documents, secondary case studies) to assure the triangulation of the data. When possible, the interviews were recorded. The interview protocol and the general rules for con-

ducting the interviews were formalised and shared among the researchers at the beginning of the research. These protocols were revised as the case studies were conducted in accordance with the growing knowledge of the phenomena. In the initial interviews, very general questions were formulated to understand the general characteristics of the phenomena. In the next steps, more precise research questions were formulated. To increase reliability, a case study database (to share interview transcripts, field notes, and coding schemes) was created.

To perform the data analysis, within and cross-case analyses were performed. The within analysis was oriented to identify the main features of each case in terms of the level of internationalisation at the retail level as well as the configuration of the NPD process. The cross-case analysis aimed to bring out the commonalities among the different cases as well as the peculiarities of each case. In conducting the cross-case analysis, the researchers' notes were collected in a single file to avoid the loss of information. Furthermore, each researcher developed an analysis of the case study that identified the main features and arrived at a personal classification of the information. The results from the researchers were collected and compared to converge towards a common classification of the case study. This process was helpful to obtain an objective view of the cases and to reduce the amount of data to compare.

5. The integration of NPD and retail

The case studies were compared through a cross-case analysis to gather the main characteristics of the integration of NPD and international retail, detailing the preliminary framework described in Section 3.2. In particular, the case studies were helpful in two ways: by specifying the variables and selecting the relevant variables. The goal of this phase was to describe the state of the art about the integration of NPD and international retail.

5.1. Response variable

For the international retail perspective, three elements were considered:

- The shared information, which is characterised by the amount and type of information collected by the international retail to be exploited in the NPD process. Different companies addressed different types of information collected through retail:
  ○ Quantitative data about the sell-in of the previous year;
  ○ Quantitative data about the sell-out of the previous year;
  ○ Quantitative data about the sell-out of the current collection;

Table 1
Sample description (*million Euros of 2010).

Company	Main product	No of employees	Turnover*	Positioning	% Turnover from export (%)
A	Underwear	1,000	150	Luxury	60
B	Leather accessories	7,302	2666	Luxury	70
C	Men's clothing	7,000	963	Luxury	90
D	Women's clothing	12,000	939	Mass market	70
E	Women's clothing	50	10	Mass market	25
F	Accessories	2,010	407	Luxury	46
G	Underwear	570	125	Mass market	20
H	Leather accessories	180	60	Mass market	25
I	Women's clothing	2,000	395	Mass market	50
L	Leather accessories	90	78	Mass market	30
M	Clothing	1,508	380	Mass market	67
N	Men's clothing	1,300	180	Luxury	82
O	Clothing	70	23	Mass market	74

Table 2
Country variables.

Variable	Item	Example
Climatic requirements (Moore et al., 2004; Lopez and Fan, 2009; Thomassey, 2010)	Country in opposite seasonality (southern hemisphere)	Brazil, Australia
	Average temperature	High temperature in Middle East Very low temperature in Russia
Seasonal timing of the country	Different duration of the sales period	Shorter sales period in the US
Economic potential of the country	Number of people in the country GDP per person Potential growth in the next years Potential growth for fashion products	High luxury products in more affluent countries
Religious requirements	Main religion in the country	Longer or larger clothes in Muslim countries
Stylistic requirements (Halepete and Seshadri, 2008)	Specific tastes in the country	Red underwear in Russia for company A Bags without zippers in the US for company B
Fitting or size	Body shape of people in the country	Small sizes in Japan

○ Unstructured qualitative data (e.g., case E collects information about market needs through store managers and clubs online; case B collects information about market requirements from merchandising trips);

○ Structured qualitative data (e.g., case C developed a form to collect information from all point-of-sales (POS)).

• The organisation, which describes the organisational aspects of the retail function. The case studies highlighted two main elements:

○ The macrostructure, meaning the existence of a specific unit within the organisation dedicated to integration with the NPD process. Two main types of organisation were identified:

   – A full-time unit dedicated to this task, meaning a person or department dedicated only to integration with the NPD process. For instance, company A has a merchandiser (person) for each product category, and company C has a merchandising (department) for each country.

   – A part-time unit, meaning a person or department dedicated to other activities but responsible for integration with the NPD process. For instance, in company D, the product team has this role, whereas in company M, the sales and marketing manager has this responsibility.

○ The microstructure, meaning the role played by international retail in the NPD process. Two main types of roles were identified:

   – The consultant role, meaning that international retail proposes ideas to the NPD process, but the stylists are in charge of deciding whether to incorporate or reject the suggestions. For example, in companies A and B, international retail can suggest the inclusion of new product categories, but the stylists make the final decision;

   – The decisional role, meaning that international retail has strong power within the company and is in charge of not only suggesting new ideas but also imposing them on stylists. For example, in companies C, I, and N, merchandising is responsible for defining both the boundaries and the structure of the entire collection.

• The configuration of international retail. This variable analyses the adoption of a retail channel (e.g., a flagship store or direct operated stores, DOS) in spite of the existence of a wholesale channel (e.g., a franchising store, multi-brand stores, and department stores). For example, company B noted a low level of control of market requirements in case of the use of a department store; companies D and E mentioned a low level of information collected due to the preeminent adoption of multi-brand stores.

When analysing the NPD process, the following elements must be considered:

• The structure of the process in terms of phases of the NPD process. The following phases proposed by Kincade et al. (2007) were used:

○ Ideas and research—information is collected about trends in the industry, customers' requirements, available materials, and competitors;

○ Line conceptualisation—the concepts are prepared by identifying colours, fabrics, and accessories. This phase ends with a meeting to select the models to include in the seasonal collection;

○ Preparation for production—the seasonal collection is industrialised based on the development of sewing patterns, CAD models, and specifications;

○ Market preparation—the samples are produced, and the final verifications of the products are performed to ensure that the collection is deliverable.

• The practices used to assure the alignment of the seasonal collection to the characteristics of foreign countries. Alignment is the development of a seasonal collection coherent with the requirements of a single country. The cases highlighted the adoption of different practices by comparing the international approaches of the companies. The cases highlighted two main groups of practices:

○ Standard practices, which imply a long-term change of the NPD process and can be applied identically to all collections. An example of this is the expansion of product offerings to manage a single collection but the inclusion of products aligned with the tastes of all countries in which the company operates;

○ Tailored practices, which imply change in the output of the NPD process and allow the collection to be reactively aligned to customers' requirements. An example of this is the creation of a tailored collection for a single country, such as dark shirts in the US for company C.

Details about the two groups of practices are presented in Annex A. These practices are considered exhaustive enough for the fashion industry and cover both technical and stylistic features (Garcia and Calantone, 2001; Schweizer, 2002; Cappetta et al., 2006).

5.2. Contingent and performance variables

In terms of contingent variables, the cross-case analysis suggested that the specific characteristics of the foreign countries might influence the integration of NPD and international retail. The cases and the literature review highlighted a list of elements that are summarised in Table 2 and Table 3.

Through the support of secondary sources of information (e.g., World Economic Forum, 2010, 2011; Ministry of Economic Development—Interprofessional Network, 2008, 2010a, 2010b,

Table 3
Summary of shared information.

Company	Turnover from export (%)	Turnover from direct stores (%)	Quantitative info	Qualitative info
A	60	60	Quantitative data	Qualitative structured data
B	70	80	Quantitative data	Qualitative structured data Qualitative de-structured data
C	90	70	Quantitative data	Qualitative structured data Qualitative de-structured data
D	70	20	Quantitative data	Qualitative de-structured data
E	25	0	Quantitative data	Qualitative de-structure data
F	46	52	Quantitative data	Qualitative structure data Qualitative de-structured data
G	20	30	Quantitative data	Qualitative de-structured data
H	25	24	Quantitative data	Qualitative de-structured data
I	50	35	Quantitative data	Qualitative structured data
L	30	10	Quantitative data	Qualitative de-structured data
M	67	10	Quantitative data	Qualitative structured data Qualitative de-structured data
N	82	40	Quantitative data	Qualitative de-structured data
O	74	30	Quantitative data	Qualitative de-structured data

2011a, 2011b; Copenhagen Economics, 2007, 2009) and the academic literature (e.g., Ko et al., 2007; Lee and Lee, 2007; Lee et al., 2007; Lee and Karpova, 2011), the country variables were tailored to each country, as illustrated in Annex B.

Figs. 2 and 3. The case studies also allowed the identification of the firm variables that discriminate among different companies' behaviours. In particular, one variable emerged through the cross-case analysis: the level of internationalisation of the company. Companies with a higher level of internationalisation were more structured and better able to ensure a high level of involvement. This variable was measured as the percentage of turnover obtained from foreign markets. Other variables initially included were product positioning (e.g., Moore et al., 2004) and the size of the company (e.g., Doherty, 2007), which do not appear to discriminate among different approaches.

The literature about the NPD process suggests several critical performance indicators, of which we selected the following two:

- The number of collections per year (Juttner et al., 2007);
- The time-to-market (Ganesan et al., 2009).

The detailed research framework, with an exhaustive indication of all of the variables, is shown in the next figure.

6. Results and discussion

The cross-case analysis allowed the identification of the relationships among the variables in the framework to achieve the explanatory purpose of the study. This analysis led to the formulation of seven propositions.
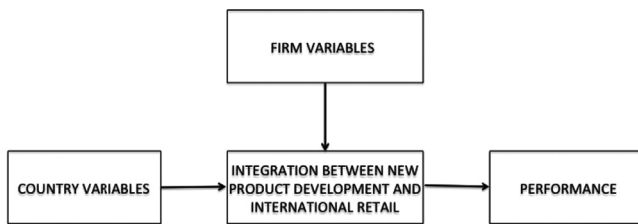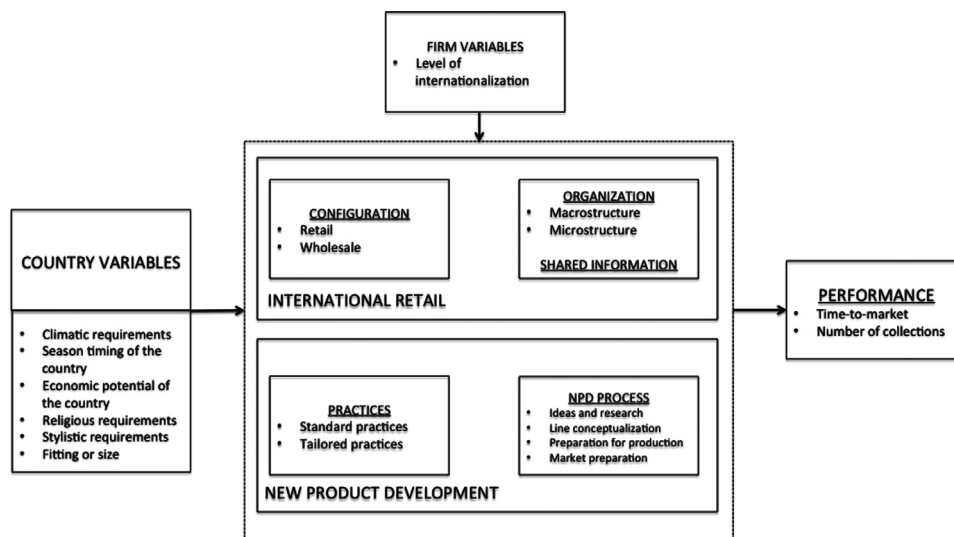

Fig. 2. Preliminary research framework.

6.1. The variables that influence the involvement of international retail in NPD

Various ways of involving international retail in NPD (e.g., shared information and organisation) could be identified within the sample. Fig. 4 shows the presence of three main patterns of behaviours in the sample of analysis.

We note the adoption of a full-time unit and a decisional role in those companies with a higher level of internationalisation (first number in brackets in Fig. 4) (Group 1). In contrast, companies with a level of internationalisation lower than 30% have neither a full time unit nor a decisional role (Group 3). Table 4 summarises the link between shared information and the three groups; additional details are provided in Annex C.

Companies in Groups 1 and 2 tend to have a higher level of shared information in terms of both qualitative and quantitative information, suggesting a strong link between shared information and organisation. The companies of Group 2 have a decisional role but not a full time unit. Due to the high level of internationalisation and the quite high adoption of qualitative information, these companies are expected to move into Group 1 in a short time. This result is consistent with the findings of Guercini and Runfola (2010), who emphasise the supportive role of the learning process and experience in a new market to reduce the "psychic distance" of a company from the market through an improvement of the organisation and the managerial practices used in the country.

According to these findings, the first proposition is formulated:

P1: A high level of internationalisation implies the adoption of a full-time unit, a decisional role of international retail, and a high level of shared information for the integration of retail in the NPD process.

All the companies in the sample highlight different types of organisation as well as shared information depending whether the company has a retail or wholesale configuration of international retail. For shared information, Annex C shows the use of sell-out data in the case of direct stores, whereas in the wholesale channel, only sell-in data are collected. Moreover, most of the cases indicate that structured and non-structured qualitative information is shared mainly through direct stores and not through wholesale ones. This result is consistent with the literature about the level of information sharing in the fashion industry depending on the retail

Fig. 3. Variables of the detailed research framework.

format used (e.g., Richardson, 1999; Kaipia and Hartiala, 2006). For organisation, Fig. 4 illustrates the organisation of international retail with respect to the percentage of turnover from direct stores (second number in brackets). Fig. 4 shows that only companies with a turnover from direct stores of more than 30% have both a full-time unit and a decisional role (Group 1). In contrast, all companies with a turnover from direct stores that is lower than 30% do not have a full-time unit, highlighting the limited role played by the retail level within these companies.

According to these assumptions, the second proposition is formulated:

P2: A high turnover from direct stores implies the adoption of a full-time unit and a high level of shared information to integrate international retail into the NPD process.

6.2. The influence of response variables on NPD

The companies in the sample show different levels of involvement of international retail in the various phases of the NPD process, as shown in Table 4. Three levels can be identified:

- High involvement: international retail is deeply involved in the phase as a key actor;
- Medium involvement: international retail is involved, but it is not a key actor;
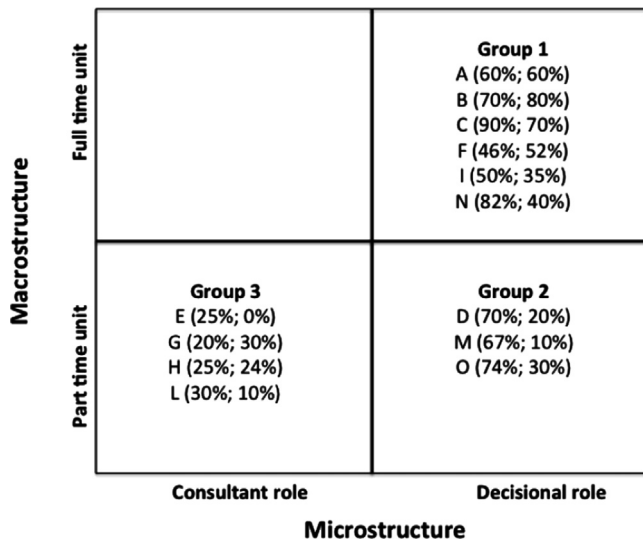- No involvement: international retail is not involved in the phase.

Fig. 4. The organisation of international retail for the NPD process compared to the level of internationalisation and the turnover from direct stores (respectively, in brackets).

Some companies (Group 3) prefer to involve international retail only at the beginning of the NPD process (idea and research phase), whereas other companies (Group 1) adopt a "continuous involvement" approach. Group 2 shows an intermediate approach, with a high level of involvement in the first three phases of the process but a medium level of involvement in the last phase. Given the previously illustrated correspondence with the three groups, this involvement seems to be related to the organisation of international retail and to shared information.

Based on these considerations, the third proposition is formulated:

P3: A full-time unit, a decisional role of international retail, and a high level of shared information imply high involvement of international retail in all phases of the NPD process.

The adoption of practices depends on the availability of information about the final markets and the coherent organisation of international retail, as shown in Annex D. Cross-case analysis suggests that the companies in Group 1 simultaneously adopt both standard and tailored practices, whereas the companies of Group 3 adopt either standard or tailored practices, with less attention to the country requirements. As suggested in previous analyses, Group 2 does not demonstrate clear behaviour because companies D and M use both standard and tailored practices, but company O uses only standard ones. Based on these considerations and given the previously illustrated correspondence with the three groups, the fourth proposition is formulated:

P4: A full-time unit, a decisional role of international retail, and a high level of shared information imply the adoption of both standard and tailored practices.

6.3. The influence of contingent variables on NPD

Given the characteristics of foreign markets, companies adopt different practices depending on which country's characteristics they are required to satisfy.

Each country's characteristics require the adoption of specific practices, as shown in Table 5.

Table 5 is helpful to identify which practices are adopted in the different markets. This insight is coherent with the literature about retail internationalisation, which claims that every country has a set of norms and characteristics that must be followed to be perceived as legitimate by the country actors (e.g., O'Grady and Lane, 1997; Bianchi and Arnold, 2004). Moreover, these insights are important in light of the comparison of emerged and emerging countries because the latter are more challenging and critical for companies to manage (Goldman, 2001; Bianchi, 2009).

Based on these assumptions, the following propositions are formulated:

P5: The climatic requirements, the seasonal timing of the country, and the economic potential of the country require the adoption of standard practices only.

Table 4
Involvement of international retail in the phases of the NPD process with respect to organisation and shared information.

Phase of the NPD process	No involvement	Medium involvement	High involvement
Idea and research			F, I, N, C, B, A (Group 1) M, O, D (Group 2) G, H, L, E (Group 3)
Line conceptualisation and Preparation for production		G, H, L, E (Group 3)	F, I, N, C, B, A (Group 1) M, O, D (Group 2)
Market preparation	L, E (Group 3)	G, H (Group 3) M, O, D (Group 2)	F, I, N, C, B, A (Group 1)

Table 5
Adoption of NPD practices with respect to country characteristics.

Item	Country	Standard practices	Tailored practices
Climatic requirements	China, India, Middle East, Brazil, Russia	Expansion of product offering Assortment of stores	
Seasonal timing of the country	US	Modification of the main collection into mini-collections	
Economic potential of the country	Middle East	Assortment of stores	
Religious requirements	India, Middle East	Expansion of product offering Assortment of the stores	Ad hoc collections Capsule collections
Stylistic requirements	US, China, India, Middle East, Russia	Expansion of product offering Assortment of stores	Ad hoc collections Tailored products
Fitting or size	US, Japan, China, Middle East, Russia	Expansion of product offering Assortment of stores	Tailored products

Table 6
NPD performance compared to the level of involvement of international retail in the NPD and practices used.

Company	(High) Involvement	Practices	Time-to-market	No of collections
A	All of the process	Standard and tailored	8 months	2
B	All of the process	Standard and tailored	5 months	8
C	All of the process	Standard and tailored	2 month each mini-collection	11 mini-collections
D	Idea and research, line conceptualisation, and preparation for production	Standard and tailored	4–5 months	4
E	Idea and research	Tailored	6 months	2
F	All of the process	Standard and tailored	5.5 months	4
G	Idea and research	Standard	9 months	8
H	Idea and research	Tailored	12 months	6
I	All of the process	Standard and tailored	7 months	2
L	Idea and research	Tailored	6 months	2
M	Idea and research, line conceptualisation, and preparation for production	Standard and tailored	5 months	2
N	All of the process	Standard and tailored	6 months	3
O	Idea and research, line conceptualisation, and preparation for production	Standard	6 months	2

P6: Religious requirements, stylistic requirements, and fitting or size require the adoption of both standard and tailored practices.

6.4. The influence on performance variables

Companies show different times-to-market and numbers of collections per year, as shown in Table 6.

In particular, we highlight a time-to-market less than six months (the industry average) in companies B, C, and F (involvement in the entire process and the adoption of both standard and tailored practices) as well as in companies D and M (involvement in ideas and research, line conceptualisation and preparation for production phases, and the adoption of both standard and tailored practices). In contrast, the worst cases are companies G and H (involvement in the idea and research phase only and the adoption of standard and tailored practices only, respectively). Looking at the number of collections per year, we found a number higher than two (the normal number for this industry) in companies B, C, F, and N (involvement in the entire process and the adoption of both standard and tailored practices) and in company D (involvement in ideas and research, line conceptualisation and preparation for production phases, and the adoption of both standard and tailored practices). Moreover, companies G and H (involvement in the idea and research phase only and the adoption of standard and tailored practices only, respectively) have good performance in terms of the number of collections despite terrible performance in terms of time-to-market, suggesting an unclear and incoherent strategy. This result is consistent with Low and Mohr (2001) and Cillo et al. (2010), who claim that the way firms use market information affects their degree of product innovativeness. Table 6 shows the companies' performance compared to the phases in which there is high involvement of international retail in the NPD process and the practices used.

According to these findings, the next proposition is formulated:

P7: High involvement of international retail in the entire NPD process and the adoption of both standard and tailored practices correspond to a lower time-to-market and a higher number of collections per year.

6.5. Concluding remarks

Based on the insights illustrated in the previous paragraphs, we are now able to present the detailed research framework shown in Fig. 5.

The results illustrated so far highlight the existence of three main behaviours in the integration of NPD and international retail:

- The first archetype is called the *glocal approach* and aims to transmit the idea of global orientation (because companies sell products worldwide) with local attention to the requirements of a single country. This archetype includes companies with a high level of internationalisation and high turnover from direct stores. This archetype implies high involvement of international retail throughout the entire NPD process and thus the ability to incorporate soft insights into the collection from the ideas and research phase to the final preparation for the market. To achieve this, the *glocal approach* implies a coherent declination of the internal organisation in terms of both microstructure and macrostructure. In terms of microstructure, this implies a decisional role of the outbound supply chain in the NPD process. In terms of macrostructure, a full-time unit is required to guarantee integration with the NPD process, which can be assured through a dedicated solution. High integration of NPD and international retail is achieved through intensive information sharing between the two processes, which considers not only quantitative and structural information (such as
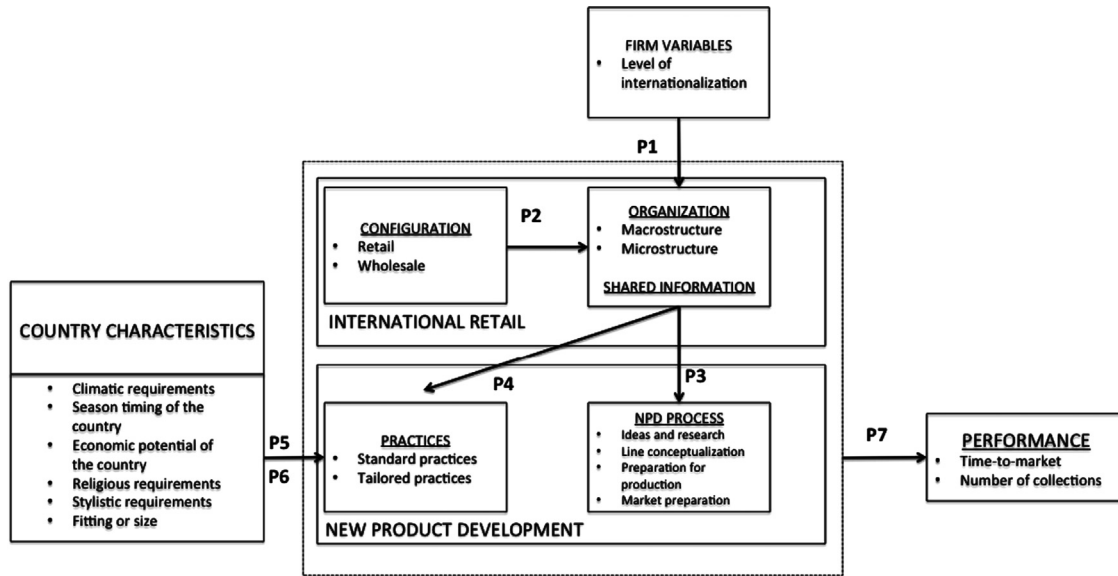
Fig. 5. Detailed research framework.

Table A1
Description of the practices.

Group of practices	Practice	Example
Standard practices	Expansion of Product offering	Case A has increased the number of sizes in the collection to meet the requests of the different countries (e.g., different fitting for US)
		Case B has strongly enlarged the range of products to include products in line with the tastes of all the countries (e.g., bags with zip for Japan and without zip for US)
		Case I has enlarged the range of products including for example man sandals and long skirts to meet the request of Middle East (although these products are available for all the countries)
	Assortment of the store	Case C delivers different part of collections in different moments according to the clime of the specific country
		Case D does not deliver products with cross in Middle East
		Case I delivers different sizes in different countries (smallest ones in China; medium ones in Europe; biggest ones in Usa)
	Modification of the main collection in mini-collections	Case C has split the main collection into three mini-collections, thus delivering products in a more constant way and incorporating in the last mini-collection some insights collected during the distribution of the first one
		Case N has split the main collection into two mini-collection, thus modifying the main collection based on the feedbacks collected during the pre-collection
		Case O has split the main collection into two mini-collections, thus using the first one to anticipate sales in Europe and US
Tailored practices	Capsule collection	Case B realizes capsule collections to follow some specific events, such as the Olympic games in China
		Case E realizes capsule collections during the main collection, according to the insights collected by the buyers directly in the stores by showing a virtual rendering to the store manager
		Case L realizes capsule collections to follow some specific events, such as the bag for the ipad
	Ad hoc collection	Case C realizes two specific collections for the US market: a collection of dark shirts and a collection of very colourful ties
		Case D realizes a specific collection for the Chinese market, by covering the 40% of the total volume realized. This collection is tailored per colours (no yellow), sizes (from 32 to 40), printing, etc
		Case H realizes a specific collection for the Asian market, with smaller bags for the laptop (being this customer more oriented to use the ipad than the laptop)
	Tailored products	Case C realizes a traditional suit for Middle East with the textile generally adopted for the formal man suit
		Case L realizes specific products available just for a specific country, to add to the normal collection (specific press for Japan; sandals for Middle East; specific colours in China)
		Case M realizes longer coats and skirts longer than 105 cm for the Middle East

sell out, sell through, and sell in) but also qualitative information, both structured and unstructured. Finally, the integration between the outbound supply chain and the NPD process should be translated into the proper handling of the seasonal collection by using different practices. In particular, the *glocal approach* implies the concurrent implementation of both standard and tailored practices. This archetype implies, on average, a lower time-to-market and a higher number of collections per year.

● The second archetype is called the *hybrid approach* because this archetype does not present a clear and straightforward aim of integrating international retail and the NPD process. This archetype includes companies with a high level of internationalisation but a low turnover from direct stores. There is medium involvement in the NPD process, which consists mostly of approving final decisions; therefore, international retail has a decisional role. However, the involvement is discontinuous over time and is not time-consuming enough to justify a dedicated

role in the organisation. Therefore, a part-time unit is generally adopted. To achieve this level of involvement, information sharing is critical and includes mainly quantitative information (such as sell out and sell in) as well as qualitative information, although this information is generally unstructured rather than structured. Finally, we could not identify a common approach in terms of practices, which might be oriented to either standard practices only or to both standard and tailored practices.

- The third archetype is called *stylist oriented*. This archetype aims to transmit the idea that the stylist is perceived as the indisputable owner of the NPD process, and integration with other people is minimised to avoid the risk of reducing the stylist's freedom and creativity. This archetype includes companies with a low level of internationalisation and low turnover from direct

stores. Due to these characteristics, the involvement of international retail in the NPD process is low, on average, and is generally limited to the ideas and research phase, where the boundaries of the seasonal collection are defined. In fact, the organisation is definitively aligned with this phase, and it provides only a consulting role for international retail. Obviously, only a part-time unit is dedicated to the integration of international retail and the NPD process. Due to this low level of integration, information sharing is guaranteed but is limited to essential quantitative information, mainly sell in. Qualitative information, which requires continuous and deep integration and communication with people in the field, is not used. Finally, this archetype is seldom interested in customising the seasonal collection for a single country and thus narrows this effort to

Table B1
Values of the country variables per single country.

	Climatic requirements	Season timing of the country	Economic potential of the country in 2011	Religious requirements	Stylistic requirements	Fitting or size
USA	Temperate	In advance compared to Europe	313 million people	78.4% Christian	Requirements in terms of colours	Big sizes
	Several different climatic regions Normal season		GDP per person: 45.934$ Expected economic growth: around 2% Strong attention to luxury products (first country for presence of millionaires and for luxury purchases)	16.1% atheist	Casual products (street wear)	
Japan	Temperate	Standard	127.3 million people GDP per person:34.000$	Shintoism	Not critical	Small sizes
	Normal season		Expected economic growth: 1.8% High attention to luxury products	Buddhism		
China	Three different climatic regions	Standard	1.5 billion people (800.000 millionaires)	Chinese Traditional Religious	Bright colours	Small sizes
	High temperature range Normal season		GDP per person: 8.382$		Brand attention	
			Expected economic growth 2012: 8.2%			
India	Slightly different season (winter, summer, premonsoon, postmonsoon)	Standard	1.2 billion people	80% Hindu	No white and black	Standard
	Dry and hot temperatures in some moments (32 °C in summer in Nuova Delhi and Bangalore; up to 50 °C in Mumbai,Calcutta, Chennai)		GDP per person: 1032.7$	13% Muslim	Sari is the very used	
	Very humid in other moments (June through September)		Expected economic growth: +8.8%	2.3% Catholic	Women do not show legs and shoulders	
			Expected growth for fashion and luxury products in the period 2008–2012: +178%	1.9% Sikh		
Middle East	High temperature (14 °C in winter; 48–50 °C in summer)	Standard	4.6 million people in UAE; 28 millionpeople in SaudiArabia	76% Muslim	Large linen clothes for men	Standard but comfortable
	Dry region		GDP per person: 46.583$ in UAE; 23.272 $ in Saudi Arabia	8% Christian	Colourful and decorated clothes for women	
	Standard season		Expected economic growth: 29% (UAE)	15% Buddhist and Hindu	Long skirts for women	
			High attention to luxury products		Importance of traditional clothes (kandoura and ghutra for men; abayah, niqab and shayla for women; hijab for women)	
Brazil	High temperature (average 31 °C)	Postponed compared to Europe	193.7 million people	73.6% Catholic 15.4% Protestants	Not critical	Standard
	Three different climatic regions (North seabord; South seabord; South)		GDP per person: 7.737.3$			
	Counter-phase season		Expected growth for fashion and luxury products in 2012: +35% Expected economic growth: +8%			
Russia	Low temperature (up to—50 °C in Siberia)	Standard	140.9 million people	Orthodoxy	Garish products	Big sizes
	Dry region Same season		GDP per person: 12.000 $ Expected economic growth: 4% Expected growth for fashion products: +25%			

only standard practices, which can be used almost identically every year and are related to critical and specific aspects (e.g., climatic requirements, religious requirements) that must be taken into account for mandatory requirements.

7. Conclusions and future developments

This paper aims to identify a detailed research framework and a set of propositions about the integration of international retail into NPD for international-level competition. The focus of the analysis is the fashion industry, which is an important industry for both the Italian and the global economy. It is also an industry with very interesting peculiarities for both the NPD and for retail internationalisation. Thirteen exploratory case studies of Italian fashion companies were conducted to identify the main elements that characterise the integration of these two processes. The cross-case analysis enabled the identification of the main variables in the framework for international retail, the NPD process, NPD performance, and external variables (namely, country characteristics and firm characteristics). Moreover, the relationships among variables were identified and formalised in seven propositions, which can be tested in future studies. Furthermore, the case studies provided insights into the practices to use in each foreign country to increase the likelihood of success in the market. We can summarise our results according to the main features of the contingency theory:

- The identification of important contingency variables that distinguish between contexts: the paper identified the country and firm variables to consider.
- The identification of different contexts based on the identified contingency variables: the paper identified the outcomes of

each country variable based on secondary sources of data. Each country was characterised according to these variables, thus contextualising the specific situation.
- The identification of the most effective internal organisation for each major group: the paper identified the management of the integration of international retail into NPD depending on the specific values of the contingent variables considered in the analysis (both country and firm variables).

Moreover, this paper provided insights about the link to company performance. Finally, we identified three main archetypes of behaviours in the integration of NPD and international retail that can describe and explain the main approaches used in the industry, depending on companies' characteristics.

Although this is a preliminary study, we believe we have provided useful contributions for both practitioners and researchers. For the former, the results can support managers in the management of new, challenging countries and in better handling current internationalisation worldwide. A helpful list of practices was identified to create a collection consistent with country needs. The identification of the major characteristics of each country as well as the practices to use in each country is a critical contribution. Managers can obtain an overview of the main approaches used in the industry by competitors and by companies with either similar or different features. Finally, this paper can provide managers with information about how performance can potentially be improved through the integration of international retail into NPD. For researchers, the results bridge a gap in the literature on the integration of retail into the NPD process, as suggested by Abecassis-Moedas (2006). Moreover, the results take the perspective of multiple international countries, an issue that has been under-investigated in the academic literature. The cross-country comparison is an important result in this literature stream (e.g.,

Table C1
Shared information compared to the turnover from export and from direct channel.

Company	Turnover from export (%)	Turnover from direct stores (%)	Quantitative info	Qualitative info
A	60	60	Quantitative data (sell-out for direct stores; sell-in for indirect) Quantitative data about on-going sales	Qualitative structured info about market needs (for direct stores)
B	70	80	Quantitative data (sell-out for direct stores; sell-in for indirect)	Qualitative structured info about market needs (from internal retail managers) Qualitative structured and de-structured info about market needs ("region" retail managers for direct stores) Qualitative de-structured info about market needs (from merchandising's trips and from indirect stores)
C	90	70	Quantitative data (sell-out for direct stores; sell-in for indirect stores) Quantitative data about the current season (sell-through)	Qualitative structured info about market needs (from retail managers and store managers) Qualitative de-structured info about new product desires
D	70	20	Quantitative data (sell-out for franchising; sell-in for multi-brands)	Qualitative de-structured info about market needs
E	25	0	Quantitative data (sell-in)	Qualitative de-structure info about market needs (from store manager and club on line)
F	46	52	Quantitative data (sell-out)	Qualitative structure info at the end of the campaign Qualitative de-structured info during the year
G	20	30	Quantitative data (sell-out)	Qualitative de-structured info (from area and store manager)
H	25	24	Quantitative data (sell-out for franchising and direct store, sell in for multi-brands)	Qualitative de-structured info (from product team)
I	50	35	Quantitative data (sell-out and sell-in)	Qualitative structured info (from area manager and store manager)
L	30	10	Quantitative data (sell-out for direct store; sell-in for multi-brands)	Qualitative de-structured info (from retail manager)
M	67	10	Quantitative data (sell-out)	Qualitative structured info (from retail manager and buyers) Qualitative de-structured info (from merchandising trips)
N	82	40	Quantitative data (sell-out for direct stores; sell-in for indirect stores)	Qualitative de-structured info
O	74	30	Quantitative data (sell-out)	Qualitative de-structured info (from area manager and store manager)

Table D1
Adoption of the practices respect to shared information and organization.

Company	Group	Standard practices	Tailored practices
A	1	Expansion of product offering (e.g., sizes in USA) Assortment of the stores (e.g., no too "sexy" products in Middle East)	Capsule collection (e.g., for special events)
B	1	Expansion of product offering (e.g., bags with zip for Japan) Assortment of the stores (e.g., no bags with zip in Usa)	Capsule collection (e.g., in China for Olympic games)
C	1	Assortment of the stores (e.g., different sizes)	Capsule collection (e.g., products with Chinese decor for the runway for the Expo)
		Modification of the main collection in mini-collections	Ad hoc collection (e.g., dark shirts and colourful tie for Usa) Tailored products (e.g., dishdash with suit textile for Middle-East)
D	2	Assortment of the stores (e.g., no products with cross in Middle East) Expansion of product offering (e.g., sizes for China)	Capsule collection (for following fast fashion requirements) Ad hoc collection (40% of the collection in China) Tailored products (e.g., "prim" woman clothes in Middle-East)
E	3		Capsule of collection (for following fast fashion requirements)
F	1	Assortment of the stores (e.g., to follow tourists as well as climatic requirements) Modification of the main collection in mini-collections (2 mini collections to anticipate US deliveries)	Tailored products (e.g., sandals in Middle-East; fur coat shoes in Russia)
G	3	Assortment of the stores	
H	3		Ad hoc collection (e.g., creation of a specific collection for China)
I	1	Assortment of the stores (e.g., to follow climatic requirements, tourists, and size and fitting needs) Expansion of product offering (e.g., man sandals and long skirts for Middle East)	Capsule collection (e.g., flash collection to follow market trends) Ad hoc collection (e.g., creation of a specific collection for China)
L	3		Capsule collection (e.g., specific events) Tailored products (e.g., specific press for Japan; sandals for Middle East; specific colours in China)
M	2	Expansion of product offering (to follow climatic requirements, fitting, and religious traditions)	Tailored products (e.g., different woman clothes for religious requirements)
N	1	Assortment of the stores (to follow climatic and stylistic requirements)	Tailored products (e.g., different materials for China; specific products according to the requirements of single country/customer)
		Modification of the main collection in mini-collections (the main collection is modified based on the feedbacks collected during the pre-collection)	
O	2	Assortment of the stores Modification of the main collection in mini-collections (one sample of the collection is used to anticipate sales in US) Expansion of product offering	

Halapete and Iyer, 2008 investigates the features of foreign markets with specific attention to India), as is the inclusion of several emerging countries in the analysis (Goldman, 2001; Bianchi, 2009). Furthermore, the study is consistent with the contingency theory, thus illustrating a new area of application of this theory (i.e., internationalisation) and demonstrating the theoretical contribution of the present study.

The research is exploratory and explanatory with a theory-building aim. One important future development of the research will be the extension of the sample of analysis with the aim of using statistical analyses to test the propositions developed in this paper. Moreover, although the sample of the paper is composed of only Italian companies, further research will compare companies with other countries of origin.

Annex A. The practices of the NPD process

See Table A1.

Annex B. Description of the country variables

See Table B1.

Annex C. Shared information

See Table C1.

Annex D. Practices used by companies of the sample

See Table D1.

References

Abecassis-Moedas, C., 2006. Integrating design and retail in the clothing value chain: an empirical study of the organisation of design. International Journal of Operations & Production Management 26 (4), 412–428.
Aktuglu, Z., 2001. A detailed study calculating the cost of preparing a collection. Journal of Fashion Marketing and Management 5 (2), 145–153.
Anderson-Connell, L.J., Ulrich, P.V., Brannon, E.L., 2002. A consumer-driven model for mass customization in the apparel market. Journal of Fashion Marketing and Management 6 (3), 240–258.
Arnold, S.J., Fernie, J., 2000. Wal-mart in Europe: prospects for the UK. International Marketing Review 17 (4–5), 416–432.
Bianchi, C., Arnold, S.J., 2004. An institutional perspective on retail internationalization success: home depot in Chile. International Review of Retail and Distribution Consumer Research 14 (2), 149–169.
Bianchi, C., 2009. Retail internationalization from emerging markets: case study evidence from Chile. International Marketing Review 26 (2), 221–243.
Brun, A., Castelli, C., 2008. Supply Chain strategy in the fashion industry: developing a portfolio model depending on product, retail channel and brand. International Journal of Production Economics 116 (2), 169–181.
Cappetta, R., Cillo, P., Ponti, A., 2006. Convergent designs in fine fashion: an evolutionary model for stylistic innovation. Research Policy 35 (9), 1273–1290.
Cillo, P., De Luca, L.M., Troilo, G., 2010. Market information approaches, product innovativeness, and firm performance: an empirical study in the fashion industry. Research Policy 39 (9), 1242–1252.
Courault, B., 2005. Apparel supply chain, globalization and SME. In: Proceedings from IWPLMS Conference, Berlin, 8–11 September.
Copenhagen Economics, 2007. Economic Impact of a FTA (Free Trade Agreement) Between European Union and South Korea.
Copenhagen Economics, 2009. The Global Fashion Industry–Growth in Emerging Markets.
Dawson, J.A., 2001. Strategy and opportunism in European retail internationalization. British Journal of Marketing 12 (4), 253–257.

Doherty, A.M., 2007. The internationalization of retailing. Factors influencing the choice of franchising as a market entry strategy. International Journal of Service Industry Management 18 (2), 184–205.

Doherty, A.M., Alexander, N., 2006. Power and control in international retail franchising. European Journal of Marketing 40 (11–12), 1292–1316.

Donaldson, L., 1996. The normal science of structural contingency theory. Handbook of organizations science.

Donaldson, L., 2001. The Contingency Theory of Organizations. Sage Publications.

Drazin, R., Van de Ven, A.H., 1985. Alternative forms of fit in contingency theory. Administrative Science Quarterly 30 (4), 514–539.

Eisenhardt, K.M., 1989. Building theories from case study research. Academy of Management Review 14 (4), 532–550.

Eren-Erdogmus, I., Cobanoglu, E., Yalcim, M., Ghauri, P.N., 2010. Internationalization of emerging market firms: the case of Turkish retailers. International Marketing Review 27 (3), 316–337.

Etgar, M., Rachman-Moore, D., 2008. International expansion and retail sales: an empirical study. International Journal of Retail & Distribution Management 36 (4), 241–259.

Ganesan, S., George, M., Jap, S., Palmatier, R.W., Weitz, B., 2009. Supply chain management and retailer performance: emerging trends, issues, and implications for research and practice. Journal of Retailing 85 (1), 84–94.

Garcia, R., Calantone, R., 2001. A critical look at technological innovation typology and innovativeness terminology: a literature review. The Journal of Product Innovation Management 19 (2), 110–132.

Goldman, A., 2001. The transfer of retail formats into developing economies: the example of China. Journal of Retailing 77 (2), 221–242.

Guercini, S., Runfola, A., 2010. Business networks and retail internationalization: a case analysis in the fashion industry. Industrial Marketing Management 39 (6), 908–916.

Halapete, J., Iyer, K.V.S., 2008. Multidimensional investigation of apparel retailing in India. International Journal of Retail & Distribution Management 36 (9), 676–688.

Halepete, J., Seshadri, I., 2008. Multidimensional investigation of apparel retailing in India. International Journal of Retail & Distribution Management 36 (9), 676–688.

Hernandez, T., 2003. The impact of big box internationalization on a national market: a case study of Home Depot Inc. in Canada. International Journal of Retail, Distribution and Consumer Research 13 (1), 77–99.

Juttner, U., Christopher, M., Baker, S., 2007. Demand chain management-integrating marketing and supply chain management. Industrial Marketing Management 36 (3), 377–392.

Kaipia, R., Hartiala, H., 2006. Information-sharing in supply chains: five proposals on how to proceed. The International Journal of Logistics Management 17 (3), 377–393.

Khan, O., Creazza, A., 2009. Managing the product design-supply chain interface: towards a roadmap to the "design centric business". International Journal of Physical Distribution & Logistics Management 39 (4), 301–319.

Kincade, D.H., Regan, C., Gibson, F.Y., 2007. Concurrent engineering for product development in mass customization for the apparel industry. International Journal of Operations and Production Management 27 (6), 627–649.

Ko, E., Kim, E., Taylor, C.R., Kim, K.H., Kang, I.J., 2007. Cross-national market segmentation in the fashion industry. A study of European, Korean, and US consumers. Journal of Fashion and Marketing Management 24 (5), 629–651.

Kok, R.A.W., Biemans, W.G., 2009. Creating a market-oriented product innovation process: a contingency approach. Technovation 29 (8), 517–526.

Kotler, P., Rath, G.A., 1984. Design: a powerful but neglected strategic tool. Journal of Business Strategy 5 (2), 16–21.

Krishnan, V., Ulrich, K.T., 2001. Product development decisions: a review of the literature. Management Science 47 (1), 1–21.

Larsson, R., Lubatkin, M., 2001. Achieving acculturation in mergers and acquisitions: an international case survey. Human Relations 54 (12), 1573–1607.

Lee, J., Karpova, E.E., 2011. The US and Japanese apparel demand conditions: implications for industry competitiveness. Journal of Fashion Marketing and Management 15 (1), 76–90.

Lee, J., Lee, Y., 2007. Exploring how the effect of attributes varies with fashion product e-tailer type. Based on Korea context. Journal of Fashion Marketing and Management 11 (4), 462–476.

Lee, M.S., Geistfeld, L.V., Stoel, L., 2007. Cultural differences between Korean and American apparel websites. Journal of Fashion Marketing and Management 11 (4), 511–528.

Leknes, H.M., Carr, C., 2004. Globalisation, international configurations and strategic implications: the case of retailing. Long Range Planning 37 (1), 29–49.

Lopez, C., Fan, Y., 2009. Internationalisation of the Spanish fashion brand Zara. Journal of Fashion Marketing and Management 13 (2), 279–296.

Low, G.S., Mohr, J.J., 2001. Factors affecting the use of information in the evaluation of marketing communications productivity. Journal of the Academy of Marketing, Science 29 (1), 70–88.

MacCarthy, B.L., Jayarathne, P.G.S.A., 2009. Fast fashion: achieving global quick response in the internationally dispersed clothing industry. NUBS Research Paper Serie.

Masson, R., Iosif, L., MacKerron, G., Fernie, J., 2007. Managing complexity in agile global fashion industry supply chains. International Journal of Logistics Management 18 (2), 238–254.

Ministry of Economic Development—Interprofessional Network, 2008. Russia, il mondo della moda.

Ministry of Economic Development—Interprofessional Network, 2010a. Dossier Arabia Saudita—L'impresa verso i mercati internazionali.

Ministry of Economic Development—Interprofessional Network, 2010b. Dossier Emirati Arabi Uniti—L'impresa verso i mercati internazionali.

Ministry of Economic Development—Interprofessional Network, 2011a. Dossier India—L'impresa verso i mercati internazionali.

Ministry of Economic Development – Interprofessional Network, 2011b. Dossier Corea del sud—L'impresa verso i mercati internazionali.

Moore, C., Birtwistle, G., Burt, S., 2004. Channel power, conflicts and conflicts resolution in international fashion retailing. European Journal of Marketing 38 (7), 749–769.

O'Grady, S., Lane, H., 1997. Culture: an unnoticed barrier to Canadian retail performance in the USA. Journal of Retail and Consumer Service 4 (3), 159–170.

Pero, M., Abdelkafi, N., Sianesi, A., Blecker, T., 2010. A framework for the alignment of new product development and supply chains. Supply Chain Management: An International Journal 15 (2), 115–128.

Petersen, K., Handfield, R., Ragatz, G., 2005. Supplier integration into new product development: coordinating product, process and supply chain design. Journal of Operations Management 23 (3–4), 371–388.

Quinn, B., Doherty, A., 2000. Power and control in international retail franchising: evidence from theory and practice. International Marketing Review 17 (4–5), 354–372.

Redfern, R., Davey, C., 2003. Supply chain orientation in new product development —a pilot case study. Journal of Fashion Marketing and Management 7 (1), 65–77.

Richardson, J., 1999. Vertical integration and rapid response in fashion apparel. Organization Science 7 (4), 400–412.

Salvador, F., Forza, C., Rungtusanatham, M., 2002. Modularity, product variety, production volume, and component sourcing: theorizing beyond generic descriptions. Journal of Operations Management 20 (5), 549–575.

Sandberg, E., 2010. The retail industry in Western Europe—trends, facts and logistics challenges. Report of Department of Management and Engineering Logistics Management, 1–58.

Schweizer, T., 2002. Managing interactions between technological and stylistic innovation in the media industries. Technology Analysis and Strategic Management 15 (1), 19–41.

Sousa, R., Voss, C.A., 2008. Contingency research in operations management practices. Journal of Operations Management 26 (6), 697–713.

Thomassey, S., 2010. Sales forecasts in clothing industry: the key success factor of the supply chain management. International Journal of Production Economics 128 (2), 470–483.

Tyler, D., Heeley, J., Bhamra, T., 2006. Supply chain influences on new product development in fashion clothing. Journal of Fashion Marketing and Management 10 (3), 316–328.

Van Hoek, R.-V., Chapman, P., 2006. From tinkering around the edge to enhancing revenue growth: supply chain-new product development. Supply Chain Management: An International Journal 11 (5), 385–389.

Vida, I., Fairhurst, A., 1998. International expansion of retail firms: a theoretical approach for future investigations. Journal of Retailing and Consumer Services 5 (3), 143–151.

Voss, C.A., Tsikriktsis, N., Frohlich, M., 2002. Case research in operations management. International Journal of Operations & Production Management 22 (2), 195–219.

World Economic Forum, 2010. Global Enabling Trade.

Yin, R.K., 2003. Case Study Research—Design and Methods, third ed.. Sage, Thousand Oaks.