

Local Performance Effects of E-Commerce Firms' International Adaptation of Offers, Services, and Delivery: The Role of the Strategy Tripod

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Abstract

International e-commerce firms (ECFs) must decide whether to adapt or standardize their market operations to succeed in host countries. While prior studies have examined only the drivers of these decisions, this study closes an important gap by analyzing the performance effects of adapting offers, services, and delivery. On the basis of 1,401 decisions by 193 leading ECFs and drawing on flexible replication theory and the strategy tripod framework, results show that adaptation of peripheral operations and standardization of core operations both enhance performance, but differently strong. Firm, industry, and country contexts moderate these effects. By distinguishing the performance effects of ECF offers, services, and delivery and integrating the contingency role of the strategy tripod, this study advances the literature in a previously neglected research area. The results offer practical guidance for ECF managers aiming to successfully balance adaptation and standardization.

Track: International Marketing & Marketing in Emerging Countries