

## A categorization of small retailer research streams: What does it portend for future research?

Rodney C. Runyan<sup>a,\*</sup>, Cornelia Droge<sup>b</sup>

<sup>a</sup> *Department of Retailing, College of Hospitality, Retail and Sport Management, Carolina Coliseum,  
University of South Carolina, Columbia, SC 29208, United States*

<sup>b</sup> *Department of Marketing, The Eli Broad College of Business,  
Michigan State University, East Lansing, MI 48842, United States*

### Abstract

This paper presents an extensive review of 20+ years of research on small, independent retailers. For each of 134 articles, the focus, theory, analysis, methodology, and key findings were tabled. The articles were classified into distinct streams: strategy; structure; channels; patronage; and labor. Each stream is discussed, separate themes within a stream are identified, and directions for future research within that stream are offered. Directions for future research are also suggested for the small retailing field as a whole. In particular, we address the lack of construct development and the dearth of theoretical underpinning to much of the research.

Published by Elsevier Inc on behalf of New York University.

*Keywords:* Small retailers; Literature research streams; Theory and construct development

### Introduction

The scope of retailing research reflects the industry itself, which is broad and diverse. Retailers range in size from small, one-person operations all the way to the second largest corporation in the world, Wal-Mart. Retailing sub-domains include grocery, hardware, apparel, and so on. Units of research analysis vary (e.g., large chains; managers; employees; customers; etc.). For retailers as well as the research literature, the range of issues is extensive and includes marketing, advertising, finance, management, strategy, human resources, logistics, and information technology. This diversity means researchers publish their studies in a wide range of journals, which leads to fragmentation of the literature and difficulty in locating all of the relevant work on a topic. For example, while academic retail studies have a long history in the U.S. (Findlay and Sparks 2002) and The Journal of Retailing has existed for more than 75 years, retailing research is also scattered across marketing journals (e.g., Journal of Consumer Research); management journals (e.g., Management Science); and entrepreneurship journals (e.g., Journal of

Business Venturing), among others. It is thus difficult to thoroughly synthesize extant knowledge in order to move the study of retailing forward.

It is also beyond the scope of a single article to review all the retailing literature. Thus we have chosen a single (yet salient) topic within this very large domain: small and/or independent retailers. *Small retailers* were chosen as a unit of study because first, a sufficient amount of small retailer research has been conducted over the past 20 years to warrant separate analysis. Research on small retailers is often ignored in larger contexts. For example, a recent meta-analysis of retail patronage (Pan and Zinkhan 2006) included none of the patronage research on small retailers. An industry that employs millions, infuses billions of dollars into the U.S. GDP, and is still the dominant form internationally is worth investigating. Second, the literature often lumps small- and medium-sized retailers (or all retailers) together, which ignores the possibly confounding effects of firm size. Finally, retailing is so broad in scope that some focus in such a study is necessary in order to draw meaningful conclusions. Existing systematic reviews within retailing utilize such a focus on sub-topics (e.g., Ailawadi and Keller 2004; Pan and Zinkhan 2006), as do reviews within other business disciplines (e.g., Ricks et al. 1990; Werner 2002).

We follow Werner's (2002) journal review framework, including identifying the top retail journals, categorizing the

\* Corresponding author. Tel.: +1 803 777 4297.

*E-mail addresses:* runyanrc@sc.edu (R.C. Runyan), droge@msu.edu (C. Droge).

literature *post hoc*, and using these categories as an organizing tool. Werner sought to identify the literature on fundamental topics and to direct readers in acquiring a depth of understanding. Our aim is similar: that is, to investigate the state of existing small retailer knowledge. We categorize articles into research streams and enumerate steps that can be taken to improve future research. The review encompasses identifying research issues, theory development, methods, analysis issues, and other topics.

The paper first specifies the methods used to identify and review the literature; this is followed by the review itself. For each article, the focus, methods, research type, analytical techniques and key findings are tabled. Following Werner (2002), the articles were categorized *post hoc* into five distinct streams (plus a miscellaneous category): strategy; structure; channels; patronage; and labor. Each stream is discussed, sub-themes are identified, and directions for future research are offered. We conclude by offering directions for the field as a whole.

## Method

### *Defining small retailers*

We begin by defining “retailing” and “small”. A generally accepted definition of retailing is “the activities involved in selling goods and services to ultimate consumers” (Stern and El-Ansary 1992). So the articles in this review cover retailers of goods or services. The second criterion is “small”, defined by the U.S. Small Business Administration (SBA) as a retailer that is *independently owned and operated* but is *not dominant* in its field of operation (SBA 2006). However, many reviewed articles did not report specifically on these criteria. Several terms are used to signify small retailers, including small, independent, mom-and-pop, single store and sole-proprietor. We accepted all these descriptors in order to be inclusive (rather than exclusive) because our review is the first in this area. We also included studies that utilized consumers as respondents, if the focal point connected consumers and small retailer(s). We excluded franchises because they often operate as part of a large corporation or chain (Levy and Weitz 2001; SBA 2006): the franchiser may prescribe operations and often aids in locating and building the store, product development and procurement, management training, and advertising.

### *Choosing journals and articles*

Journal ranking and publishing analyses have been conducted in entrepreneurship (Shane 1997); business policy (Macmillan 1989); supply chain management (Zsidisin et al. 2007) and tourism (Ryan 2005), among others. The only similar undertaking in retailing was conducted by Findlay and Sparks (2002), who carried out a bibliometric analysis and identified four key retailing journals: The Journal of Retailing; The International Review of Retail, Distribution and Consumer Research; The International Journal of Retail and Distribution Management; and The Journal of Retail and Consumer Services. They also found three additional journals that were highly cited within retailing: The Journal of Marketing; The Journal of Consumer

Research; and The Journal of Marketing Research. All were included in our review.

The table of contents of each issue was reviewed for keywords that would either exclude an article (e.g., manufacturing, chain, etc.), or would warrant further review (retailer, small, independent, etc.). This part of the review process included reading the article *Abstract*; if it revealed the wrong sampling frame, the article was excluded. Any article containing none of the keywords in the *Abstract* was further reviewed. If it was still unclear if the article should be included, it was ascertained whether the sample frame was small retailers. Several articles discussed the sampling frame in terms of “retailers” but did not note size. If it could not be determined whether the sample was small retailers, medium, large or a mixture, the article was excluded. An article was also excluded if it noted: that the sample included small businesses, but did not say what kind; that a portion of the sample included small retailers, but that portion was below 25%; that small retailers were included, but did not analyze or compare them separately.

In order to include as much of the extant literature as possible, we then conducted a second stage search. Utilizing the *EBSCO-Business Source Premier* database (which accesses over 1,600 scholarly business journals), we followed a procedure similar to that taken in the first stage. We used the same key words and then followed the same procedure in order to disqualify the article, include it, or move to the next levels of review. Through this process, we felt confident that we had gathered a significant amount of the existing literature on small retailers. Journals which were considered based on our search criteria, but from which no articles were included for this review were: The Journal of Consumer Research, Journal of Marketing, and The Journal of Marketing Research. Journals represented in the review, along with the number of articles from each, are listed in Table 1. Total articles numbered 134.

### *Identifying research streams*

Although there have been many wide-ranging research issues addressed over the years, it was possible to identify five *categories* or *streams* of “small retailer” research: strategy, structure, channels, patronage, and labor. These streams are rooted in traditional research streams in the extant management, marketing and retailing literatures. Strategy, channels and patronage were also cited as key research topics over the past 5 years in The Journal of Retailing (Grewal and Levy 2006). Structure is a long-standing area in the management literature (cf. Defee and Stank 2005). Labor research, by which we mean research on small retailers’ employees, was the only stream which was not extensively addressed elsewhere. We made these categorizations *post hoc*, following Werner (2002) and based on our initial reading of all articles. The streams are a meaningful organizing device, rather than a definitive classification: each takes a different perspective, asking different research questions. A sixth “miscellaneous” category encompasses other articles, included because our review was meant to be comprehensive. The subsequent literature review is organized by stream (i.e., comprising six tables in

Table 1  
Journals publishing articles on small/independent retailing, by category

Journal	Strategy	Structure	Channels	Patronage	Labor	Miscellaneous	Totals
JSBM	23	9	2	3	2	2	41
IJRDM	7	13	2	4	1	3	30
JR	7	2	4	1	2	1	17
JRCS	2	4	1	7	2	0	16
IRRCs	3	4	2	1	0	1	11
JBR	1	1	2	1	2	0	7
JBV	3	1	0	0	0	0	4
JPSSM	0	0	1	0	2	0	3
MS	1	1	0	0	0	0	2
JAR	1	0	0	0	0	0	1
JAMS	0	0	0	1	0	0	1
MktS	1	0	0	0	0	0	1
Totals	49	35	14	18	11	7	134

JSBM: Journal of Small Business Management, IJRDM: International Journal of Retail and Distribution Management, JR: Journal of Retailing, JRCS: Journal of Retailing and Consumer Services, IRRCs: International Review of Retail, Distribution and Consumer Research, JBR: Journal of Business Research, JBV: Journal of Business Venturing, JPSSM: Journal of Personal Selling and Sales Management, MS: Management Science, JAR: Journal of Advertising Research, JAMS: Journal of the Academy of Marketing Science, and MktS: Marketing Science.

which articles' focus/subject, theoretical framework, methods, analysis techniques, and key findings are described).

The “streams” were engendered as follows. We first reviewed articles and extracted the focus/subject from the *Abstract* and the *Introduction*. When reviewing the *Results* section, we then compared the findings with the previously noted subject/focus to ensure congruence. We looked for either common general topics or key words that connect studies within a stream. For example, in the Strategy stream, we identified several typical “retailing” topics such as pricing, location, and promotion (Grewal and Levy 2006). The two other sub-topics within strategy were identified using the key words “competitive strategies” and “planning;” that is, all articles included used those key words to describe the study's purpose. This method has been used by others in conducting extensive reviews (Lindquist 1974–75; Werner 2002). We attempted to find articles that were extensions of previous studies in order to support homogeneity within category (i.e., extensions should be in the same category), but there was a paucity of such articles.

We also noted areas lacking in theory-based work. We make a distinction between “theoretically derived” versus “theoretically supported” research (or, Brown and Dant's 2006 theory-based vs. problem-based). This distinction is important in our later evaluation of the state of theoretical sophistication of small retailer research. *Theory-based* research is theoretically derived and utilizes an overarching theory to guide the entire study, and thus all hypotheses flow from this theoretical underpinning. For example, all hypotheses are derived from theory “A”, and the very purpose of the research is usually to test theory “A”. On the other hand, *problem-based* research is theoretically supported, but the hypotheses may be supported from more than one theory or from previous empirical findings. For example, H1 may be supported by theory “A”, while H2 is supported by the empirical findings of Author A who actually used theory “B”. Brown and Dant (2006) note that while problem-driven research is valuable, generalization to other retail environments can be problematic.

We now examine the streams one at a time. We provide a detailed table per stream and (below) an overview of each stream. In the interest of parsimony, the reader should refer to the tables for detailed information about the streams and articles within. This is followed by a discussion of the state of the research in that stream, as well as directions for future research.

### Stream #1: small retailer strategy research

This stream included research identified as strategic-oriented, and was by far the largest (with 49 of 134 articles; see Table 2), and included the sub-topics of: (1) **Location**, where some scholarly research on small retailer strategy addressed site selection in the *Journal of Retailing* (Houston and Stanton 1984); no extension or replication have been conducted. (2) **Technology adoption**, including computer usage; despite rapid adoption of new technology in the last 20 years, only two unconnected articles focused on small retailers. This topic begs replication and/or extension. (3) **Promotion**, a research area which has been more thoroughly developed than the previous two sub-topics. Many articles are well grounded in prior literature and sophisticated hypothesis testing techniques are employed (e.g., regression, and SEM). However, only two studies are explicitly connected: Van Auken et al. (1994) builds upon the 1992 Van Auken, et al. research. (4) **Pricing**, which has been less researched than promotion, with only two articles found. This sub-topic seems greatly under-researched, considering its importance. (5) **Planning**, which is focused on the relationship between planning and performance (perhaps including mediating/moderating variables, e.g., environmental uncertainty). (6) **Competitive strategies**, the largest in the Stream, where 14 articles were found which addressed this sub-topic. Most researched was Porter's (1980) competitive advantage framework (cost leadership, differentiation, vs. focus/niche), or some variation thereof. Some papers addressed competitive strategies in the face of large or chain store competition (Barber and Tietje 2004; Baron et al. 2001; Ellis and Kelley 1992), a critical issue for small retailers.

Table 2  
Strategy

Authors	Focus (subject)	Theory/framework	Methods	Analysis	Key findings
<b>Location</b>					
Houston and Stanton (1984)	Model for site location of C-Stores	Retail gravity	Observation; secondary data	Regression	Sales increase near supermarkets; decrease when near other C-stores
Alexander et al. (1999)	Multiple retailers' use of spatial competition to gain advantage; small retailer response	Problem-based	Secondary data	Content analysis of newspapers	Spatial competitiveness of chains was disruptive to independents
Kalnins and Chung (2006)	Immigrant motel entrepreneur survival rates by location strategy	Social capital	Mail survey	Hazard model	Higher survival rate of unbranded motels located next to branded motel/owned by same ethnic group; no effect if different ethnic group
<b>Technology adoption</b>					
Malone (1985)	Perceptions of computer technology and benefits	Problem-based	Structured interviews	Descriptive statistics	Improved quality of decision making; satisfaction high with computer benefits
Kirby (1993)	Information technology in independent grocers	Problem-based	Mail survey	Descriptive statistics	Correlations implied but not tested
Foscht et al. (2006)	E-commerce affects upon small store internationalization	Internationalization theories	Case study	Qualitative	E-commerce allows internationalization without in-depth foreign activity
<b>Promotion strategy</b>					
Chapman (1986)	Short-term/long-term promotions	Problem-based	Experiment	Regression; <i>F</i> -test	Coupons increase profit 5.2%
Walters (1988)	Effects of promotions on profit by merchandise categories	Problem-based	Observation	SEM	Substitution effects of promotions positive; price promotions decreased and direct mail increased profit
Allaway et al. (1988)	Using PC software to plan mix	Problem-based	Case analysis; secondary data	Regression	Model to predict most effective promotion type
Fam and Merrilees (1998)	Strategic approaches to promotion	Problem-based	Mail survey	Regression	Four strategic groups: low price/moderate service; high/excellent; medium/high; unfocused
Van Auken et al. (1992)	Advertising media utilized	Problem-based	Mail survey	Regression	Referral most effective in 1st year of operation; tend to continue method first chosen
Van Auken et al. (1994)	Extends 1992 study with female owners	Problem-based	Mail survey	Regression	Service firms reduced all advertising except fliers; women-owned firms continued with same media first chosen
Nowak et al. (1993)	Decision making in media choice for advertising	Problem-based	Mail survey; phone interviews	MANOVA	Decisions based on media reach and targeting; past performance; business type
Inman and Mcalister (1993)	Developing a promotional signal sensitivity model	Problem-based	Mathematical model; experiment	Seemingly unrelated nonlinear regression	Pricing model generated 12% greater profit than experts' policies
<b>Pricing strategy</b>					
Bode et al. (1986)	Store types/gross margin differences	Problem-based	Secondary data	Regression	Sales growth and population positively effect gross margin
Groebner and Merz (1990)	Model for creating seasonal stock levels	Problem-based	Case analysis; secondary data	Regression	Model did a good job detecting early good sellers
<b>Competitive advantage</b>					
Kean et al. (1996)	Porter as a framework for studying small retailers	Porter: competitive strategies	Mail survey	ANOVA	Store type and business longevity both significant predictors of strategy choice
Kean et al. (1998)	Community characteristics' effects on small retailers	Porter: competitive strategies	Mail survey	Regression	Business environment indicates community retail performance
Paige and Littrell (2002)	Strategy choices of craft retailers grouped by success	Porter: competitive strategies	Mail survey	ANOVA	Focused assortments, differentiated products and unique service lead to success
Conant et al. (1993)	How strategies and skills are form competitive advantage	Porter: competitive strategies	Mail survey	ANOVA	Clearly defined strategy leads to better performance
McGee and Peterson (2000)	Scale development for: distinctive competencies and performance	Distinctive competencies	Mail survey	SEM	Reliable and related constructs found; performance; competencies
Litz and Stewart (2000)	Niche strategy: small retailers competing with large ones	Niche	Mail survey	Regression	Extraordinary customer access leads to positive performance
Carter et al. (1997)	Initial resources, gender and strategy choice: effects upon firm failure	Dispositional characteristics	Mail survey; phone interviews	Stepwise logistic regression	Women: discontinue business more; less likely to have prior retail experience; broad generalist strategy more beneficial
Barber and Tietje (2004)	Competitive strategies for facing "big box" competition	Competitive strategies	Secondary data; mystery shoppers	Logistic regression	Small retailers compete by offering better service and ambience

Baron et al. (2001)	Sources of competitive advantage for small food/grocery retailers	Problem-based	Mail survey	Descriptive statistics	Provide social shopping experiences, improve vertical and horizontal integration; make wider use of I.T.
Kara et al. (2005)	Influence of market orientation strategy on performance	Market orientation	Mail survey	SEM	MO significant predictor of performance
Watkin (1986)	Generic strategies for small retailers	Porter: competitive strategies	Theme article		Adopt a focus strategy to compete with larger firms
Ellis and Kelley (1992)	Compares competitive advantages held by independents and vertically integrated retail chains	Competitive strategies	Mail survey	MANOVA	Chains; advantages through product differentiation and COGS; independents use higher service levels to achieve higher net
Welsh et al. (2003)	Strategies used by family C-store owners in an ethnic community	Problem-based	Personal interviews: semi-structured	Qualitative	3 broad cases: failure; survival; survival (expansion to mainstream business)
Brush and Chaganti (1998)	Influences of human and organizational resources upon firm performance	Resource-based	Personal interview with questionnaire	Regression	Both resource types influenced performance more than strategy choice; interaction of resource types reduced performance for smallest firms
Griffith et al. (2006)	Effects of entrepreneurial proclivity on performance	Dynamic capabilities	Personal interview with questionnaire	SEM	Entrepreneurial proclivity leads to increased knowledge resources; aids transforming to increased performance
Bhaskaran (2006)	Effects of risk and innovation on performance	Problem-based	Mail survey	Multiple regression	Innovativeness and market development initiatives lead to increased performance
Ebben and Johnson (2006)	Bootstrapping (non-external) financing effects on firm development	Resource dependency	Mail survey	Principle components analysis	Difference types of bootstrapping occur at different life cycle stages of firm
<b>Planning</b>					
Hand et al. (1987)	Identify variables predicting performance	Problem-based	Mail survey	Step-wise regression	High performers spent more time with customers; at work
Conant and White (1999)	Planning functions of small retail firms	Problem-based	Mail survey	Regression	High performers place priority on "strategic clarity"; fulfill objectives
Shrader et al. (1989)	Planning and performance	Problem-based	Hand delivered survey	Correlation	Operational planning more common than strategic; operational positively related to performance
Phillips and Calntone (1994)	Environmental hostilities effects on planning and performance of independent retailers	Environmental hostility	Mail survey	Logistic regression; backward stepwise regression	Planning not a hostility reduction strategy; short-term planning led to increased performance
Smeltzer et al. (1988)	Strategic planning thru environmental scanning	Problem-based	Semi-structured interviews	<i>t</i> -Tests	Most small services/retail firms scan regularly, using informal and personal sources most
Robinson et al. (1984)	Effects of stage of development on planning and performance	Life cycle	Mail survey	MANOVA; Spearman correlation	Planning effectiveness not contingent; planning intensity is contingent, on stage of development
Gaskill et al. (1993)	Failed owner's perception of why they failed	Problem-based	Mail survey	Exploratory factor analysis	Four failure factors: planning functions, vendor relations, competition, overexpansion
Perry (2000)	Influence of formal planning on predictions of failure	Problem-based	Secondary data; survey	<i>t</i> -Test	Little planning done, but non-failed plan more than failed
<b>Miscellaneous</b>					
Smeltzer and Fann (1989)	Networking differences between male/female business owners	Exchange	Semi-structured interviews	<i>t</i> -Tests	Women seek social and instrumental support equally in external networks
Bitner and Powell (1987)	Expansion as a strategy to compete	Problem-based	Theme article		Owner must consider autonomy levels by store
Barnes and Chopoorian (1987)	Blue laws and effects of repeal	Problem-based	Phone survey	Descriptive statistics	Clothing stores generate most profit on Sunday; least likely opened that day
Weinrauch et al. (1991)	Importance of market orientation	Problem-based	Mail survey	Correlation	Small businesses lack sense of market orientation
Kent et al. (2003)	Mentoring as a training and development tool	Problem-based	Personal interviews: semi-structured	Descriptive statistics	Expertise found to be most important mentor skill
Oppewal et al. (2000)	Model of managerial reaction to changes in economic and competitive environments	Random utility	Experiment	Conjoint analysis; logistic regression	Sales declines more than increases cause (quicker) reaction; less likely to change store positioning when faced with increase vs. decrease
Jamal (2005)	Marketing strategies of ethnic retail entrepreneurs	Problem-based	Qualitative interviews, observation	Qualitative	Practices reinforce culture of origin and defense of ethnicity
Harris (1993)	Small independent retailers	Problem-based	Case study	None	None stated



Table 3  
Structure

Authors	Focus (subject)	Theory/framework	Methods	Analysis	Key findings
<b>Alliances</b>					
Reijnders and Verhallen (1996)	Membership in a strategic alliance and performance	Problem-based	Mail survey	<i>t</i> -Tests	Allied performed better, more aggressive in market than non-allied
Masurel and Janszen (1998)	Joining co-ops when faced with chain competition	Problem-based	Phone interviews	Regression	Chain competition leads to food and leisure retailers joining co-ops; clothing do not
LeBlanc and Nguyen (2001)	Co-op consumer members' perceived value of services and products	Consumption values	Hand delivered survey	Regression	Co-op form and contact personnel predict perceived value; price comparisons have negative impact
Doucette (1997)	Influences on a member's commitment to a group purchasing organization	Problem-based	Mail survey	Regression	Commitment of other members, information exchange and trust all contribute to member's commitment
Stoel and Sternquist (2004)	Rivalry, competitive behaviors and relative performance in retail co-operatives	Social conflict and identity theories	Mail survey	SEM	Group identification significantly affected perceived conflict, competitive behavior; did not lead to higher performance
Hernandez-Espallardo (2006)	Strategic integration of buyers into buying groups	Resource-based	Mail survey	Chi-square independence	Buying groups bring cost advantages; full integration increases costs slightly
<b>Independent vs. franchise</b>					
Withane (1991)	Success factors for franchisees vs. independent business	Problem-based	Mail survey	Descriptive statistics	Risk taking most important to success of business
Knight (1984)	Comparison of franchised and independent entrepreneurs	Problem-based	Mail survey	Descriptive statistics	Independents more self-reliant, highly motivated and independent-minded than franchisees
Bates (1995)	What are the predictors of survival in franchises vs. independents	Problem-based	Secondary data	Logistic regression	Franchised retail firms much more likely to go out of business than independents; education biggest predictor
Bronson and Morgan (1998)	Comparison of franchised travel agencies versus independents	Transaction-cost (TCA)	Mail survey; secondary data	ANACOVA	Economies of scale account for increased efficiency of franchisees over independents
Litz and Stewart (1998)	Comparison of trade-named franchise retailer and independents	Corporate governance	Mail survey	ANOVA	Overall, franchises perform significantly better; exception is highly competitive environments
Kalnins and Mayer (2004)	Disentangling unit-level failure and benefits of owner and franchisor experience	Knowledge transfer	Secondary data	Regression	Multiple units benefit from owner's congenital experience (franchised or not); local experience reduced failure rates
Sanghavi (1991)	Franchising as a strategy for small retailers to compete	Problem-based	Secondary data	Descriptive statistics	Retail franchising may allow for defense of market share for small and large retailers
<b>Local retailing</b>					
Miller et al. (2003)	Factors affecting small firm performance in small communities	Problem-based	Mail survey	SEM	Perceived success negatively related to severity of problems; positively to social, community and economic support; positively to financial performance
Tomalin and Pal (1994)	Government management of downtowns (town centers)	Problem-based	Case study	Qualitative	Local governments should fund center management where needed
Schiller (1994)	Decentralization of retailing	Problem-based	Theme article		Identifies three waves of decentralization
Chen (1997)	Exploration of Philippine retailing method called "Sari-Sari" stores	Problem-based	Qualitative interviews	Descriptive statistics	Sari-Sari an accepted form of retailing; groceries account for 1/3 of sales
Guy and Duckett (2003)	Role of small retailers in city center's revival	Problem-based	Hand delivered survey	Qualitative	Government only agent for change; suggest change from trader's association, residents' groups and voluntary sector
Hogg et al. (2003)	Introduction of U.S.-style "business improvement districts" in U.K.	Problem-based	Theme article		BID's will empower local businesses and strengthen smaller retail districts
Mitchell and Kirkup (2003)	Role of retailers in urban regeneration	Problem-based	Qualitative interviews	Qualitative	Obstacles overcome through: organization, consultation and creating positive image for the area
Guy (2004)	Neighborhood stores' roles in supplying foods for consumers, where access to large stores is limited		Case study	Descriptive statistics	Chains offer the best pricing and variety; independents offer poor variety
O'Callaghan and O'Riordan (2003)	Changes in retail occupancy in Dublin, Ireland	Problem-based	Secondary data	Descriptive statistics	Vacancy rates and non-retail businesses increased, survival rates low
Noble et al. (2006)	Predictors of local merchant loyalty	Sociological gender theories	Mail survey	SEM	Gender a significant predictor of motives; different motives create loyalty

Author(s) and Year	Topic	Methodology	Findings
Ingenue and Brown (1987)	Family (mom and pop) vs. non-family gas stations	Problem-based	Demographics, environmental variables and marketing mix explain 45% of variance in retail structure
Howe and Dugard (1993)	Examines the effects of large store growth upon small and medium	Problem-based	Increased market share from largest chains negatively affects medium-sized chains more than small stores
Larke (1992)	Structure of the Japanese retail industry	Theme article	Call for research
Bennison and Boutsouki (1995)	Greek independent retail shops and foreign competition	Theme article	Greek retailing in transition; call for research in Greece retail sector
D'Andrea et al. (2006)	Investigates the collective success of small retailers in Latin America	Consumer focus groups; observation; retailer depth interviews	Small retailers efficient; fit needs of emerging consumer class
Retailer growth Goldman (2000)	Investigation of supermarket penetration in the Chinese markets	Mixed-interviews at all levels of distribution; secondary data	Local not foreign supermarkets drive modernization; supply-side problems pose greatest barriers to penetration
Goldman and Hino (2005)	Food shopping tendencies of ethnic minorities to explain barriers to chain store growth	Hand delivered survey	Purchasing of perishable foods and distance main barriers to chain growth; both influenced by cultural and ethnic factors
Schmidt and Parker (2003)	Gender-based differences in entrepreneurial activities in the U.K.	Literature review	Six barriers to entry for females: structural, experiential, financial, interpersonal, attitudinal and lifestyle
Fiorito and Greenwood (1986)	Empirical test of growth and marketing stages in small apparel retailers	Mail survey	Number of salespeople and square feet of selling space increase over time
Shim et al. (2000)	Identification of performance indicators based on life cycle stage of minority businesses	Mail survey	Growth stages similar to majority-owners; positively related to firm performance
Davies and Itoh (2001)	Investigating the effects of legislation upon small retailer failure in Japan	Secondary data	Legislative change associated with decreases in outlets; compared to U.K. not as much decrease as expected
Coca-Stefaniak et al. (2005)	Multi-country comparison of the small retail sector	Case study with secondary data	Small retailers will benefit from transnational experience if future research is Euro-centric instead of country-centric

Overall, the research involving competitive advantage (based most often on Porter) was the most “interconnected” in the Strategy area. Few studies replicated or extended other small retailer literature. However, the fragmented and incomplete nature of strategy research seems to point out several possibilities for contribution. First, couponing (a promotion topic) has become a way of life for many manufacturers and retailers, large and small. Understanding the strategic use and importance of couponing is as important to small retailers as it is to large retailers (if not more so). Second, location is perhaps the single most important and expensive strategic decision. Small retailers do not have the deep pockets of the large retail chains such as Target or Rite-Aid, and a poor choice of location can mean disaster. Third, the advent of the Internet as a tool for information gathering, advertising, sourcing, and selling has made the topic of technology adoption timely for small firms. Finally, the use of theoretical bases for grounding the research has become more important than ever, and we will address this topic in detail after our basic review of the other streams of research.

### Stream #2: small retailer structure research

The literature listed in Table 3, can best be described as research whose goal is explaining why certain types of retailing organizations exist, or how they have evolved. This category label should not be confused with Chandler’s (1962) “organizational structure.” Here we found a number of sub-topics: (1) **strategic alliances**, which is based on the premise that economies of scale are an advantage available to small retailers through alliances; (2) **franchise versus “independent”** themes; (3) **retailer growth studies**, which are not numerous considering the amount of textbook space that has been devoted to the “wheel of retailing” and similar theories; (4) **large versus small retailers**, focusing on the disadvantages of size; and (5) **local retailing**, particularly their role in reviving/supporting the community (e.g., urban renewal).

There seems to be little theory-derived research (though much was theory-supported); little encompassing theory has been proposed, but there are many theme pieces and reviews of secondary data. There is a wealth of research opportunity. Little has been written about horizontal alliances (e.g., co-operatives). Additionally, several of the articles suggest a need for government help for “downtown” retailers: should this type of collaboration be seen as an alliance of sorts? Horizontal alliances mediated by local government or self-mediated versions of such alliances may be strategies to compete. Would such alliances require small, independent retailers to give up partial control of their business? If so, would this work well for a group of geographically proximate retailers? Agency theory may have relevance in gaining insight into horizontal alliances (e.g., when are small retailers willing to give up partial control in exchange for buying power). For example, during the 1950s–1980s, regional and national buying offices serviced small apparel retailers by providing horizontal buying power, but small retailers had to relinquish some buying authority to these buying offices. This and similar systems are not unprecedented, just little studied.

Table 4  
Channels

Authors	Focus (subject)	Theory/framework	Methods	Analysis	Key findings
<b>Retail buyer behavior</b>					
Dibb (1992)	Segmenting of UK auto parts aftermarket	Segmentation	Phone survey	Cluster analysis	Seven segments found; no significant difference between segments
Yu et al. (1996)	Small retailers and apparel trade shows	Multiplicative interaction model	Mail survey	Regression	Number of product lines available and store size predict choice of trade shows
Arbuthnot et al. (1993)	Small store vs. large store apparel buyer behavior	Vendor patronage model	Mail survey	<i>t</i> -Tests	Small retail buyers focus on product function, vendor relations and consumers
Ping (1997)	Voice (complaining) in B2B relationships	Relationship marketing	Mail survey	SEM	Retailer cost of exit increases as voice increases; number of employees increases voice; satisfaction increases voice
Ping (1999)	Causes of exiting of channel relationships	Relationship marketing	Mail survey	SEM	When relationship problems exist, decrease in voice increases neglect more than exit propensity
Pilling and Eroglu (1994)	The impact of salesperson's ability-related characteristics on successful sales interactions with apparel buyers	Problem-based	Mail survey	ANOVA	Salesperson empathy and professionalism important; interaction of both also significant
<b>Retailer/supplier relations</b>					
Collins-Dodd and Louviere (1999)	The effects of brand equity on retail buyers' acceptance of brand extensions	Problem-based	Mail survey	Logistic regression	Brands increase probability of listing the extension; buyer' sensitivity to marketing mix elements not influenced by brand
Shaw and Gibbs (1999)	Retailer–supplier relationships, channel choice, interaction and switching attempts	Relationship marketing	Mail survey	Correlation	Differences in retailer behavior explained by initial choice of supplier
Ketilson (1991)	The use of legitimate power between retailer and wholesaler in a co-op retail system	Power and dependence	Mail survey	Correlation	Countervailing power leads to conflict resolution
Rawwas et al. (1997)	Managing conflict in the distribution channel	Power and dependence	Mail survey	SEM	Retailers perceive wholesaler's expert power can manage conflict, but use of power intensifies conflict
Lohtia et al. (2004)	The development of efficient consumer response (ECR) in the Japanese supply chain	Problem-based	Mail survey	Descriptive statistics	The Japanese business environment is open to large scale implementation of ECR
Chatterjee et al. (1995)	Retailers' intentions to increase purchase patterns due to sourcing concerns	Problem-based	Personal interview with questionnaire	Regression	Unbalanced sourcing more likely to shift toward balancing; balanced are likely to remain; balanced sourcing favored over concentrated
Shoostari et al. (1988)	Buyer/supplier relationships within retail trade associations	Power and dependence	Mail survey	Regression	Membership perceived as modest source of power; homogeneity is related to members perception of power
Parker et al. (2006)	Motives for direct vs. indirect relationships with suppliers	Problem-based	Depth interviews	Qualitative	Buyers and suppliers both seek to reduce risk through direct relationships



### Stream #3: channels research

Channel research has been relatively neglected in the small retailing area. However, we did find two channel sub-topics: **buyer behavior** and **retailer–supplier relationships** (see Table 4). The former includes buyer patronage issues. The second sub-topic includes the power, dependence and conflict issues arising from the difference in size between most small retailers and their suppliers (e.g., choosing a balanced or concentrated sourcing strategy).

More research is warranted in the study of dependence, the accompanying constructs of power and coercion, and the effects on small retailer performance. Channel structure and behavior of *large* companies have been well researched in many different academic disciplines; for example, size and power differentials and dependence have been the focus of countless marketing and management research studies. Relationship marketing that involves channels is also ripe for investigation in the small retailer area. Some of the work that fell into the *structure* category (previously discussed) could also include dependence and relationship topics. For example, the use of strategic alliances to ameliorate power and dependence issues between large suppliers and small retailers has rich research potential. This is a key linkage area in the research that should be explored in the future.

### Stream #4: store patronage research

Intuitively, why customers patronize small stores is important to academics and practitioners alike. Several articles were found on patronage (Table 5), some of them clustering in two sub-topics: **outshopping** and **consumption patterns**, as well as a miscellaneous group. Outshopping research often involved community involvement or attachment and its effect on consumers' likelihood to outshop (i.e., shop in neighboring communities). Consumption pattern studies investigated how and where consumers shop, using small retailers as the focal point. As was the case with the previous streams discussed, little theoretically derived research underpinned store patronage.

Perhaps nothing is more central to small retailer survival than understanding why the core market (local consumers) *do* or *do not* shop locally. However, little in the way of store patronage from the standpoint of local communities seems to have been investigated. Specifically, in an increasingly heterogeneous world, understanding the effects of community involvement and attachment could lead to considerable strategic advantages for small retailers. Additionally, an interesting but small body of research is emerging on ethnic minority retailers. This research can provide insight for larger companies into the needs and wants of minority shoppers, as well as serve as exploratory or testing grounds for cross-cultural studies in other countries. For example, further research into the Bodega's of Kaufman and Hernandez's (1991) study might provide valuable insight to retailers who desire to move to Latin America.

### Stream #5: small retail labor research

Labor issues have received fairly steady attention over the past 20 years. Though a greater percentage of the studies in this category utilized a formal theory (5 out of 11), it was perhaps the most fragmented in terms of sub-categories. There were four sub-groups: (1) **turnover** and (2) **satisfaction** among employees; (3) **service** (especially its relation to performance); (4) **productivity** and a miscellaneous category (Table 6).

In view of the significant role which labor plays in retailing, it is striking that there have not been more studies in this area. Researchers may be assuming first that small retailers tend to be “Mom and pop”, with few employees outside the family. Second, if labor-oriented constructs are no different for large versus small stores, small retailer research may be unnecessary. Lastly, considering the failure rates, researchers may have less desire to investigate labor issues in small retailing. Yet it is not clear that labor issues in small stores are the same as those in large stores; similarities and differences are testable and should be addressed empirically. Also, the concept of work-home role conflict seems to be an area ripe for research.

### “Stream” #6: miscellaneous topics

The remaining articles could not be categorized into the previous five groups (Table 7). They are either exploratory or applied in nature and have little theoretical grounding. The one research topic particularly deserving of further attention is Peterson's (2001) exploratory study of knowledge of federal laws. Businesses are faced with rules, regulations and laws of Byzantine proportions including tax rules (business and employment), employment rules (e.g., OSHA), zoning rules, and many others. They must comply not only with federal rules, but state/local laws as well; and noncompliance can bring disaster for small firms. The potential effects on small firms of knowledge acquisition (of laws), cost of compliance, and business growth/failure are all areas that should appeal to researchers of small retailers.

### Overall conclusions and research directions

Four overall conclusions (i.e., conclusions that apply regardless of particular stream) can be drawn from our review. *First, the literature on small retailers appears disparate, but it can be categorized into five distinct streams.* Such categorization is a first step towards positioning research with related research, so that bodies of knowledge can be constructed. If a research article appears unrelated or only vaguely related to sets of other research articles, then the continuity necessary for building knowledge capital about small retailers is missing. Once bodies of related research articles exist, formal meta-analyses may become warranted. Meta-analysis calls for a well-defined topic, numerous empirical studies, and common constructs across studies. However, we found divergent foci and that large numbers of articles were non-empirical in nature or reported descriptive statistics only (i.e., *no p, d, r, f, or t* statistics). Furthermore, the only meta-construct examined with some frequency was “performance”,

Table 5  
Store patronage

Authors	Focus (subject)	Theory/framework	Methods	Analysis	Key findings
<b>Outshopping</b>					
Choe et al. (1997)	Community outshopping behavior	Problem-based	Phone survey	<i>t</i> -Tests	Negative attitudes toward community and merchants leads to significant increase in outshopping behavior
Miller and Kean (1997)	Comparison of factors which explain outshopping and inshopping	Market exchange	Mail survey	Regression	Three lifestyle variables predicted inshopping; indirect link between reciprocity and inshopping
Miller and Kim (1999)	Community attachment and “older” consumers	Social embeddedness	Mail survey	Cluster analysis	Consumer/retailer exchange activities embedded in social structure; higher levels of attachment increase inshopping
LaForge et al. (1984)	Promotional strategies to prevent outshopping	Problem-based	Phone survey	Descriptive statistics	Outshopping caused by low quality and limited selection
Landry et al. (2005)	The patronage effects of community embeddedness upon a small retailer	Social embeddedness	Mail survey	Multiple regression	Retailers’ utilitarian value positively related to embeddedness; significant value derived from community interaction
<b>Consumption patterns</b>					
Jamal (2003)	The role played by ethnic minority small retailers in consumption and ethnic identity	Problem-based	Ethnography	Qualitative	Ethnic retailers are cultural intermediaries
Meuller and Broderick (1995)	Food retailing and consumer shopping behavior in Eastern Europe	Problem-based	Mail survey	Descriptive statistics	Bulgarians and Czechs favor private shops; Hungarians state owned, on most attributes
Kaufman and Hernandez (1991)	Small store patronage; The “Bodega” in U.S. Puerto Rican communities	Problem-based	Personal interviews; structured guide	Descriptive statistics	Bodega helps to maintain Latin culture
Fullerton (2005)	The relationship between service quality and customer loyalty	Problem-based	Mail survey	SEM	Affective (positively) and continuance (negatively) commitment mediate service quality and loyalty
Sinha and Uniyal (2005)	Developing small retail shopper segments in India	Problem-based	Observation	Descriptive statistics	Segments differ based on product type and store format
Hansen (2003)	Comparison of perceived store choice factors for consumers and store managers	Problem-based	Mail survey	Regression	Consumers and managers are similar in what are important choice factors
Farhangmehr et al. (2000)	Hypermarket growth and effects upon small retailers and consumers’ perceptions	Problem-based	Personal interviews; mail survey	Descriptive statistics	Consumers have a less favorable opinion of small retailers than do small retailers’ of themselves
Wilson and Woodside (1991)	Explores store choice and shopping behavior for women’s clothing stores	Problem-based	Mail survey	Descriptive statistics	Customers do not exhibit total loyalty; increasing number of customers rather than frequency of shopping trips is suggested
<b>Miscellaneous</b>					
Burns (1992)	Image transference of mall anchors to small retailers	Problem-based	Experiment; structured survey	ANOVA; MANOVA	Image of unknown retailers perceived as “better”; intention to shop greater, next to department store than discounter
Lumpkin and Hite (1988)	Investigates products and services offered; how those match needs of elderly	Attribution	Mail survey	Discriminant analysis	Retailers emphasize profit-related factors; elderly seek convenience and product-related factors
Bloemer et al. (2003)	Effects of consumers’ need for social affiliation and relationship proneness upon behavioral intentions	Social affiliation model	Mail survey	SEM	Need for social affiliation predicts word-of-mouth and price sensitivity; relationship proneness affects price sensitivity via commitment
Smith and Sparks (2000)	What are the different roles which small retailers play in communities, from suburban to isolated rural areas	Problem-based	Personal interview with questionnaire	Descriptive statistics	Functions of small retailers seen as similar by retailer and consumer; consumers satisfied with rural retailers
Worthington (1998)	Use of loyalty cards to revitalize a town center	Problem-based	Mail survey	Descriptive statistics	Loyalty cards tend to be low-tech; enhance business in general

Table 6  
Labor

Authors	Focus (subject)	Theory/framework	Methods	Analysis	Key findings
<b>Turnover and satisfaction</b>					
DeConinck and Bachmann (2005)	Investigates the role of organizational justice in the turnover process for buyers	Organizational justice	Mail survey	SEM	Perceived fairness in rewards allocated, method of allocation leads to lower turnover
Pettijohn et al. (2000)	Salespersons perceptions of the appropriateness of performance appraisal criteria	Problem-based	Hand delivered survey	Correlation	When salesperson perception of evaluation criteria positive, impact is positive
Bent and Freathy (1997)	Intrinsic and extrinsic factors of employee satisfaction and motivation	Motivational sequence	Personal interview with questionnaire	ANOVA	Positive factors: customer interaction, level of responsibility and colleagues; Negative: rude customers, unappreciative employers
Brashear et al. (2003)	Retail sales management theory to predict turnover in a transitional economy	Problem-based	Hand delivered survey	SEM	Findings similar to Western retailers; commitment negatively related to turnover intention
Anderson (1984)	The effects of job type on performance and satisfaction	Work adjustment	Mail survey	Correlation	Job satisfaction positively correlated with all job dimensions; performance correlated with autonomy and feedback
<b>Service</b>					
de Ruyter and Wetzels (1997)	Compares the perceived retail service quality of one large and one small retailer, over time	Problem-based	Mail survey	Regression	At the episode level, management controllable performance relates strongest to service quality; at relationship level it is personnel controllables
Reisinger and Waryszak (1994)	Service quality in Australian tourist shops	Problem-based	Personal interview with questionnaire	<i>t</i> -Tests	All variables for service had significant decreases after service performed
<b>Productivity</b>					
Good 1984	Store level productivity in independent and chain grocers	Problem-based	Personal interviews; structured	Regression	Productivity differences explained by economies of scale, sales per square foot
Thurick and Van Der Hurst (1984)	Labor demand and fluctuation effects on productivity in independent retailers	Problem-based	Secondary data	Regression	Counter service had a positive effect on part-time labor productivity

but measures of it differed greatly (sales, profit, turnover, etc.) and the foci were also divergent.

We were able to identify some connections or links between articles across research streams. The importance of Strategy is evidenced by the numbers of links with other streams and sub-topics within streams. Papers utilizing theories of competitive advantage had links with the sub-topic of large versus small retailers within structure (e.g., Barber and Tietje 2004; Baron et al. 2001; Litz and Stewart 2000) and local retailing (e.g., Kean et al. 1998). Location strategy and retailer growth were linked via social capital theory (Kalnins and Chung 2006). Strategic alliances form a natural link between structure and strategy (e.g., LeBlanc and Nguyen 2001; Masurel and Janszen 1998; Reijnders and Verhallen 1996). Social theories (e.g., social capital; conflict) link patronage and structure (Landry et al. 2005; Miller and Kim 1999) as well as structure and strategy (Stoel and Sternquist 2004). Table 8 contains the most frequently utilized theories; other than the four listed, none appear more than once in the literature.

Previously, within each category's description, we offered some suggestions for missed research opportunities in the extant

literature. In particular there has been little linkage between Channels, Structure and overall Strategy. Small retailers face daunting competition from large retailers and chains, and strategies to compete have been studied (e.g., McGee and Peterson 2000). But by connecting all three, the effects of strategic alliances (encompassing both strategy and structure) on both buyer behavior and the relationships between (allied) retailers and suppliers could be investigated. Similarly, by studying local retailing's (Structure) connection with local consumer patronage (Patronage), from a resource-based view (Strategy), researchers could begin to uncover the most important resources a small retailer might possess.

The framework of this study was positivistic in nature, whereby we have described the state of the small retailing literature. For future research directions we take a normative approach and propose the emergent theoretical macrostructure in Fig. 1. It supersedes our analysis of the current literature to portray future directions for connectivity. For instance, we separated overall strategy from strategic implementation from structural issues. All three impact buyer behavior (and each other), and we divided buyer behavior into B2B upstream behavior ver-

Table 7  
Miscellaneous

Authors	Focus (subject)	Theory/framework	Methods	Analysis	Key findings
Stoner et al. (1990)	Female small business owners and role conflict	Role conflict	Mail survey	Regression	Work/home conflict not related to time worked or family structure; increases with lower self-esteem
Hawes et al. (1993)	Consumers' ratings of salesperson attributes in durable goods purchases	Problem-based	Personal interview with questionnaire	Descriptive statistics	Seven factors for salesperson attributes: #1 is trustworthiness, #2 quick service, #7 friendly relationship
Peterson (2001)	Small firm owner's knowledge of federal laws	Problem-based	Mail survey	Tukey <i>K</i> test	Retail more knowledgeable than service firms
McGrath (1987)	A consumer's process of gift selection	Methods-based	Ethnography	Qualitative	Offers insight into development, growth and sophistication of novice entrepreneurs
Jones (1993)	Betting shops in the UK	Problem-based	Case study		Betting shops are less "dingy" than 30 years ago
Parker et al. (2003)	Local retail clubs as informal training facilities for small retailers	Problem-based	Theme article		Program success depends on: build locally and slowly; sustained by members
Lin et al. (1994)	Shoplifting in clothing stores	Problem-based	Mail survey	Descriptive statistics	Majority use middle-of-store registers; customers do not mind deterrent devices on clothes
Thomas and Thomas (1992)	Effects of computer usage on the opportunity steal from direct deliveries	Problem-based	Personal interviews; structured guide	Qualitative	Six ways delivery drivers steal
Skinner (1992)	Gender differences in characteristics of independent apparel retailers	Problem-based	Mail survey	Cross tabs	Family issues and lack of capital hinder success of female retailers

sus B2C downstream behavior. There is a difference between overall strategy and implementation, where labor issues and technology adoption are really more tactical issues and should be studied from this angle. Competitive strategy and strategic planning are obvious components of overall strategy research. The topics of promotion, pricing and store location (place) are each aggregated into marketing strategy, and are part of a small retailer's overall strategy. The two categories of channels and store patronage have been combined as buyer behavior, with the topics of retailer/supplier relations and retail buyer behavior falling under B2B, where research involves issues "upstream" in the distribution channel. Outshopping and consumer patronage are both research issues involving B2C or "downstream" channel research. Future research could concentrate on relationships within a category or between categories. As Fig. 1 shows, one key is focusing on buyer behavior, including both B2C and B2B, because the survival of small retailers centers on their ability to attract and keep customers, and to do so profitably. Therefore empirical research which considers how different exogenous variables impact buyer behavior will go a long way towards

uncovering what most influences small retailer performance and survival. Another example is: how are alliances between small retailers similar to franchising? This would be an illustration of problem-based research (Brown and Dant 2006), and the use of alliances in an overall competitive strategy would be an example of between-category research. Using Agency Theory as a theoretical frame for studying that relationship would exemplify theory-based research (Brown and Dant 2006).

*Second, researchers should generalize results from studies of large firms to small firms with caution.* In fact, comparative studies have shown that small firms act differently from large firms in terms of strategy (Bode et al. 1986; Fam and Merrilees 1998); structure (Alon 2001; Knight 1984); channels (Arbutnot et al. 1993) and productivity (Good 1984; Thurick and Van Der Hurst 1984). Similarly, *generalizations across cultures/countries should proceed cautiously.*

Having warned against unwarranted generalization, we also see potential in researchers considering the small-store-as-incubator when creating or refining scales, methods, or theoretical models. The cost of conducting research (especially

Table 8  
Theory-based research by category: most frequently occurring theories

Theory	Strategy (%)	Structure (%)	Channels (%)	Patronage (%)	Labor (%)	Misc.	Totals (%)
Competitive advantage (porter, RBV, etc.)	12/71	2/23	0	0	0	0	14/35
Social theories (conflict, embeddedness, capital, etc.)	2/11	3/33	0	4/80	2/100	0	11/28
Economic theories (TCA, utility, life cycle, etc.)	3/18	4/44	0	1/10	0	0	8/20
Relationship marketing (power/dependence, etc.)	0	0	7/100	0	0	0	7/17
Totals	17/100	9/100	7/100	5/100	2/100	0	40/100

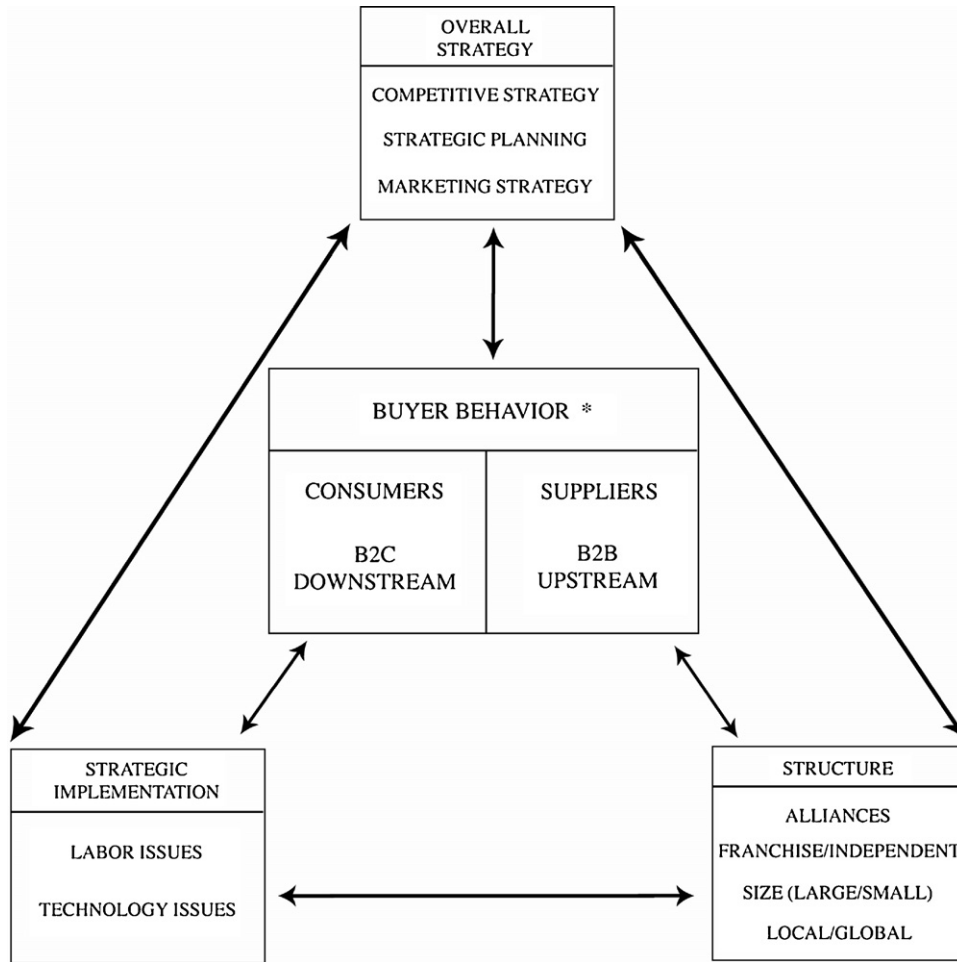


Fig. 1. Emergent theoretical macrostructure. \*Includes Patronage and Channels from current review.

international research) is increasing, while funding is shrinking. Also, anecdotal evidence points to difficulties in gaining access at large retail companies for the purposes of focus group work, pre-testing of instruments, and empirical research in general. Small store retailers may be more accessible, and although perhaps less “glamorous” than conducting research with Macy’s or Gap executives, the ability to actually obtain quality data is important. Additionally, operationalizing constructs and measurements prior to spending thousands of dollars abroad may be advisable. Enclaves of ethnic groups exist throughout the U.S. (e.g., Chinese, Korean, Mexican-Americans) and many small retailers serve them. Although these people may not be identical to people residing in the country of origin, they may be sufficient approximations for the purpose of exploratory research.

Third and fourth, there is a lack of theoretical, construct measurement and statistical analysis sophistication in the area of small retailer research. The overall level of rigor of the studies across journals or across research streams can be seen from Tables 8–10. Of the 134 studies reviewed here, only 34% used theoretically derived constructs and hypotheses. The general lack of rigor is exhibited in (a) the number of studies that stated and tested hypotheses (46%) and (b) the number which, if measurement scales were used, reported the reliabilities (50%), or

34% of all articles reviewed. Just over 40% of the studies were theme, essay, case studies or descriptive in nature.

Overall, this body of research is characterized by lack of theory and poor construct conceptualization (both are discussed in detail below), which then makes sophisticated statistical analysis unlikely. Since sound measurement flows from theoretically specified constructs, there are numerous measurement problems. MacKenzie (2003) argues that developing theory is impossible without well-developed constructs, as they are the building blocks of theory. This is echoed by Summers (2001). Yet Varadarajan (1996, p. 4) states that specific constructs “must be grounded in theoretical reasons. . .” and according to Hunt (1991), theoretical and empirical sophistication should evolve together. Thus it is difficult to place construct conceptualization and measurement before theory building, or vice versa; we discuss theory first.

#### Theory building

As noted previously, a relatively small amount of small retailer research is grounded in a sound theoretical framework, but this may merely reflect the dearth of theory-building research in marketing (Summers 2001) and retailing in general. But why



Table 9  
Methodological rigor—number and % of articles published per journal

Journal	Theory (%)	Hypotheses (%)	Reliability <sup>a</sup> (%)	Descriptive (%)	Differences (%)	Causal <sup>b</sup> (%)	Totals
JSBM	17/41	21/51	14/34	16/39	10/24	15/37	41
IJRDM	4/13	6/20	3/10	24/80	3/10	3/10	30
JR	8/47	12/71	9/53	2/12	1/6	14/82	17
JRCS	5/31	8/50	9/56	5/31	4/25	7/44	16
IRRCS	2/18	2/18	1/9	5/45	6/54	0	11
JBR	4/57	5/71	5/71	1/14	1/14	5/71	7
JBV	3/75	3/75	2/50	0	2/50	2/50	4
JPSSM	0	2/67	2/67	2/67	1/33	0	3
MS	2/100	2/100	0	0	0	2/100	2
JAR	0	1/100	0	0	1/100	0	1
JAMS	0	0	0	1/100	0	0	1
MktS	0	0	0	0	0	1/100	1
Totals	45/34	62/46	45/34	56/42	29/27	49/37	134

Theory = study was theoretically derived; hypotheses = study conducted hypothesis tests; reliability = if scales used, alphas were reported; descriptive = studies used percentages, counts or were qualitative in nature; differences = conducted tests of significance (i.e., *t*-tests, ANOVA, correlation, etc.) or higher level analyses (e.g., EFA, CFA, cluster analysis); causal = study utilized techniques to examine causation (e.g., regression, SEM, etc.).

<sup>a</sup> Includes studies that did not use scales (e.g., sales data, census data, etc.), which totaled 43, or 32% of the sample.

<sup>b</sup> Descriptive, differences and causal columns mutually exclusive; Theory, Hypotheses and Reliability are not.

is theory so important? Hunt (1991) likens theory to a “net” that allows work with new ideas, but providing the safety of sound philosophical logic. The main role of theory is to increase understanding through a systemized structure capable of both explaining and predicting phenomena. That “structure” also guides construct development. Of course, the theory that guides construct conceptualization and hypothesis development should be clearly presented and articulated in the article (Varadarajan 1996): it should not be left to the reader to decode.

Theory can emerge from qualitative research. Summers (2001) blames the lack of theory development in marketing in part on a dearth of qualitative research. While many small retailer studies have been case studies, or otherwise qualitative in nature, their impact would be greatly enhanced if theoretical propositions were suggested as the culmination of such research. Opportunities for theory building from qualitative research often seem to be ignored or missed. Borrowed theory is another avenue for increased theoretical sophistication (Summers 2001; Varadarajan 1996). Yet even the “borrowing” of theory is seldom employed *systematically* by researchers in the small retailing area; that is, it is difficult to identify a systematically constructed stream of small retailer research with a borrowed theory as its foundation. An additional problem is evident: when small retailer researchers do borrow, they are often

behind the curve of the field from which they borrowed. For example, a frequently borrowed theory is Porter’s (1980)—it was the stated basis for seven separate studies in our review. The field from which this framework came (management) has long since moved towards the resource-based view (RBV) of the firm (Barney 1991; Barney et al. 2001; Wernerfelt 1984). Some suggestions for theoretical application in the small retailing arena include transaction cost analysis (TCA), RBV, market orientation, agency theory and social capital theory. This is of course not an exhaustive list, and a few of these theories (e.g., TCA, RBV, and social capital theory) have already been used in the research reviewed here (albeit, not in a systematically constructed stream).

#### Construct conceptualization and measurement

As previously noted, Varadarajan (1996) suggests that constructs flow from theory, while others say that constructs are the building blocks of theory (MacKenzie 2003; Summers 2001). Regardless, solid constructs are the foundation of measurement. MacKenzie (2003) notes three serious problems caused by poorly defined or conceptualized constructs: (1) construct validity is compromised; (2) poor reliability and validity, causing poor model fit (see Bollen and Lennox 1991); and (3) under-

Table 10  
Analytical rigor by category

Analysis	Strategy (%)	Structure (%)	Channels (%)	Patronage (%)	Labor (%)	Miscellaneous (%)	Totals (%)
Descriptive	16/33	18/51	3/21	9/50	3/27	7/100	56/42
Differences	12/24	7/20	5/36	4/22	2/18	0	30/22
Causal	21/43	10/29	6/43	5/28	6/55	0	48/36
Totals	49/100	35/100	14/100	18/100	11/100	7/100	134/100

Descriptive = studies used percentages, counts or were qualitative in nature; differences = study conducted tests of significance (i.e., *t*-tests, ANOVA, correlation, etc.) or higher level analyses (e.g., EFA, CFA, cluster analysis); causal = study utilized techniques to examine causation (e.g., regression, SEM, etc.).

mined hypothesis testing causing difficulty in distinguishing substantive conclusions from results due in part or whole to measurement confounding. Constructs should *first* make sense (i.e., have face validity) and *second* be defined so that both intended meaning and operationalizations are clear (Varadarajan 1996). Absent theory, the researcher should present a logical explanation for why that construct might help explain the research question (Varadarajan 1996). MacKenzie (2003) suggests all key aspects of a construct should be reflected in the measures; items not part of the conceptual domain should be excluded; and items should be properly worded and not ambiguous.

Unfortunately, our review of small retailer research shows little focus on any of these criteria for construct development and validation. There are some exceptions (e.g., Fiorito and Greenwood 1986; Miller and Kim 1999; Ping 1997), but fewer than 50% of the empirical articles reviewed here noted the scale alphas (for reliability) and discussed issues of construct validity (internal or external). Churchill (2001) describes the research process as a step-by-step process, but researchers investigating small retailers seem to be skipping steps in the process. In order for the field to progress, it is necessary for authors to thoroughly discuss these issues to allow replication and extension of published studies. If constructs and measures are sound, then theoretical links can be proposed and tested with confidence.

### Acknowledgements

The authors wish to thank the *Journal of Retailing* Co-Editors and the anonymous JR reviewers for their valuable suggestions and insights during the review process.

### References

- Ailawadi, K.L. and K.L. Keller (2004). "Understanding Retail Branding: Conceptual Insights and Research Priorities," *Journal of Retailing*, 80 (4) 331–342.
- Alexander, A., J. Benson and G. Shaw (1999). "Action and Reaction: Competition and the Multiple Retailer in 1930's Britain," *International Review of Retail, Distribution & Consumer Research*, 9 (3) 245–259.
- Allaway, A.J., B. Mason and T.D. Moone (1988). "A PC-Based Approach to Promotion Mix: Analysis Planning for Small Retail Firms," *Journal of Small Business Management*, 26 (3) 14–21.
- Alon, I. (2001). "The Use of Franchising by U.S.-Based Retailers," *Journal of Small Business Management*, 39 (2) 111–122.
- Anderson, C.H. (1984). "Job Design: Employee Satisfaction and Performance in Retail Stores," *Journal of Small Business Management*, 22 (4) 9–16.
- Arbuthnot, J.J., M. Slama and G. Sisler (1993). "Selection Criteria and Information Sources in the Purchase Decisions of Apparel Buyers of Small Retailing Firms," *Journal of Small Business Management*, 31 (2) 12–23.
- Barber, C.S. and B.C. Tietje (2004). "A Distribution Services Approach for Developing Effective Competitive Strategies Against "Big Box" Retailers," *Journal of Retailing and Consumer Services*, 11 95–107.
- Barnes, M.G. and J. Chopoorian (1987). "Small Retailers and Sunday Sales," *Journal of Small Business Management*, 25 (2) 40–46.
- Barney, J.B. (1991). "Firm Resources and Sustained Competitive Advantage," *Journal of Management*, 17 (1) 99–120.
- Barney, J.B., M. Wright and D.J. Ketchen (2001). "The Resource-Based View of the Firm: Ten Years After 1991," *Journal of Management*, 27 (6) 625–641.
- Baron, S., K. Harris, D. Leaver and B.M. Oldfield (2001). "Beyond Convenience: The Future for Independent Food and Grocery Retailers in the UK," *International Review of Retail, Distribution and Consumer Research*, 11 (4) 395–414.
- Bates, T. (1995). "Analysis of Survival Rates Among Franchise and Industry Small Business Startups," *Journal of Small Business Management*, 33 (2) 26–36.
- Bennison, D. and C. Boutsouki (1995). "Greek Retailing in Transition," *International Journal of Retail and Distribution Management*, 23 (1) 24–31.
- Bent, R. and Freathy S.P. (1997). "Motivating the Employee in the Independent Retail Sector," *Journal of Retailing and Consumer Services*, 4 (3) 201–208.
- Bhaskaran, S. (2006). "Incremental Innovation and Business Performance: Small and Medium-Size Food Enterprises in a Concentrated Industry Environment," *Journal of Small Business Management*, 44 (1) 64–80.
- Bitner, L.N. and J.D. Powell (1987). "Expansion Planning for Small Retail Firms," *Journal of Small Business Management*, 25 (2) 47–54.
- Bloemer, J., G. Odekerken-Schroder and L. Kestens (2003). "The Impact of Need for Social Affiliation and Consumer Relationship Proneness on Behavioural Intentions: An Empirical Study in a Hairdresser's Context," *Journal of Retailing and Consumer Services*, 10 231–240.
- Bode, B., J. Koerts and A. Roy Thurick (1986). "Research Note: On Store Keeper's Pricing Behavior," *Journal of Retailing*, 62 (1) 98–110.
- Bollen, K. and R. Lennox (1991). "Conventional Wisdom on Measurement: A Structural Equation Perspective," *Psychological Bulletin*, 110 (2) 305–314.
- Brashear, T.G., E. Lepkowska-White and C. Chelariu (2003). "An Empirical Test of Antecedents and Consequences of Salesperson Job Satisfaction Among Polish Retail Salespeople," *Journal of Business Research*, 56 971–978.
- Bronson, J.W. and S.P. Morgan (1998). "The Role of Scale in Franchise Success: Evidence From the Travel Industry," *Journal of Small Business Management*, 26 (4) 33–42.
- Brown, J.R. and R.P. Dant (2006). "On Assuming the Helm of the Journal of Retailing," *Journal of Retailing*, 82 (4) 273–275.
- Brush, C.G. and R. Chaganti (1998). "Businesses Without glamour? An Analysis of Resources on Performance by Size and Age in Small Service and Retail Firms," *Journal of Business Venturing*, 14 233–257.
- Burns, D.J. (1992). "Image Transference and Retail Site Selection," *International Journal of Retail and Distribution Management*, 20 (5) 38–43.
- Carter, N.M., M. Williams and P.D. Reynolds (1997). "Discontinuance Among New Firms in Retail: The Influence of Initial Resources, Strategy and Gender," *Journal of Business Venturing*, 12 125–145.
- Chandler, A.D. (1962). *Strategy and Structure*, Cambridge, MA: MIT Press.
- Chapman, R.G. (1986). "Assessing the Profitability of Retailer Couponing With a Low-Cost Field Equipment," *Journal of Retailing*, 62 (1) 19–41.
- Chatterjee, S.C., S. Hyronen and E. Anderson (1995). "Concentrated vs. Balanced Sourcing: An Examination of Retailer Purchasing Decisions in Closed Markets," *Journal of Retailing*, 71 (1) 23–46.
- Chen, K.-J. (1997). "The Sari-Sari Store: Informal Retailing in the Philippines," *Journal of Small Business Management*, 35 (4) 88–91.
- Choe, S., Pitman S.G. and F. Collins (1997). "Proactive Retail Strategies Based on Consumer Attitudes Towards the Community," *International Journal of Retail and Distribution Management*, 25 (1) 365–377.
- Churchill, G.A. (2001). *Marketing Research: Methodological Foundations*, seventh ed. Mason, OH: South-Western.
- Coca-Stefaniak, A., A.G. Hallsworth, C. Parker, S. Bainbridge and R. Yuste (2005). "Decline in British Small Shop Independent Retail Sector: Exploring European Parallels," *Journal of Retailing and Consumer Services*, 12 357–371.
- Collins-Dodd, C. and J.J. Louviere (1999). "Brand Equity and Retailer Acceptance of Brand Extensions," *Journal of Retailing and Consumer Services*, 6 1–13.
- Conant, J.S. and C. White (1999). "Marketing Program Planning, Process Benefits and Store Performance: An Initial Study Among Small Retail Firms," *Journal of Retailing*, 75 (4) 525–541.
- Conant, J.S., D.T. Smart and R. Solano-Mendez (1993). "Generic Retailing Type Distinctive Marketing Competencies and Competitive Advantage," *Journal of Retailing*, 69 (3) 254–279.
- D'Andrea, G., B. Lopez-Aleman and A. Stengel (2006). "Why Small Retailers Endure in Latin America," *International Journal of Retail and Distribution Management*, 34 (9) 661–673.

- Davies, G. and H. Itoh (2001). "Legislation and Retail Structure: The Japanese Example," *The International Review of Retail, Distribution and Consumer Research*, 11 (1) 83–95.
- de Ruyter, K. and M. Wetzels (1997). "On the Perceived Dynamics of Retail Service Quality," *Journal of Retailing and Consumer Services*, 4 (2) 83–88.
- DeConinck, J. and D. Bachmann (2005). "An Analysis of Turnover among Retail Buyers," *Journal of Business Research*, 58 874–882.
- Defee, C.C. and T.P. Stank (2005). "Applying the Strategy–Structure–Performance Paradigm to the Supply Chain Environment," *The International Journal of Logistics Management*, 16 (1) 28–50.
- Dibb, S. (1992). "Satisfying Installer Needs in the UK Car Parts Market," *International Journal of Retail and Distribution Management*, 20 (3) 20–26.
- Doucette, W.R. (1997). "Influences on Member Commitment to Group Purchasing Organizations," *Journal of Business Research*, 40 183–189.
- Ebben, J. and A. Johnson (2006). "Bootstrapping in Small Firms: An Empirical Analysis of Change Over Time," *Journal of Business Venturing*, 21 851–865.
- Ellis, B. and S.W. Kelley (1992). "Competitive Advantage in Retailing," *International Review of Retail, Distribution and Consumer Research*, 2 (4) 381–397.
- Fam, K.S. and B. Merrilees (1998). "Exploring the Relevance of Strategic Promotion Management Approach among Small Industry Retailers," *International Journal of Retail and Distribution Management*, 26 (9) 354–361.
- Farhangmehr, M., S. Marques and J. Silva (2000). "Consumer and Retailer Perceptions of Hypermarkets and Traditional Retail Stores in Portugal," *Journal of Retailing and Consumer Services*, 7 197–206.
- Findlay, A. and L. Sparks (2002). "European Retail Journals: A Bibliometric Analysis," *International Journal of Retail and Distribution Management*, 30 (8) 373–382.
- Fiorito, S.S. and K.M. Greenwood (1986). "Growth Stages of Small Apparel Retail Firms," *Journal of Small Business Management*, 24 (3) 44–53.
- Foscht, T., B. Swoboda and D. Morschett (2006). "Electronic Commerce-Based Internationalisation of Small, Niche-Oriented Retailing Companies," *International Journal of Retail and Distribution Management*, 34 (7) 556–572.
- Fullerton, G. (2005). "The Service Quality-Loyalty Relationship in Retail Services: Does Commitment Matter?," *Journal of Retailing and Consumer Services*, 12 99–111.
- Gaskill, L.R., H.E. Van Auken and R.A. Manning (1993). "A Factor Analytic Study of the Perceived Causes of Small Business Failure," *Journal of Small Business Management*, 31 (4) 18–30.
- Goldman, A. (2000). "Supermarkets in China: The Case of Shanghai," *The International Review of Retail, Distribution and Consumer Research*, 10 (1) 1–21.
- Goldman, A. and H. Hino (2005). "Supermarkets vs. Traditional Retail Stores: Diagnosing the Barriers to Supermarket's Market Share Growth in an Ethnic Minority Community," *Journal of Retailing and Consumer Services*, 12 273–284.
- Good, W.S. (1984). "Productivity in the Retail Grocery trade," *Journal of Retailing*, 60 (3) 81–97.
- Grewal, Dhruv and Michael Levy (2006). "Why Publish in JR?" in *Proceedings of the 2006 AMA/Sheth Foundation Doctoral Consortium*, College Park, MD (July).
- Griffith, D.A., S.M. Noble and Q. Chen (2006). "The Performance Implications of Entrepreneurial Proclivity: A Dynamic Capabilities Approach," *Journal of Retailing*, 82 (1) 51–62.
- Groebner, D.F. and C.M. Merz (1990). "Solving the Inventory Problem for the Sale of Seasonal Merchandise," *Journal of Small Business Management*, 28 (3) 19–26.
- Guy, C. (2004). "Neighbourhood Retailing and Food Poverty: A Case Study in Cardiff," *International Journal of Retail and Distribution Management*, 32 (12) 577–581.
- Guy, C. and M. Duckett (2003). "Small Retailers in an Inner City Community: A Case Study of Adamsdown, Cardiff," *International Journal of Retail and Distribution Management*, 31 (8) 401–408.
- Hand, H., W.P. Sineath III and W.E. Howle (1987). "Small Business Concepts and Their Relationship to Performance: A Field Study of Retail Service Stations," *Journal of Small Business Management*, 25 (2) 55–63.
- Hansen, T. (2003). "Intertype Competition: Specialty Food Stores Competing with Supermarkets," *Journal of Retailing and Consumer Services*, 10 35–49.
- Harris, K. (1993). "The Rangill Forum," *International Journal of Retail and Distribution Management*, 21 (3) 15–21.
- Hawes, J.M., C.P. Rao and T.L. Baker (1993). "Retail Salesperson Attributes and the Role of Dependability in Selection of Durable Goods," *Journal of Personal Selling & Sales Management*, 13 (4) 61–71.
- Hernandez-Espallardo, M. (2006). "Interfirm Strategic Integration in Retailer Buying Groups: Antecedents and Consequences on the Retailer's Economic Satisfaction," *International Review of Retail, Distribution and Consumer Research*, 16 (1) 69–91.
- Hogg, S., D. Medway and G. Warnaby (2003). "Business Improvement Districts: An Opportunity for SME Retailing," *International Journal of Retail and Distribution Management*, 31 (9) 466–469.
- Houston, F.S. and J. Stanton (1984). "Evaluating Retail Trade Areas for Convenience Stores," *Journal of Retailing*, 60 (1) 124–136.
- Howe, W.S. and P.I. Dugard (1993). "The Impact of Organization Size Upon Business Development in UK Retailing 1980-1987: A statistical Analysis, The International Review of Retail," *Distribution and Consumer Research*, 3 (2) 111–133.
- Hunt, S.D. (1991). *Modern Marketing Theory: Critical Issues in the Philosophy of Marketing Science*, Cincinnati, OH: South-Western Publications.
- Ingene, C.A. and J.R. Brown (1987). "The Structure of Gasoline Retailing," *Journal of Retailing*, 63 (4) 365–393.
- Inman, J.J. and L. Mcalister (1993). "A Retailer's Promotion Policy Model Considering Promotion Signal Sensitivity," *Marketing Science*, 12 (4) 339–356.
- Jamal, A. (2003). "Retailing in a Multicultural World: The Interplay of Retailing, Ethnic Identity and Consumption," *Journal of Retailing and Consumer Services*, 10 1–11.
- Jamal, A. (2005). "Playing to Win: An Explorative Study of Marketing Strategies of Small Ethnic Retail Entrepreneurs in the UK," *Journal of Retailing and Consumer Services*, 12 1–13.
- Jones, P. (1993). "Retailing Services: A Case Study of the Changing Service Experience in Betting Shops," *International Journal of Retail and Distribution Management*, 21 (2) 32–35.
- Kalnins, A. and W. Chung (2006). "Social Capital, Geography and Survival: Gujarati Immigrant Entrepreneurs in the U.S. Lodging Industry," *Management Science*, 52 (2) 233–247.
- Kalnins, A. and K.J. Mayer (2004). "Franchising, Ownership and Experience: A Study of Pizza Restaurant Survival," *Management Science*, 50 (12) 1716–1728.
- Kara, A., Spillan S.J.E. and O.W. DeShields Jr. (2005). "The Effect of a Market Orientation on Business Performance: A Study of Small Sized Service Retailers Using MARKOR Scale," *Journal of Small Business Management*, 43 (2) 105–118.
- Kaufman, C.J. and S.A. Hernandez (1991). "The Role of the Bodega in a United States Puerto Rican Community," *Journal of Retailing*, 67 (4) 375–396.
- Kean, R.C., S. Niemeyer and N.J. Miller (1996). "Competitive Strategies in the Craft Product Retailing Industry," *Journal of Small Business Management*, 34 (1) 13–23.
- Kean, R.C., L.A. Gaskill, L. Leisritz, C. Jasper, H. Bastow-Shoop, L. Jolly and B. Sternquist (1998). "Effects of Community Characteristics, Business Environment and Competitive Strategies on Rural Retail Business Performance," *Journal of Small Business Management*, 36 (2) 45–57.
- Kent, T., C. Dennis and S. Tanton (2003). "An Evaluation of Mentoring for SME Retailers," *International Journal of Retail and Distribution Management*, 31 (8) 440–448.
- Ketilson, H.L. (1991). "An Examination of the Use of Legitimate Power in the Marketing Channels," *International Review of Retail, Distribution and Consumer Research*, 1 (5) 527–549.
- Kirby, D.A. (1993). "I.T. and the Small Retail Business," *International Journal of Retail and Distribution Management*, 21 (7) 20–27.
- Knight, R.M. (1984). "The Independence of the Franchiser Entrepreneur," *Journal of Small Business Management*, 22 (2) 53–61.
- LaForge, R.W., R.M. Reese and W.W. Stanton (1984). "Identifying and Attracting Outshoppers," *Journal of Small Business Management*, 22 (1) 22–29.

- Landry, T.D., T.J. Arnold and J.B. Stark (2005). "Retailer Community Embeddedness and Consumer Patronage," *Journal of Retailing and Consumer Services*, 12 65–72.
- Larke, R. (1992). "Japanese Retailing: Fascinating, but Little Understood," *International Journal of Retail and Distribution Management*, 20 (1) 3–16.
- LeBlanc, G. and N. Nguyen (2001). "An Exploratory Study on the Cues that Signal Value to Members in Retail Co-Operatives," *International Journal of Retail and Distribution Management*, 29 (1) 49–59.
- Levy, M. and B.W. Weitz (2001). *Retailing Management*, New York, NY: McGraw-Hill Irwin.
- Lin, B., D. Ann Hastings and C. Martin (1994). "Shoplifting in Retail Clothing Outlets: An Exploratory Research," *International Journal of Retail and Distribution Management*, 22 (7) 24–29.
- Lindquist, J.D. (1974–75). "Meaning of Image: A Survey of Empirical and Hypothetical Evidence," *Journal of Retailing*, 50 (4) 29–39.
- Litz, R.A. and A.C. Stewart (1998). "Franchising for Sustainable Advantage? Comparing the Performance of Independent Retailers and Trade-Name Franchisees," *Journal of Business Venturing*, 13 131–150.
- Litz, R.A. and A.C. Stewart (2000). "The Late Show: The Effects of Afternoon Accessibility on the Performance of Small Retailers," *Journal of Small Business Management*, 38 (1) 1–26.
- Lohtia, R., T. Xie and R. Subramaniam (2004). "Efficient Consumer Response in Japan: Industry Concerns, Current Status, Benefits, and Barriers to Implementation," *Journal of Business Research*, 57 306–311.
- Lumpkin, J.R. and R.E. Hite (1988). "Retailer's Offerings and Elderly Consumer's Needs: Do Retailers Understand the Elderly?," *Journal of Business Research*, 16 313–326.
- MacKenzie, S.B. (2003). "The Dangers of Poor Construct Conceptualization," *Journal of the Academy of Marketing Science*, 31 (3) 323–326.
- Macmillan, I. (1989). "Delineating a Forum for Business Policy Scholars," *Strategic Management Journal*, 10 391–395.
- Malone, S.C. (1985). "Computerizing Small Business Information Systems," *Journal of Small Business Management*, 23 (2) 10–16.
- Masurel, E. and R. Janszen (1998). "The Relationship Between SME Cooperation and Market Concentration: Evidence from Small Retailers in the Netherlands," *Journal of Small Business Management*, 26 (2) 68–73.
- McGee, J.E. and M. Peterson (2000). "Toward the Development of Measures of Distinctive Competencies Among Small Retailers," *Journal of Small Business Management*, 38 (2) 19–33.
- McGrath, M.A. (1987). "An Ethnography of a Gift Store: Trappings, Wrappings and Rapture," *Journal of Retailing*, 65 (4) 421–449.
- Meuller, R.D. and A.F. Broderick (1995). "East European Retailing: A Consumer Perspective," *International Journal of Retail and Distribution Management*, 23 (1) 32–40.
- Miller, N.J. and R.C. Kean (1997). "Factors Contributing to InShopping Behavior in Rural Trade Areas: Implications for Local Retailers," *Journal of Small Business Management*, 35 (2) 80–94.
- Miller, N.J. and S. Kim (1999). "The Importance of Older Customers to Small Business Survival: Evidence From Rural Iowa," *Journal of Small Business Management*, 37 (4) 1–15.
- Miller, N.J., T.L. Besser, L.A. Gaskill and S.G. Sapp (2003). "Community and Managerial Predictors of Performance in Small Rural US Retail and Service Firms," *Journal of Retailing and Consumer Services*, 10 215–230.
- Mitchell, A. and M. Kirkup (2003). "Retail Development and Urban Regeneration: A Case Study of Castle Vale," *International Journal of Retail and Distribution Management*, 31 (9) 451–458.
- Noble, S.M., D.A. Griffith and M.T. Adjei (2006). "Drivers of Local Merchant Loyalty: Understanding the Influence of Gender and Shopping Motives," *Journal of Retailing*, 82 (3) 177–188.
- Nowak, G.J., G.T. Cameron and D.M. Krugman (1993). "How Local Advertisers Choose and Use Advertising Media," *Journal of Advertising Research*, November–December 39–49.
- O'Callaghan, E. and D. O'Riordan (2003). "Retailing at the Periphery: An Analysis of Dublin's Tertiary City Center Shopping Streets (1972–2002)," *International Journal of Retail and Distribution Management*, 31 (8) 389–400.
- Oppewal, H., J.J. Louviere and H.J.P. Timmermans (2000). "Modifying Conjoint Methods to Model Manager's Reaction to Business Environmental Trends: An Application to Modeling Retailer Reaction to Sales Trends," *Journal of Business Research*, 50 245–257.
- Paige, R.C. and G.A. Littrell (2002). "Craft Retailers' Criteria for Success and Associated Business Strategies," *Journal of Small Business Management*, 40 (4) 314–331.
- Pan, Y. and G.M. Zinkhan (2006). "Determinants of Retail Patronage: A Meta-Analytical Perspective," *Journal of Retailing*, 82 (3) 229–243.
- Parker, C., T. Anthony-Winter and D. Tabernacle (2003). "Learning by Stealth: Introducing Smaller Retailers to the Benefits of Training in Barnet," *International Journal of Retail and Distribution Management*, 31 (9) 470–476.
- Parker, M., K. Bridson and J. Evans (2006). "Motivations for Developing Direct Trade Relationships," *International Journal of Retail and Distribution Management*, 34 (2) 121–134.
- Perry, S.C. (2000). "The Relationship Between Written Business Plans and the Failure of Small Businesses in the US," *Journal of Small Business Management*, 39 (3) 201–208.
- Peterson, R.T. (2001). "Small Retailer and Service Company Accuracy in Evaluating the Legality of Specified Practices," *Journal of Small Business Management*, 39 (4) 312–319.
- Pettijohn, C.E., L.S. Pettijohn and A.J. Taylor (2000). "An Exploratory Analysis of Salesperson Perceptions of the Criteria Used in Performance Appraisals, Job Satisfaction, and Organizational Commitment," *Journal of Personal Selling & Sales Management*, 20 (2) 77–80.
- Phillips, L. and R. Calantone (1994). "Hong Kong Retailers: The Relationship Between Environment Hostility, Planning and Performance," *International Journal of Retail and Distribution Management*, 22 (8) 13–24.
- Pilling, B.K. and S. Eroglu (1994). "An Empirical Examination of the Impact of Salesperson Empathy and Professionalism and Merchandise Salability on Retail Buyer's Evaluations," *Journal of Personal Selling and Sales Management*, 14 (1) 45–58.
- Ping, R.A. Jr. (1997). "Voice in Business-to-Business Relationships: Lost-of-Exit and Demographic Antecedents," *Journal of Retailing*, 73 (2) 261–281.
- Ping, R.A. Jr. (1999). "Unexplored Antecedents of Exiting in a Marketing Channel," *Journal of Retailing*, 75 (2) 218–241.
- Porter, M.E. (1980). *Competitive Strategies*, New York: Free Press.
- Rawwas, M.Y.A., S.J. Vitell and J.H. Barnes (1997). "Management of Conflict Using Individual Power Sources: A Retailer's Perspective," *Journal of Business Research*, 40 49–64.
- Reijnders, W.J.M. and T.M.M. Verhallen (1996). "Strategic Alliances among Small Retailing Firms: Empirical Evidence from the Netherlands," *Journal of Small Business Management*, 34 (1) 36–45.
- Reisinger, Y. and R.Z. Waryszak (1994). "Tourist's Perceptions of Service in Shops: Japanese Tourists in Australia," *International Journal of Retail and Distribution Management*, 22 (5) 20–28.
- Ricks, D.A., B. Toyne and Z. Martinez (1990). "Recent Developments in International Management Research," *Journal of Management*, 16 219–253.
- Robinson, R.B., J.A. Pearce I.I., G.S. Vozikis and T.S. Mescon (1984). "The Relationship Between Stage of Development and Small Firm Planning and Performance," *Journal of Small Business Management*, 22 (2) 45–52.
- Ryan, C. (2005). "The Ranking and Rating of Academic Journals in Tourism Research," *Tourism Management*, 26 657–662.
- Sanghavi, N. (1991). "Retail Franchising as a Growth Strategy for the 1990's," *International Journal of Retail and Distribution Management*, 19 (2) 4–9.
- SBA (2006). "Franchising Overview" (retrieved from the World Wide Web on November 15, 2006), [at [http://www.sba.gov/smallbusinessplanner/start/buyfranchise/serv\\_sbp\\_s.franov.html](http://www.sba.gov/smallbusinessplanner/start/buyfranchise/serv_sbp_s.franov.html)].
- SBA (2006). "Guide to SBA's Definitions of Small Business" (retrieved from the world wide web on November 15, 2006), [at <http://www.sba.gov/gopher/Financial-Assistance/Defin/def4.txt>].
- Schiller, R. (1994). "Vitality and Viability: Challenge to the Town Center," *International Journal of Retail and Distribution Management*, 22 (6) 46–50.
- Schmidt, R.A. and C. Parker (2003). "Diversity in Independent Retailing: Barriers and Benefits the Impact of Gender," *International Journal of Retail and Distribution Management*, 31 (8) 428–439.



- Shane, S. (1997). "Who is Publishing the Entrepreneurship Research?," *Journal of Management*, 23 (1) 83–95.
- Shaw, S.A. and J. Gibbs (1999). "Procurement Strategies of Small Retailers Faced With Uncertainty: An Analysis of Channel Choice and Behaviour," *The International Review of Retail, Distribution and Consumer Research*, 9 (1) 93–109.
- Shim, S., M.A. Eastlick and S. Lotz (2000). "Examination of US Hispanic-owned, Small Retail and Service Businesses: An Organizational Life Cycle Approach," *Journal of Retailing and Consumer Services*, 7 19–32.
- Shooshtari, N.H., B.J. Walker and D.W. Jackson Jr. (1988). "Retail Trade Associations: Enhancing Members Power in Relationships With Suppliers," *Journal of Retailing*, 64 (2) 199–214.
- Shrader, C., C. Mulford and V. Blackburn (1989). "Strategic and Operational Planning, Uncertainty and Performance in Small Firms," *Journal of Small Business Management*, 27 (4) 45–60.
- Sinha, P.K. and D.P. Uniyal (2005). "Using Observational Research for Behavioural Segmentation of Shoppers," *Journal of Retailing and Consumer Services*, 12 35–48.
- Skinner, S.D. (1992). "Female Entrepreneurs in the Retail Trade: A Study of Personal and Professional Traits as They Impact on Business Environments," *The International Review of Retail, Distribution and Consumer Research*, 2 (2) 183–196.
- Smeltzer, L.R. and G.L. Fann (1989). "Gender Differences in External Networks of Small Business Owner/Managers," *Journal of Small Business Management*, 27 (2) 25–32.
- Smeltzer, L.R., G.L. Fann and N. Nikolaisen (1988). "Environmental Scanning Practices in Small Business," *Journal of Small Business Management*, 26 (3) 55–62.
- Smith, A. and L. Sparks (2000). "The Role and Function of the Independent Small Shop: The Situation in Scotland," *The International Review of Retail, Distribution and Consumer Research*, 10 (2) 205–226.
- Stern, L.W. and A.I. El-Ansary (1992). *Marketing Channels*, fourth ed. NY: Prentice Hall., 42
- Stoel, L. and B. Sternquist (2004). "Group Identification: The Influence of Group Membership on Retail Hardware Cooperative Members," *Journal of Small Business Management*, 42 (2) 155–173.
- Stoner, C.R., R.I. Hartman and R. Arora (1990). "Work-Home Role Conflict in Female Owners of Small Businesses: An Exploratory Study," *Journal of Small Business Management*, 28 (1) 30–38.
- Summers, J.O. (2001). "Guidelines for Conducting Research and Publishing in Marketing: From Conceptualization Through the Review Process," *Journal of the Academy of Marketing Science*, 29 (4) 405–415.
- Thomas, J. and L. Thomas (1992). "Computer Fraud Perpetrated Against Small Independent Food Retailers During the Direct Store Delivery Process," *Journal of Small Business Management*, 30 (4) 54–61.
- Thurick, A.R. and N. Van Der Hurst (1984). "Part-time Labor in Retailing," *Journal of Retailing*, 60 (3) 62–80.
- Tomalin, C. and J. Pal (1994). "Local Authority Responses to Retail Change: The Case for Town Center Management," *International Journal of Retail and Distribution Management*, 22 (6) 51–56.
- Van Auken, H.E., B. Michael Donan and T.L. Rittenburg (1992). "An Empirical Analysis of Small Business Advertising," *Journal of Small Business Management*, 30 (2) 87–99.
- Van Auken, H.E., T.L. Rittenburg, B. Michael Doran and S.-F. Hsieh (1994). "An Empirical Analysis of Advertising by Women Entrepreneurs," *Journal of Small Business Management*, 32 (3) 10–26.
- Varadarajan, P.R. (1996). "From the Editor: Reflections on Research and Publishing," *Journal of Marketing*, 60 (October) 3–6.
- Walters, R.G. (1988). "Retail Promotions and Retail Store Performance: A Test of Some Key Hypotheses," *Journal of Retailing*, 64 (2) 153–180.
- Watkin, D.G. (1986). "Toward a Competitive Advantage: A Focus Strategy for Small Retailers," *Journal of Small Business Management*, 24 (1) 9–15.
- Weinrauch, J., O. Karl Mann, P. Robinson and J. Ahare (1991). "Dealing With Limited Resources: A Marketing Challenge for Small Business," *Journal of Small Business Management*, 29 (4) 44–54.
- Welsh, R., R. Bent, C. Seaman and A. Ingram (2003). "The Challenge to C-Stores: Edinburgh-South Asian responses," *International Journal of Retail and Distribution Management*, 31 (8) 408–417.
- Werner, S. (2002). "Recent Developments in International Management: A Review of 20 Top Management Journals," *Journal of Management*, 28 (3) 277–305.
- Wernerfelt, B. (1984). "A Resource-Based View of the Firm," *Strategic Management Journal*, 5 171–180.
- Wilson, E.J. and A.G. Woodside (1991). "A Comment on Patterns of Store Choice and Customer Gain/Loss Analysis," *Journal of the Academy of Marketing Science*, 19 (4) 377–382.
- Withane, S. (1991). "Franchiser and Franchisee Behavior: An Examination of Opinions, Personal Characteristic and Motives of Canadian Franchisee Entrepreneurs," *Journal of Small Business Management*, 29 (1) 22–29.
- Worthington, S. (1998). "Loyalty Cards and the Revitalization of the Town Center," *International Journal of Retail and Distribution Management*, 26 (2) 68–79.
- Yu, H., A.E. Fairhurst and S.J. Lennon (1996). "Small Retail Store Buyers' Response to Apparel Markets: Perceptions and Choices," *Journal of Small Business Management*, 34 (4) 14–22.
- Zsidisin, G.A., M.E. Smith, R.C. McNally and T.J. Kull (2007). "Evaluation Criteria Development and Assessment of Purchasing and Supply Management Journals," *Journal of Operations Management*, 25 (1) 165–183.