

**PRIVATE LABEL BRANDS IN INTERNATIONAL MARKETS: DETERMINANTS  
OF THEIR CHOICE BY EMERGING MARKETS CONSUMERS**

Mbaye F. Diallo<sup>1</sup>, CERGAM, University Paul Cézanne Aix Marseille III, France.

**Presented at the *International Conference of the Business Economics Institute,*  
Las Vegas, USA (December 14-17, 2008)**

**ABSTRACT**

*Growing sales of Private Label Brands (PLBs) is a large and global phenomenon which increasingly draws scholars and managers' interest. Simultaneously, retailers are concentrating their effort at an international level. The purpose of this study is to investigate the determining factors of PLBs purchase in emerging markets (EMs) and to propose and discuss a model that integrates these factors. So, we first review the literature regarding PLBs in relation with the international brand and retail theory. We then derive some hypotheses that will be assessed by an exploratory study in the Brazilian retailing market in two product categories, grocery and home appliances. Findings reveal that three main factors - Acculturation to Global Consumer Culture (AGCC), Value Consciousness (VC) and store Country of Origin Image (COI) - may directly influence PLBs choice in emerging markets or indirectly via the mediator effect of PLB Purchase Intention. Important theoretical contributions of this study are proposing a model that depicts PLB choice in emerging countries. As for managerial implications, retailers must be aware that determining factors of PLBs choice may differ depending on whether they are in Western countries or in emerging markets. The cultural dimension and the store country-of-origin image must be taken into account in consumers PLBs purchase in EMs as these consumers tend to develop strong preferences for foreign products.*

**KEY WORDS:** PRIVATE LABEL BRANDS, INTERNATIONAL BRAND MANAGEMENT, INTERNATIONAL RETAILING, ACCULTURATION TO GLOBAL CONSUMER CULTURE, VALUE CONSCIOUSNESS, STORE COUNTRY OF ORIGIN IMAGE, EMERGING MARKETS.

**INTRODUCTION**

One of the most distinctive features of grocery markets is the extent and commercial success of retail brand ranges which are now present in many product classes. These product ranges changed over the past years from private label offering the consumer a lower quality product brand alternative for a lower price to retail brands offering a true quality brand alternative. This evolution reflects the application of a clear marketing approach in the retail environment [10]. Own label products or Private Label Brands (from now on PLBs) are defined as consumer products produced by, or on behalf of, retailers and sold under the retailers' own name or trademark through their own outlets. The expansion of private label brands has been driven by many key factors. First, for consumers, most previous research on private brands success focused on consumer features such as demographic characteristics, value consciousness, price sensitivity, etc. Second, for retailers, PLBs, owned and branded by them, generate higher margins, increase control over shelf space, and give retailers greater bargaining power in the channel of distribution. Because of their exclusiveness, they also increase store traffic and ultimately lead to customer store loyalty. The performance of private label brands is reported to vary across different product categories. According to ACNielsen [1], refrigerated food and paper products are strong players in private label sales, while personal care goods such as toothpaste and cosmetics hold the smallest market share. The inter-category differences may be linked to the effect of perceived product characteristics [26].

---

<sup>1</sup> The author would like to thank Pr. Philippe, the thesis director, for his useful advice.

The success of private labels has been even more impressive internationally as private label volume share of grocery sales reached important parts in various markets. However, Private Label Brand market shares vary across countries. In 2005, private brands held 16 per cent of retail sales in USA, compared to 45 per cent in Switzerland and 28 per cent in Great Britain [1].

The focus on PLBs internationalization is a relatively recent subject in the literature on international marketing. In fact, for decades, PLBs were not considered as brands but as sub-brands of poor quality and low price, imitating National Brands in their marketing strategy. Consequently, our understanding of PLBs in international markets is limited [24]. Besides, despite proven strategic significance and wide acceptance of private label products, most prior studies have been performed in the USA [38] [12] [8]. However, we believe that it is paramount for the future of marketing science and practice that we conduct more research in so-called *emerging markets* (EMs). According to Burgess and Steenkamp [9, p.338], EMs institutional contexts present significant socioeconomic, demographic, cultural, and regulative departures from the assumptions of theories developed in the Western world and challenge our conventional understanding of constructs and their relations. Therefore, we need to conduct more research in EMs, both to further advance marketing as an academic discipline and maintain its managerial relevance.

The objective of this paper is to investigate factors determining foreign PLBs choice in EMs based both on the international brand and retail literature and then to propose a simplified model of determinants of PLBs choice in these markets. The remainder of this article is organized as follows. First, we present a brief literature review regarding PLBs in relation with the international brand and retail theory. Second, we present the main factors determining PLB choice in emerging markets and derive some hypotheses. Then, we present and discuss the proposed simplified model of PLB choice in emerging markets. Finally, we conclude with a discussion of the implications of the study, its limitations and suggestions for future studies.

## **PRIVATE LABEL BRANDS IN INTERNATIONAL BRAND AND RETAIL THEORY**

### **International branding**

In their study on international brand-name standardization Alashban and al. claimed that "... the literature on branding in an international context is somewhat sparse" [4, p.38]. Given the increasing internationalization of firms, a reasonable expectation would be that international branding should have important position within international marketing. However, many questions arise about international branding in the literature. First of all, authors paid attention to the meaning of international branding. According to Whitelock and Fatoso [43], a review of the major works in the field suggests that there has been no debate in relation to what the terms "branding" or "international branding" refer to exactly for many years. Therefore, the literature on international branding co-exists with the international marketing literature rather than finding a place within it. As a consequence, many definitions of international branding have been proposed by some authors. For instance, De Chernatony and al. [14, p.10] talk about the "international brand-planning process" as one of that affects decisions in relation to two elements of a brand: the brand's "core essence" (i.e. brand personality and positioning) and the brand execution (through, i.e. media and advertising). Let us precise that this distinction between brand core essence and brand execution is very useful as far as international brand managers are concerned. Generally, two points of view are opposed in defining international branding: a narrow one and a broad one. In the case of a narrow understanding of international branding, the term refers to brand name decisions at an international level. This view has remained current [4] but does not take into account all situations in which international brands are involved. By contrast, a broad definition international branding refers to "the process of developing a firm's brand equity that appeals to overseas target consumers' positive attitudes about the brand" [32, p.505]. But this broader view raises the question of how this process is to be operationalised. In order to give a more synthetic definition of the term, Whitelock and Fastoso [43, p.266] propose the following definition of international branding: "international branding is field within international marketing concerned with the challenges that companies face when their brands cross national borders. These challenges relate to the essence of the brand in terms of brand name, brand visual (e.g. logo, colours) and sound elements (e.g. jingles, music) and brand personality". This definition is interesting in the sense it is more precise and refers both to the strategic aspect of the brand, namely "challenges" and to the marketing one, namely, "brand name", "brand visual" and "sound elements". Therefore, this definition of international branding will be

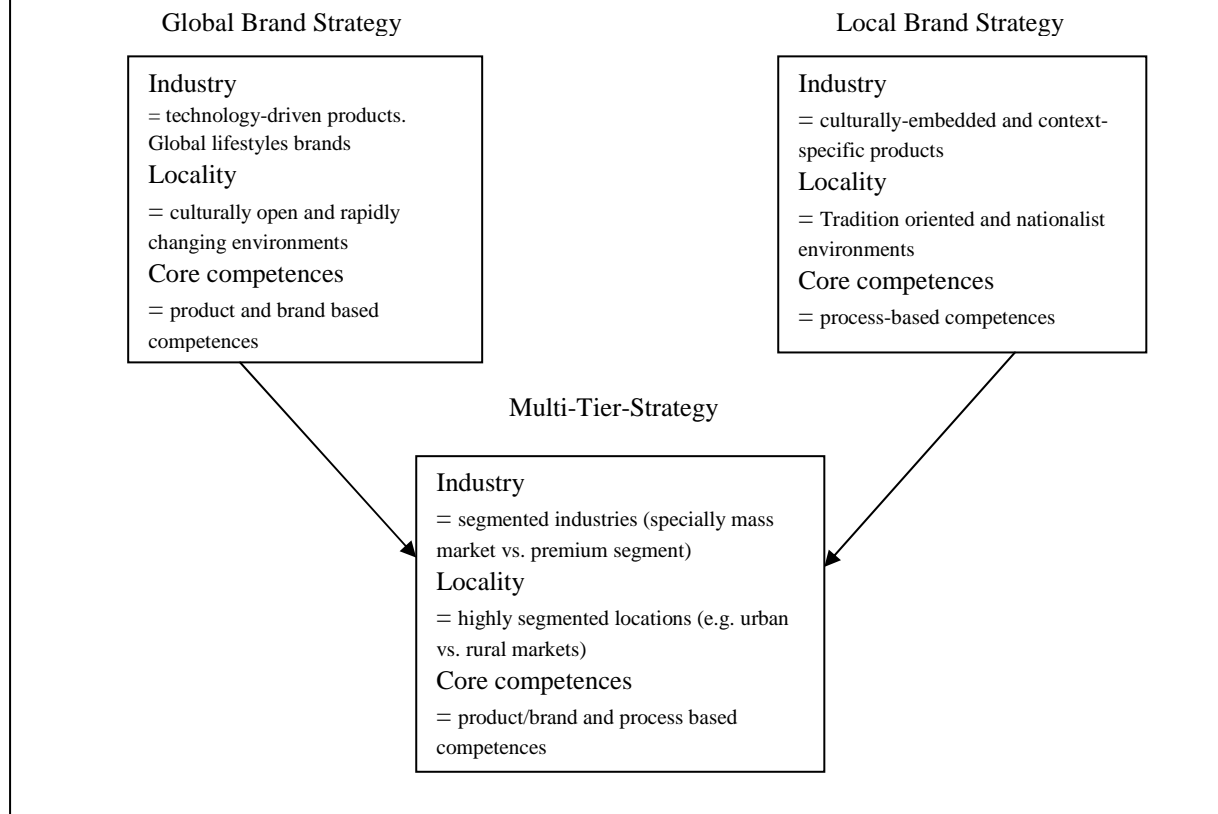
retained in our study. Another question is how to manage brands in an international context. According to Onvisit and Shaw [35], international brand management is relatively more complex than domestic branding because it involves at least four levels of branding and these decisions levels are: brand vs. no brand, manufacturer brand vs. private label brand, one brand vs. multiple brands for the same market and worldwide brands vs. local brands. Each of these decision levels has advantages and disadvantages and managers must combine them in an optimal way depending on market characteristics (heterogeneity/homogeneity or number of segment segments, market size) and consumer characteristics (price sensitivity, value consciousness, etc.). International brand management raises many questions. For example, questions related to brand adaptation vs. standardization arise in international markets [43]. Traditionally, standardization and adaptation were thought as binary opposites. However, today, standardization and adaptation are more properly viewed as two extremes on a continuum, with most companies adopting a strategy somewhere between the two. International brand managers confront also difficult questions when developing the ideal international brand portfolio. Typically, the firm's international branding strategy is formed through an evolutionary process that results from decisions to enter new country markets or expand product offerings within an existing country [16]. These decisions should provide strategic directions and indicate which brands should be emphasized at what levels in the organization, how brands are used and extended across product lines and countries, and the extent of brand coordination across national boundaries. This process and outcome is termed the firm's *international brand architecture* by Douglas and al. [16]. According to these authors, the questions faced by the firm in developing an international branding strategy depend on how it has expanded internationally and how its international operations are organized. In this respect, some firms, like Coca Cola, have expanded through leveraging their domestic "power" brands in international markets. Dupuis and Fournioux support this type of internationalization in the retailing sector [17]. They suggest that firms must first succeed in their domestic market before their international expansion and must be sure that their domestic market advantages will be transferable in the host market. Other firms such as Nestle have traditionally adopted country-centered strategies, building or acquiring a mix of national and international brands. Such companies must decide how far to move toward greater harmonization of brands across countries and how to do so. However, some authors consider decisions related to what has been referred to as "brand architecture" as external to branding policy, even if they may affect branding decisions, as brand architecture appears to be more closely related to organizational decisions within a company [43, p.266].

## International retailing

According to Pederzoli [36], the retail sector has over the past years encountered a trend for a global diffusion of styles of consumption and increasingly similar attitudes amongst consumers. Therefore, to react to this development, retailers are concentrating their efforts at an international level or even global level. In fact, in terms of retail company strategy, it is useful and necessary to take into account the international dimension as a fundamental element of thinking and of strategic actions. Theoretically, early studies or empirical ones have documented a range of factors that motivate retail firms to internationalize and illustrated the complexity and range of influences on international retail decision making. More precisely, Treadgold [41] identifies various "push" and "pull" groupings of motives along macro-environmental and micro-firm-level dimensions. Push factors included, for example, industry competition, economy, legislation, and domestic saturation, and pull factors include, for example, economic and political stability in international markets and the opportunity for profit in the foreign market [23]. In the 1990s, pull factors, i.e. international opportunities for growth were considered to be more important factors behind retailer internationalization. As a consequence, it has been recommended that research on the reasons for retailer internationalization must be viewed in terms of internal factors specific to the organization, in addition to external environmental motives [42] [6]. Some authors noted that retailers more often internationalize to exploit a competitive or differential advantage [42] [17]. As Burt and Mavrommatis note, "an original concept or a unique and distinctive retail product, is the source of competitive advantage for global retailers" [11, p.398]. According to Hutchinson and al., for smaller specialty retailers with international operations, differentiation is marked by a niche strategy and brand recognition, which focuses on a narrow group of products, a clearly defined market sector, or a specific customer segment [23]. Concerning the choice of foreign markets, two general theories developed in international business are particularly relevant. On the one hand, the eclectic framework of foreign direct investment may be a starting point for developing a model in retailing [40]. On the other hand, based upon the behavioral theory of the firm, models of a gradual internationalization process have been proposed in the retailing sector and have focused on the impact of cultural distance [20]. As to PLB strategy in emerging countries, one can expect large margin between global brands and local mainstream brands. According to Meyer and Yen [31], globally, three types of brand strategies can be implemented in emerging countries (Figure 1). We think that international retailers may usefully apply these strategies in emerging markets.

## FIGURE 1: WHERE TO USE WHICH STRATEGY ?

(Meyer and Yen, 2006, p.180)



First, a global brand strategy allows a focus on the premium segment. This segment is often small, but attractive because of the substantial purchasing power of the middle class in emerging economies, even where average incomes are low [30]. This strategy requires, first and foremost, a recognized global brand, along with the ability to communicate the brand's values and to deliver quality even under adverse conditions. Second, a local brand strategy allows companies to serve markets that are distinct from global markets. In particular, a portfolio of local brands may not generate huge sales margins, but it can build market share and lower unit costs through economies of scale and volume sales. Success in the mass market requires operational capabilities to support low-cost strategy. Third, in a multi-tier strategy, foreign entrants can combine global and local brands to achieve synergies. This is especially appropriate in emerging economies where markets are highly segmented. Multi-tier strategies join global and local brands so that local brands cater to the medium or low-price segments of the market, while global brands aim to the upper end. In implementing their strategies, retailers must not neglect local brands. In fact, in the past years, firms' focus on the development of international brands has had a negative impact on local brands. Many brands have been eliminated from international brand portfolios not only in the fast-moving consumer goods sector but also in many other types of industry, including banking, insurance, oil, and retailing [39]. However, consumers may develop close relationships with local brands over the years. Therefore, it may be useful to implement a multi-tier strategy in emerging countries. But in such a case, Ming-Sung and al. suggest to distinguish clearly International PLBs and Local Brands in order to avoid any confusion [32]. In fact, emerging market consumers are supposed to make distinction between foreign brands and Local Brands but not always between National Brands and International PLBs.

## **FACTORS DETERMINING PRIVATE LABEL CHOICE AND MODEL PRESENTATION**

### Three main factors for PLB choice in emerging countries

We must first of all precise that there are a plethora of country classification schemes and the use of the term “emerging markets” has been inconsistent in the marketing literature and practice. According to Burgess and Steenkamp, emerging markets are broadly “countries in Which PPP-adjusted GDP per capita, converted to US dollar and smoothed for three-year currency fluctuations, are equal to or less the highest ranked country classified as “middle income” by the World Bank, currently Equatorial Guinea (\$19780)” [9]. The analysis of the literature in the field of international branding identifies interesting patterns with past research. In terms of authorship, analyses show that a clear majority of institutions involved in research on international branding are either North American or European whereas institutions from other parts of the world have only played a very minor role in the development of the field [43]. According to Nakata and Huang, this fact is very surprising given the economic significance of several Latin American Economies such as Brazil, Mexico and Argentina [33]. Consequently, the need of further consumer research on emerging markets has been highlighted by many scholars [30] [9]. Past research shows that emerging markets consumers pay attention to many factors in purchasing products or brands such as value consciousness [26] or the country of origin image [21]. Cultural variables (Acculturation to Global Consumer Culture here) are also depicted as main determinants of product choices in emerging countries. In line with prior research, we suppose that these different variables (Acculturation to Global Consumer Culture, Value Consciousness and Country of Origin Image) can influence consumers’ PLB choice in emerging markets.

#### Culture: Acculturation to Global Consumer Culture

Retailers are required, if they are to be successful, to respond to the culture of their customers. If the relevant literature contains many definitions of culture, it is however undisputed that the culture of human beings influences their decisions and behavior [18]. In fact, the different components of culture, (language, religion, values, etc.) influence the way in which individuals perceive different things. For example, De Mooij and Hofstede posit that collectivism cultures are less likely to exhibit preference toward PLB than individualism cultures, since collectivism cultures tend to rely on extrinsic cues such as well-known brands [15]. Therefore, brands may be better received by the people of a particular culture if they are congruent to the cultural perceptions of that culture. It is true that Hofstede’s cultural dimensions (Collectivism/collectivism, Masculinity/femininity, Power distance and Performance orientation) are the most frequently used in studies of culture [18]. However, there are many questions about the reliability and the validity of Hofstede indices and about their applicability to individual-level analysis. So, we think that other dimensions must be investigated especially in the marketing field which has not been the investigation field of Hofstede’s seminal work. In this paper, we use “Acculturation to Global Consumer Culture (hereafter AGCC)” as a cultural variable that may be a determinant of PLB choice in emerging markets.

Consumer acculturation is a subset of acculturation, focusing on how individuals acquire the knowledge, skills, and behaviors that are appropriate to consumer culture. As with acculturation in general, consumer acculturation occurs along two-often conflicting-dimensions, that of the original and mainstream cultures [13] [29]. From a consumption perspective, in certain situations, this results in the direct adoption (without modification) of the alternative (foreign or global) behavior (e.g., elite consumers in Third-World countries, global teens). In other situations, this result involves mixing of alternative behavior with local elements, or hyper-identification with the culture of origin. Simply stated, Global Consumer Culture (GCC) is a “cultural entity not associated with a single country, but rather a larger group generally recognized as international and transcending individual national cultures” [5, p.80]. Thus, in emerging markets, other things being equal, greater exposure to GCC may lead to greater foreign PLB purchase intention and choice:

H1-1: The more consumers are exposed to the Global Consumer Culture (GCC), the more they will have intention to purchase foreign Private Label Brands relatively to those who are not exposed to GCC.

H1-2: The more consumers are exposed to Global Consumer Culture, the more they will purchase foreign Private Label Brands relatively to those who are not exposed to GCC.

## Store Country of Origin Image

Retailer's image, as a mixture of tangible and intangible dimensions with various meanings attributed to a retailer, is important in its internationalization. In fact, as retailers in domestic markets are developing their brand image as a key of competitive advantage, an appreciation of the transferability of this image is crucial when moving into non-domestic markets [10]. However, in the case of PLBs, consumers in emerging markets may tend to focus on store country of origin image because of PLB's weakness of brand name (Jo and al., 2003). In other words, in emerging markets, consumers may not evaluate the PLB product itself but they will use the country of origin image as a cue to evaluate its quality.

The growth of hybrid (or bi-national) products in international markets has encouraged researchers to further study the concept of country of origin image and to give more attention to it. Although globalization can render a product's country of origin less clear to consumers, it also gives managers more control over choosing the countries associated with the product [21]. For instance, several studies find that national or cultural animosity can affect attitudes toward products or brands associated with particular countries. So, in certain circumstances, it might be necessary to emphasize the origins of different product attributes to avoid this animosity. We know that brand can be a signal of quality, and the dimensions of brand image and its country of origin affect consumer perceptions and preferences [34]. Culturally and economically, emerging countries differ significantly from Western countries. For instance, several studies conducted in developed and mostly Western nations show a significant preference for domestic versus imported (or foreign) products. However, preference for imported, branded products over domestic ones seems to prevail among consumers in developing countries suggesting some reverse ethnocentrism [7] [21]. Therefore, we hypothesize:

H2-1: The Store Country of Origin Image will have a positive influence on foreign PLB Purchase Intention in emerging markets.

H2-2: The Store Country of Origin Image will have a positive influence on foreign PLB Choice in emerging markets.

## Value Consciousness

Value consciousness is defined in the literature as "the quality one gets for the price one pays" [28]. Value consciousness implies consideration of quality not in absolute terms, but in relation to the price of a particular brand. In fact, price and quality should be examined jointly since the concepts are interrelated. Lichtenstein et al. viewed price in relation with quality when they posited multidimensional aspects of price [28]. For example, purchasing at the lowest price may be the best choice for some consumers, however, for others, price with respect to quality may be more important. Contrary to common perception that price is the premier factor of PB success, Hoch and Banerji found that quality of PB is much more important than the level of price discount in determining the PLB category share [22]. This indicates that perceived quality is an equally important factor of PLB success. Empirical research has confirmed that value-related measures are positively related to PB attitude [12] [38]. Recently, Garretson et al. [19] and Kwon and al. [26] provided further evidence that value consciousness is strongly and positively related to attitudes toward both Private Label Brand and national brand (NB). Therefore, other things being equal, greater value for money perceptions of PLB will lead to higher levels of PLB Purchase Intention and PLB Choice:

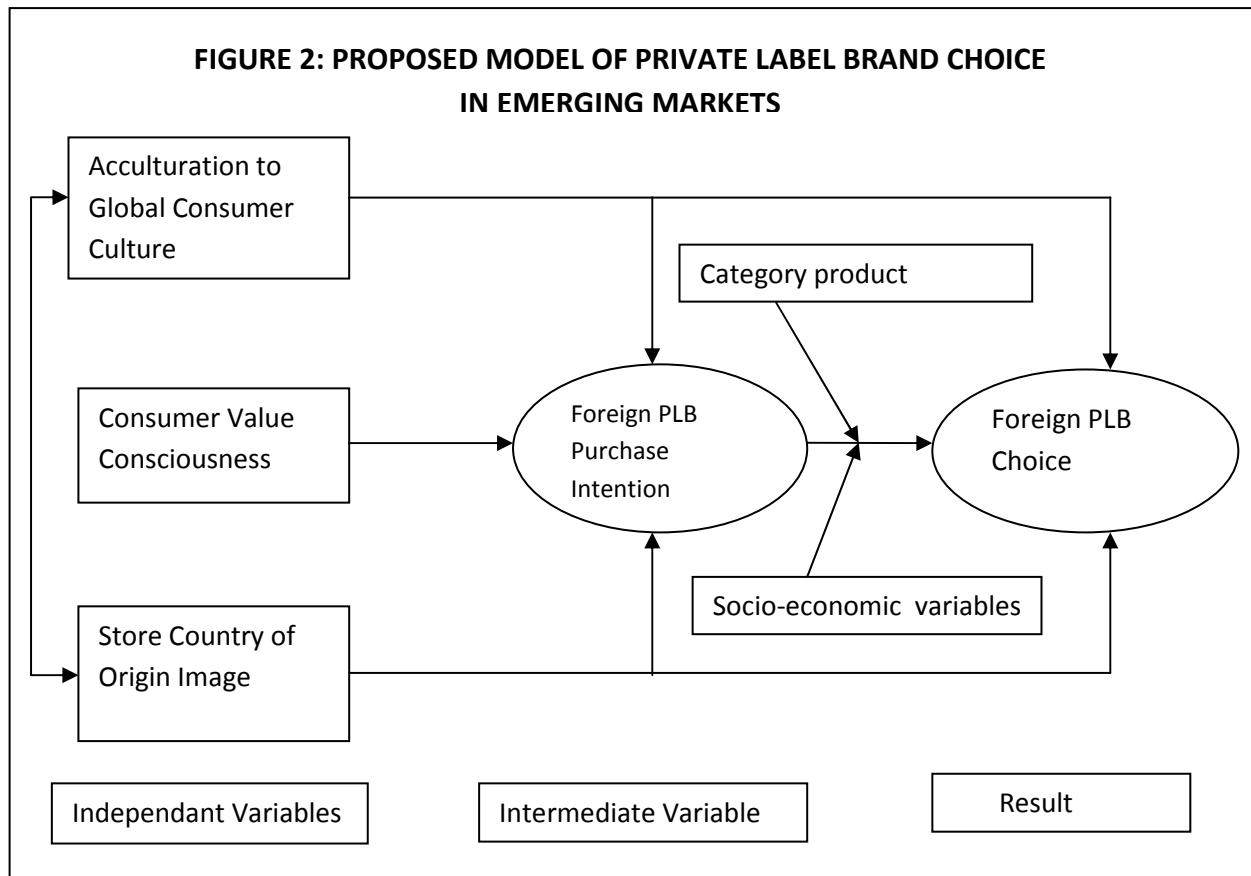
H3-1: The greater the Value Consciousness, the greater the PLB Purchase Intention in emerging markets.

H3-2: The greater the Value Consciousness, the greater the PLB Choice in emerging markets.

## Proposed model of PLB choice in emerging market and discussion

As mentioned above, the literature to date has identified a number of consumer factors correlated with store brand preferences in various markets. However, an attempt to integrate these disparate findings into a solid model for better comprehension of PLBs' purchasing factors is lacking. Additionally, a number of mass merchandisers, such as Wal-Mart and Target, have increased PLBs in many product categories other than food, such as apparel [24]. This fact reinforces the need to have a PLB choice model, especially in emerging markets. A review of the literature reveals that the majority of consumer factors correlated with PLB attitude can be classified in one of three categories: personality [12] [18], perceptual [e.g. 19] and socioeconomic [8] [38] [27]. However, these factors have been considered with respect of consumers in industrialized countries. As emerging market consumers experience alternatives lifestyles, we think that researchers may focus their attention on other factors such as culture and country of origin image in addition to the prior factors.

In the proposed model, there are three independent variables: Acculturation to Global Consumer Culture, Consumer Value Consciousness and Store Country of Origin Image (Figure 2).



The premise of the model is that the three independent variables influence foreign PLB choice directly or indirectly (mediated by foreign PLB purchase intention). Note that in the previous literature, many consumer perceptual variables have been identified to influence PLB purchase intention but the terms the terms PLB Purchase Intention and PLB choice have been used interchangeably [i.e. 38]. Here, we decide to distinguish the two terms because we think that PLB Purchase Intention may be a necessary but not sufficient condition of PLB Choice. A review of the studies shows that a significant attention has been given to consumer perception toward price and quality of PLB in PLB Purchase Intention since these factors have been identified as two of the important reasons for purchasing PLB [22]. In their work on PLBs in the Korean retailing sector, Jin and Suh identified four main consumer characteristic factors influencing PLB intention, including price consciousness, value consciousness, perceived quality variation, and innovativeness [24]. It has been shown also in the literature that culture can influence purchase intention. For instance, Rawwas and al. demonstrated that highly world-minded consumers will rate foreign/domestic products higher/lower in quality perception than those who are low in world-mindedness [37]. Since consumers exposed to GCC may base their purchase on cues in relation with foreign products, one can also expect positive relation between AGCC and store Country of Origin Image as hypothesized in the model.

Other variables may also have a moderating influence on PLB choice. For example, socio-economic characteristics will obviously have moderator effects on PLB choice. In fact, numerous studies have attempted to discover whether the propensity to buy PLBs is associated with demographic and socio-economic characteristics. According to Ailawadi and al., the benefits and costs of PLBs suggest seven demographic characteristics: income, employment status, children in the household, type of residence, age, sex, and education [2]. Much research has hypothesized direct relationships between these socio-economic characteristics and PLBs purchase. However, these hypotheses often rely on the association for theoretical support. For example, income is expected to be negatively related to PLB purchase, because higher-income households are less price-conscious but in emerging markets, these households may base their foreign PLB choice on Store Country of origin Image. Some literature suggests that there is a link between Private Label Brand success and economic

conditions. In this, according to Lamey and al., as consumers' ability and willingness to buy goods decrease during economic contractions, they may want to economize on their expenditures by reducing the quantity bought or by economizing on price and given that, on average, PLBs are priced 25-30% below national brands (ACNielsen, 2005), they become an obvious candidate to switch when the economic turns sour [27].

The moderating effect of category product on PLBs choice has also been reported in prior research. One way in which consumers mitigate the risk to which they are exposed is through their reliance on brand names as heuristics. Therefore, when confronted with risk, rather than purchasing a Private Label Brand, consumers are often motivated to select a National Brand as a form of insurance. For example, convenience goods are purchased frequently at low prices and with a little consumer planning or shopping effort because they are considered as with low purchase risk [32]. Number of authors has recognized that the strength of a particular influence may vary from product to product. Different product types have inherently different characteristics. Based on the above discussion, we can hypothesize that product category will moderate the relation between foreign PLB purchase intention and foreign PLB choice.

### **CONCLUSION: IMPLICATIONS, LIMITATIONS AND ORIENTATIONS FOR FUTURE RESEARCH**

It is generally thought that the complex nature of consumers' decision making often makes it difficult to construct a theory which satisfactorily explains the outcomes of these processes, i.e. consumers' behavior. Nowhere this has been true than with respect to consumers choice of PLBs in emerging markets. These consumers are witnessing two opposing, yet simultaneously occurring and reinforcing movements: the homogenization and heterogenization of cultures. Theoretically, first, this study has proposed a simplified model that depicts determinants of PLBs choice in emerging markets. The proposed model is interesting in the sense that not only it recognizes the weight of some consumer factors in PLB purchase (relation price/quality) but also it tries to give importance to other factors that has not been taken into account in the literature such as culture and country of origin image in PLB choice. Second, instead of focusing on earlier conceptualizations of culture in international marketing (Hofstede's dimensions), this study proposes to explore the impact other cultural variables (Acculturation to Global Consumer Culture) on consumer purchase behavior. Finally, reacting to scholars' call for further studies in emerging markets in order to improve generalization of results [2] [3] [30] [9], this study gives more understanding of consumers' behavior in these markets. As for managerial implications, retailers benefit from this study by gaining an understanding of Ems consumers' attitude toward Private Label Brands and learn what factors determine PLB choice. Following this study, retailers must be first aware that determining factors of PLBs choice may differ depending on whether they operate in Western countries or in emerging markets. Therefore, in emerging markets, they should take into account the cultural effect, such as Acculturation to Global Consumer Culture or the Store Country of Origin Image effect. For instance, if prior research posits that in industrialized countries high income households do not often purchase PLBs because of their low price/poor quality perception, this may not apply to emerging markets where consumers may be delighted to purchase foreign PLBs based on the store country of origin image. So, the success of international retailers may vary depending on how congruent cultures of emerging markets are in comparison to those of their own country. Second, if multinational retailers want to develop and leverage PLBs in their management, it will be important to examine the moderating effect of category product on PLB preferences in emerging markets in which they operate. Globally, contrary to prior studies that emphasize consumer factors or category factors [i.e. 24], this study shows that PLBs' choice in emerging markets depend not only on consumer-level characteristics and on category-level characteristics but also on cultural factors. This study is one of scarce studies on PLBs in the context of emerging markets. It analyses and discusses factors determining PLB choice in these markets. However, it remains theoretical. Empirical studies in specific EMs are necessary to confirm determining factors of PLB choice drawn from the literature. First, it would be useful to conduct an exploratory study in order to have more insights about PLBs perceptions by EMs market consumers. Then, measurement scales of the constructs in the model may be developed or adopted from the literature. Second, quantitative research is of course desirable and would permit to assess the proposed model validity. For instance, Structural Equation Modeling can be used to assess hypothesized relationships between the constructs. Besides, while the virtue of any model is the simplification it provides through focusing on key factors, our model does not incorporate all of the interacting factors. So, others determining factors may be investigated in order to improve the proposed model and to give a better understanding of PLBs perceptions in emerging markets.

## REFERENCES

- [1] ACNielsen, "The Power of Private Brand Label: A review of growth trends around the world", (2005) available at: [www2.acnielsen.com/reports/documents/2005\\_privatelabel.pdf](http://www2.acnielsen.com/reports/documents/2005_privatelabel.pdf)
- [2] Ailawadi, K.L. and al., "Pursuing the value-conscious consumer: store brands versus national brand promotions", *Journal of Marketing*, Vol. 65 (January, 2001), pp.71-89.
- [3] Ailawadi, K.L. and Keller, K.L., "Understanding brand retailing: conceptual insights and research priorities", *Journal of Retailing*, Vol. 80, No. 4 (2004), pp.331-342.
- [4] Alashban, A.A. and al., "International brand-name standardization/adaptation: antecedents and consequences", *Journal of International Marketing*, Vol. 10, No. 3 (2002), pp.22-48.
- [5] Alden, D.L. and al., "Brand positioning through advertising in Asia, North America, and Europe: the role of global consumer culture", *Journal of Marketing*, Vol. 63, No. 1 (1999), pp.75-87.
- [6] Alexander, N. and Myers, H., "The Retail Internationalization Process," *International Marketing Review*, Vol. 17, No. 4-5 (2000), p.334-53.
- [7] Batra and al., "Effects of Brand Local and Non-Local origin on consumer attitudes in developing countries", *Journal of Consumer Psychology*, Vol. 9, No. 2 (2000), pp.83-95.
- [8] Batra, R. and Sinha, I., "Consumer-level factors moderating the success of private label brands", *Journal of Retailing*, Vol. 76, No. 2 (2000), pp.175-91.
- [9] Burgess, S.M. and Steenkamp, J.B. E.M., "Marketing renaissance: How research in emerging markets advances marketing science and practice", *International Journal of Research in Marketing*, Vol. 23, (2006), pp.337-356.
- [10] Burt, S. and Carralero-Encinas, J., "The role of store image in retail internationalization", *International Marketing review*, Vol. 17 No. 4/5 (2000), pp.433-453.
- [11] Burt, S. and Mavrommatis, A., "The International Transfer of Store Brand Image," *International Review of Retail, Distribution and Consumer Research*, Vol. 16 No. 4 (2006), pp.395-413.
- [12] Burton, S., and al., "A scale for measuring attitude toward private label products and an examination of its psychological and behavioral correlates", *Journal of the Academy of Marketing Science*, Vol. 26, No. 4 (1998), pp.293-306.
- [13] Cleveland, M. and Laroche, M., "Acculturation to the global consumer culture: Scale development and research paradigm", *Journal of Business Research*, Vol. 60, (2007), pp.249-259.
- [14] De Chernatony, L. and al., "International branding : demand or supply driven opportunity", *International Marketing Review*, Vol.12, No. 2 (1995), pp.97-114.
- [15] De Mooij, M. and Hofstede, G., "Convergence and divergence in consumer behavior: implications for international retailing", *Journal of Retailing*, Vol. 78, (2002), pp.61-69.
- [16] Douglas, S.P. and al., "Executive insights: integrating branding strategy building international brand architecture", *Journal of International Marketing*, Vol. 9, No. 2 (2001), pp.97-114.
- [17] Dupuis, M. and Fournioux, J., « Internationalisation du distributeur: de l'avantage compétitif à la performance », *Décision Marketing*, No. 37 (Janvier-mars 2005), pp.45-56.
- [18] Foscht, T. and al., "The impact of culture on brand perceptions: a six nation study", *Journal of Product and Brand Management*, Vol. 17, No. 3 (2008), pp.131-142.
- [19] Garretson, J.A. and al., "Antecedents of private label attitude and national brand promotion attitude: similarities and differences", *Journal of Retailing*, Vol. 78, (2002), pp.91-99.

- [20] Gripsrud, G. and Benito, G.R.G., "Internationalization in retailing: modeling the pattern of foreign market entry", *Journal of Business Research*, Vol. 58, (2007), pp.1672-1680.
- [21] Hamzaoui-Essoussi, L. et Merunka, D., "Consumers product evaluations in emerging markets. Does country of design, country of manufacture, or brand image matter?" *International Marketing Review*, Vol. 24, No. 4 (2007), pp.409-426.
- [22] Hoch, S.J. and Banerji, S., "When do private labels succeed?" *Sloan Management Review*, Vol. 34 No. 4 (1993), pp. 57-67.
- [23] Hutchinson, K. and al., "Internationalization motives and facilitating factors: qualitative evidence from smaller specialist retailers", *Journal of International Marketing*, Vol.15, No. 3 (2007), pp.95-122.
- [24] Jin, B. and Suh, Y.G., "Integrating effect of consumer perception factors in predicting private brand purchase in a Korean discount store context", *Journal of Consumer Marketing*, Vol.22, No. 32 (2005), pp.62-71.
- [25] Jo, M.S. and al., "The shielding effect of brand image against lower quality country-of-origin in global manufacturing", *Journal of Business Research*, Vol. 56, (2003), p.637-646.
- [26] Kwon, K.N. and al., "The effect of perceived characteristics on private brand purchases", *Journal of Consumer Marketing*, Vol. 25 No 2 (2008), pp.105-114.
- [27] Lamey, L. et al., "How business cycles contribute to private-label success: evidence from the Unites States and Europe", *Journal of Marketing*, Vol. 71 (January 2007), pp.1-15.
- [28] Lichtenstein, D.R. and al., "Price perceptions and consumer shopping behavior: a field study", *Journal of Marketing Research*, Vol. 30, No. 2 (1993), pp. 234-245.
- [29] Merz, M.A. and al., "A categorization approach to analyzing the global consumer culture debate", *International Marketing Review*, Vol. 25, No. 2 (2008), pp.166-182.
- [30] Meyer, K.E., "Perspectives on multinational enterprises in emerging economies", *Journal of International Business Studies*, No. 35 (2004), pp.259-276.
- [31] Meyer, K.E. and Yen, T.T.T., "Market penetration and acquisition strategies for emerging economies", *Long Range Planning*, Vol. 39, (2006), pp.177-197.
- [32] Ming-Sung, C. and al., "Do consumers perceive differences among national brands, international private labels and local private labels? The case of Taiwan", *Journal of Product and Brand Management*, Vol. 16, No. 6 (2007),pp.368-376.
- [33] Nakata, C. and Huang, Y., "Progress and promise: the last decade on international marketing research", *Journal of Business Research*, Vol. 58, No. 5 (2005), pp.611-618.
- [34] Norjaya, Y. M. and al. , "Does image of country origin matter to brand equity", *Journal of Product and Brand Management*, Vol. 16, No. 1 (2007), pp.38-48.
- [35] Onkvisit, S. and Shaw, J.J., "The international dimension of branding: strategic considerations and decisions", *International Marketing Review*, Vol. 6 No. 3 (1988), pp.22-34.
- [36] Pederzoli, D., "Conception and test of a comprehensive model of international strategy for retail companies", *International Journal of Retail Distribution and Consumer Research*, Vol. 16, No. 4 (2006), pp.415-431.
- [37] Rawwas, M. and al., "The influence of world-mindedness and nationalism on consumer evaluation of domestic and foreign product", *International Marketing Review*, Vol. 13 No. 2 (1996), pp.20-38
- [38] Richardson, P.S. and al., "Household store brand proneness: a framework", *Journal of Retailing*, Vol. 72 No. 2 (1996), pp.159-185.
- [39] Schuiling, I. and Kapferer, J-N, "Executive insights: real differences between local and international brands: strategic implications for international marketers", *Journal of International Marketing*, Vol. 12 No. 4 (2004), pp.97-112.
- [40] Sternquist, B., *International Retailing*, 2007, Fairchild Publications, New York.
- [41] Treadgold, A., "Retailing without frontiers," *Retail and Distribution Management*, Vol. 16 No. 6 (1988), pp.8-12.
- [42] Vida, I. and Fairhurst, A., "International Expansion of Retail Firms: A Theoretical Approach for Future Investigations," *Journal of Retailing and Consumer Services*, Vol. 5 No. 3 (1998), pp.143-151.
- [43] Whitelock, J. and Fastoso, F., "Understanding international branding: defining the domain and reviewing the literature", *International Marketing Review*, Vol. 24, No. 3 (2007), pp.252-270.