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internationalisation journey By exploring the supporting role of logistics during the early stage of retail internationalisation retailers can better understand how logistics organisation and operations can be organised in order to successfully expand into foreign sales markets Therefore the purpose of this licentiate thesis is to Explore the supporting role of logistics during the early stage of retail internationalisation This licentiate thesis is based on an abductive multiple case study approach that combines empirical data with literature in an iterative process in order to explore the supporting role of logistics during the early stage of retail internationalisation The selected case companies were three large sized Swedish retail chains that have recently established themselves into nearby foreign sales markets The findings of this licentiate thesis suggest that logistics plays both a reactive and a proactive supporting role during the early stage of retail internationalisation The reactive supporting role refers to logistics that adapts to predetermined conditions set by the retail company s top management team As a reactive supporter the logistics organisation is typically involved at an operational level and scales up its logistics operations in order to supply multiple markets Beyond its reactive role logistics can also play a proactive supporting role This refers to its involvement at a strategic level within the retail company where it can influence the conditions of retail internationalisation When logistics is involved more proactively its operations can become better aligned with the other company operations involved in retail internationalisation Furthermore proactive logistics support enables more efficient and effective logistics that can better cope with increased complexity as well as more effectively keeping track of logistics costs In addition to these findings the importance of top management has been identified as a key aspect of proactive logistics support More specifically logistics competence within the top management team enables logistics to be prioritised at a strategic level and to be better integrated during retail internationalisation including during individual establishments into new markets The findings also suggest that the importance of logistics increases over time during retail internationalisation The more markets the retailer enters the more important efficient logistics becomes in order to deal with both complexity and logistics costs By involving proactive logistics from the start of retail internationalisation retail chains can more efficiently and effectively establish into and operate within foreign sales markets which in turn supports a sustainable retail internationalisation One of the main academic contributions of this licentiate thesis has been to study logistics in the specific context of retail internationalisation which has previously not been researched in any great detail In addition logistics has often been studied as a static aspect but in this thesis it is studied from a dynamic perspective in order to understand how its supporting role changes over time during the early stage of retail internationalisation Another important contribution is that the role of logistics has been studied from both a strategic and an operational level as previous research has mostly focused on the strategic level of logistics related to retail internationalisation In terms of practical contributions this licentiate thesis clarifies the logistics characteristics and supply chain capabilities that support the early stage of retail internationalisation This licentiate thesis can also help practitioners to better prepare their logistics organisation and logistics operations for a

future retail internationalisation as well as helping them to avoid making logistical mistakes during the early stage of retail internationalisation

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Exploring Third-Party Logistics and Partnering in Construction Andreas Ekeskär,2016-06-01 The construction industry is associated with problems such as low productivity and high costs This has been highlighted in several government funded reports in both Sweden and in the UK during the course of over two decades The construction industry is a large industry sector employing hundreds of thousands and a large contributor to a country s GDP The problems therefore have a large impact on society Some of the problems are rooted in the organizational structure of the construction industry Compared to other manufacturing industries the construction industry is organized in temporary organizations The temporary organizations cause temporary supply chains fragmentation among construction industry actors and adversarial relationships between those actors Partnering has been put forward as a solution to overcome the temporariness and the adversarial relationships in the construction Another solution to mitigate the problems suggested in the reports is supply chain management SCM Both concepts have been taken from the manufacturing industries and partnering has been more successful compared to SCM in the construction industry In the construction industry the progress towards SCM has focused on logistics In recent years dedicated third party logistics TPL solutions have emerged in the Swedish construction industry where a company is hired to manage the logistics in a construction project The purpose with the research presented in this licentiate thesis is to explore how client initiated TPL solutions and partnering can be facilitators for SCM in the construction

industry Being a new phenomenon in the construction industry TPL solutions provide a logistical competence not necessarily included in a traditional construction project Therefore TPL solutions are of particular interest when studying the realization of SCM in the construction industry In the process of realizing SCM in the construction industry the construction clients have been put forward as having a crucial and important role The clients are the initiator and funder of construction projects and as such the client can influence the course of a construction project Therefore it is of interest to study how the client can take an active role in this process Initiating a TPL solution in a construction project is one way for a client to take an active part in the realization of SCM in construction However in order to study how clients can take an active role towards the realization of SCM in the construction industry there have to be an understanding of how SCM is to be adopted to the construction industry context SCM that derives from the manufacturing industry is designed to be used in long term relationships with permanent organizational structures The construction industry on the other hand is associated with short term relationships and a temporary organizational structure Partnering that is designed to mitigate the temporariness and establish long term relationships have been quite successful in the construction industry and could therefore be used as a facilitator for SCM in construction To study the use of client initiated TPL solutions in construction and the realization of SCM in the construction industry the following research questions have been addressed RQ1 To what extent can a third party logistics solution be a facilitator for client driven SCM in the construction industry RQ2 How will upstream and downstream tiers be affected when a thirdparty logistics provider is used in a construction project RQ3 How can partnering be used a mean to facilitate the realization of SCM in the construction industry To answer the research questions two main methodologies have been used case study for the empirically grounded research and conceptual studies for the analysis of the case studies as well as for comparing the two concepts of partnering and SCM All questions have been grounded in literature and previous research The findings of this research is therefore grounded in both theory and in practice The main findings of this research is that TPL solutions are not a quick fix for realizing SCM in the construction industry However if used right a TPL solution can be an effective tool to address logistical issues in a construction project and to establish an interface between the supply chain and the construction site By initiating a TPL solution the client addresses the importance of logistical competence in a construction project A TPL solution does not have a purpose of its own a TPL solution is a service function to the construction project providing expertise on logistics management There are also a number of driving forces and concerns that have been identified if they are addressed prior to a TPL solution is implemented the likelihood of its success will increase Furthermore both partnering and SCM rely on high trust and share several key components and issues that have to be addressed Partnering on strategic level with several suppliers included can even be hard to distinguish from SCM Wherefore partnering is considered a facilitator for the realization of SCM in construction By addressing the necessary issues in both concepts a good foundation for SCM is established

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Table of Contents Answers For Literature Paper3

1. Understanding the eBook Answers For Literature Paper3
 - The Rise of Digital Reading Answers For Literature Paper3
 - Advantages of eBooks Over Traditional Books
2. Identifying Answers For Literature Paper3
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Answers For Literature Paper3
 - User-Friendly Interface
4. Exploring eBook Recommendations from Answers For Literature Paper3
 - Personalized Recommendations

- Answers For Literature Paper3 User Reviews and Ratings
- Answers For Literature Paper3 and Bestseller Lists
- 5. Accessing Answers For Literature Paper3 Free and Paid eBooks
 - Answers For Literature Paper3 Public Domain eBooks
 - Answers For Literature Paper3 eBook Subscription Services
 - Answers For Literature Paper3 Budget-Friendly Options
- 6. Navigating Answers For Literature Paper3 eBook Formats
 - ePub, PDF, MOBI, and More
 - Answers For Literature Paper3 Compatibility with Devices
 - Answers For Literature Paper3 Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Answers For Literature Paper3
 - Highlighting and Note-Taking Answers For Literature Paper3
 - Interactive Elements Answers For Literature Paper3
- 8. Staying Engaged with Answers For Literature Paper3
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Answers For Literature Paper3
- 9. Balancing eBooks and Physical Books Answers For Literature Paper3
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Answers For Literature Paper3
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Answers For Literature Paper3
 - Setting Reading Goals Answers For Literature Paper3
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Answers For Literature Paper3
 - Fact-Checking eBook Content of Answers For Literature Paper3

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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